United States
Department of Justice

Fire Service Integration for Fusion Centers

An Appendix to the *Baseline Capabilities for State and Major Urban Area Fusion Centers*

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Introduction

Purpose

This document identifies recommended actions and guidance for state and major urban area fusion centers (fusion centers) to effectively integrate the fire service into the fusion process.

Within the context of this document, the fire service is defined as including fire and emergency operations, emergency medical service operations, rescue operations, hazardous materials operations, fire prevention/protection, fire investigation, incident management, and responder safety.

Recognizing the value and importance of incorporating the fire service into the fusion process requires an understanding of the evolution of the terms "information" and "intelligence" as they pertain to the current homeland security environment. Though once thought of as relating only to prevention, protection, and investigation missions, information and intelligence are now also recognized as important elements in support of the preparedness for and execution of response and recovery missions. These missions are performed by departments across the emergency services sector, including law enforcement, fire service, and emergency management, as well as public health departments, critical infrastructure owners/operators, nongovernmental organizations, and the private sector. This document is written on the premise that information and intelligence serve all homeland security partners across all mission areas.

The document is an appendix to the U.S. Department of Justice's (DOJ) Global Justice Information Sharing Initiative's (Global) *Baseline Capabilities for State and Major Urban Area Fusion Centers* (Baseline Capabilities document), which defines the capabilities and guidance necessary for a fusion center to be considered capable of performing basic functions (e.g., the gathering, processing, analysis, and dissemination of terrorism, homeland security, and law enforcement information).

The document does not identify additional capabilities for fusion centers. Rather, the document identifies how fusion centers can effectively integrate the fire service into their existing analysis and information/intelligence sharing processes. In addition, this document provides federal, state, local, tribal, and territorial fire service organizations with an overview of the mutual operational value in working with their local fusion center, as well as different options for establishing relationships with the fusion center.

Fire Service Role in Meeting Baseline Capabilities

Within the context of the Baseline Capabilities document, baseline capabilities for a fusion center describe the process, management, and administrative requirements for a fusion center to perform its core functions of gathering, processing, analyzing, and disseminating terrorism, homeland security, and law enforcement information. Integrating the fire service into fusion center operations provides the center with a source of fire service

subject-matter expertise to aid in achieving the fusion center's existing all-crimes and/or all-hazards baseline capabilities. For example:

All-Crimes: In general, fusion centers adopting an all-crimes approach incorporate terrorism and other threat information into an existing crime-fighting framework to ensure that possible precursor crimes are screened and analyzed for linkages to larger-scale terrorist or other crimes. During the normal course of operations, fire service personnel interface with numerous people and places throughout their communities. Like all community members, fire service personnel can contribute to community safety by responsibly employing the "see something, say something" principle. When provided with training on terrorist indicators and warnings and the appropriate protocols for reporting observed suspicious materials and activities, fire service personnel could provide fusion centers with information on observed criminal acts and/or terrorism precursors—information that may otherwise go unreported and could help fusion centers "connect the dots."

All-Hazards: In general, fusion centers adopting an all-hazards approach identify and prioritize types of major disasters and emergencies beyond terrorism and crime that could occur within or affect their jurisdiction. These fusion centers gather, analyze, and disseminate information that can assist the responsible agencies with the prevention, protection, response, or recovery efforts of those incidents. As first responders to all emergency incidents, fire service personnel are cognizant of the various types of threats facing their communities (e.g., from managing hazardous materials incidents), existing critical infrastructure vulnerabilities within their communities (e.g., from conducting building and construction code inspections), and the potential consequences that various threats represent. The fire service perspective adds an important dimension to all-hazard risk assessments, preparedness activities, and mitigation operations.

The integration of fire service organizations and personnel into the fusion process enhances the efforts of all homeland security partners across all mission areas. Through robust information and intelligence sharing:

- Fire service personnel can contribute to the identification and reporting of threats that may lead to accidental, criminal, or terrorist incidents and can serve as an information and analytical resource for the production of intelligence to support incident prevention efforts. **[Prevention]**

- Fire service personnel can provide a valuable perspective to the identification and reporting of critical infrastructure and key resource vulnerabilities and the identification of potential consequences of threats exploiting those vulnerabilities. **[Protection]**

- Fire service personnel can contribute to, receive, and share information and intelligence to support the effective response operations of all emergency service providers. **[Response]**

- Fire service personnel can contribute to, receive, and share information and intelligence to support the continuity of government and reconstitution of critical infrastructure operations. **[Recovery]**

- Fire service personnel can contribute to and receive information and intelligence on terrorism techniques, target hazards, and natural disaster trends, to enhance situational awareness and proactive measures for protecting the health and safety of all emergency responders. **[Safety]**

The exact configuration of the relationship fire service constituents have with a fusion center will depend on a number of factors unique to each jurisdiction. For example, fire service personnel can serve as:

- Fusion/Terrorism/Intelligence Liaison Officers (FLOs/TLOs/ILOs) to provide information directly to the fusion center and to facilitate vital information sharing between fire departments and fusion centers.
- Ad hoc fire, emergency medical service, rescue, hazardous materials, fire investigation, responder safety, and/or building/construction code subject-matter experts (SMEs) to provide analytical support to fusion centers.
- Intelligence analysts embedded within fusion centers to provide a consistent emergency services analytical perspective to the fusion process.

Regardless of the exact relationship configuration chosen, each fusion center should view the fire service as an important consumer, collaborator, and contributor for its all-crimes and/or all-hazards information and intelligence mission.

Fire Service as Consumer: Timely and actionable information and intelligence concerning threats, vulnerabilities, and other potential hazards are imperative to provide situational awareness to all emergency services personnel. Information and intelligence generated by the fusion center and disseminated to fire service and other emergency services constituents can help guide their preparedness activities (planning, training, staging, etc.), as well as enhance responder safety during response and recovery operations.

Fire Service as Collaborator: The training and experience that fire service personnel possess by the nature of their profession make them an excellent analytical element and/or SME resource (e.g., on hazardous materials) for contributing to the analysis and production of intelligence on criminal, terrorism, accidental, and natural disaster incidents. In addition, when fire service personnel embedded in fusion centers are able to view all of the information available to intelligence analysts, they can advise on specific preparedness, response, and recovery requirements and assist fellow analysts in the identification and preparation of intelligence products for emergency services consumers. In this capacity, both law enforcement and fire service personnel in fusion centers serve the same vital function as the local and state law enforcement and fire service personnel currently serving on the Interagency Threat Assessment and Coordination Group (ITACG) in the National Counterterrorism Center.[1]

Fire Service as Contributor: Information provided to the fusion center by the fire service through suspicious activity reporting can support the production of finished intelligence

[1] Additional information on the ITACG is available at http://www.ise.gov/pages/partner-itacg.html.

products. This requires educating fire service personnel on criminal/terrorism indicators and warnings and providing protocols on appropriate mechanisms for reporting suspicious activities to the fusion center, in accordance with appropriate privacy and civil rights/civil liberties protections.

The incorporation of the fire service perspective into the fusion center's collection, analysis, and dissemination of information and intelligence enhances the collective homeland security effort, while supporting the prevention, protection, response, and recovery efforts of all homeland security partners.

Fusion Center—Fire Service Integration

The recommendations outlined in this appendix are designed to demonstrate how fire service disciplines can be integrated into the existing baseline capabilities to assist fusion centers in achieving their mission. They are organized and numbered to correlate directly with the applicable capabilities listed in the *Baseline Capabilities for State and Major Urban Area Fusion Centers* (the corresponding capability is noted in parenthesis) and provide guidance specifically tailored to the fire service. After each recommendation (bolded), the corresponding capability is identified; for example, I.A.1.b or I.A.3.a. For the sake of brevity and clarity, only the capabilities that are directly relevant to the fire service are included in this document.

Structure of the Baseline Capabilities Document

I. Fusion Process Capabilities

- **A.** Planning and Requirements Development
- **B.** Information Gathering/Collection and Recognition of Indicators and Warnings
- **C.** Processing and Collation of Information
- **D.** Intelligence Analysis and Production
- **E.** Intelligence/Information Dissemination
- **F.** Reevaluation

II. Management and Administrative Capabilities

- **A.** Management/Governance
- **B.** Information Privacy Protections
- **C.** Security
- **D.** Personnel and Training
- **E.** Information Technology/Communications Infrastructure, Systems, Equipment, Facility, and Physical Infrastructure
- **F.** Funding

I. Fusion Process Capabilities

A. Planning and Requirements Development

- Risk Assessment—Fusion centers shall conduct or contribute to a statewide and/or regional risk assessment that identifies and prioritizes threats, vulnerabilities, and consequences at regular intervals. (I.A.2)
  - **Fire service constituents should participate in the development of site-specific and topical risk assessments. (I.A.2.b)**
  - **Fire service constituents should be included in the dissemination of risk assessments or a summary and/or briefings on the risk assessments. (I.A.2.c)**
  - **Fusion centers should maintain mechanisms to contribute fire service information of value to other state, multistate, and national-level risk assessments. (I.A.2.d)**
- Information Requirements—The information requirements for the fusion center shall be defined, documented, updated regularly, and consistent with the center's goals and objectives as defined by the governance structure and reflect the risks identified in the statewide and/or regional risk assessment. (I.A.3)
  - **Fire service constituents should collaborate with fusion centers to use the risk assessment to identify and prioritize information requirements for preparedness, response, and recovery operations. (I.A.3.a)**
  - **Fire service constituents should participate in establishing fusion center goals and objectives for the collection, production, and sharing of information. (I.A.3.c)**
- Suspicious Activity Reporting (SAR)—Fusion centers shall develop, implement, and maintain a plan to support the establishment of a suspicious activity and incident reporting process for their geographic area of responsibility, in a manner consistent with the *Findings and Recommendations of the Suspicious Activity Report (SAR) Support and Implementation Project*. Specifically, centers shall have the ability to receive, process, document, analyze, and share SARs in a manner that complies with the ISE-SAR Functional Standard. (I.A.4)
  - **Fire service constituents should collaborate with fusion centers to develop outreach materials for fire service personnel on recognizing and reporting behaviors and incidents indicative of criminal activity associated with international and domestic terrorism. (I.A.4.c.ii)**
  - **Fire service constituents should collaborate with fusion centers to support and/or develop training for fire service personnel to identify and appropriately report suspicious activities, indicators, warnings,**

and the associated privacy and civil rights/civil liberties protection requirements. (I.A.4.f)

- Alerts, Warnings, and Notifications—Fusion centers shall ensure that alerts, warnings, and notifications are disseminated, as appropriate, to state, local, and tribal authorities; the private sector; and the general public. (I.A.5)
  - **Fire service constituents should participate in developing and implementing a written policy outlining standard operating procedures to govern the receipt and further dissemination of federally generated alerts, warnings, and notification messages. (I.A.5.a)**
- Situational Awareness Reporting—Fusion centers shall develop processes to manage the reporting to key officials and the public of information regarding significant events (local, regional, national, and international) that may influence state or local security conditions. (I.A.6)
  - **Fire service constituents should participate in developing and implementing a written policy outlining standard operating procedures to govern the receipt and further dissemination of federally generated information bulletins and situational awareness messages. (I.A.6.a)**
- Coordination With Response and Recovery Officials—Fusion centers shall identify and coordinate with emergency managers and appropriate response and recovery personnel and operations centers to develop, implement, and maintain a plan and procedures to ensure a common understanding of roles and responsibilities and to ensure that intelligence and analysis capabilities can be leveraged to support emergency management operation activities, as appropriate, when events require such a response. (I.A.8)
  - **Fire service constituents and command centers should be included in the identification of intelligence and analytical roles and responsibilities in accordance with the National Incident Management System (NIMS) and Incident Command System (ICS). (I.A.8.a)**
- Exercises—Fusion centers should conduct or participate in another agency's scenario-based tabletop and live training exercises to regularly assess their capabilities. (I.A.10)
  - **Fire service constituents should be included in training exercises that contribute to understanding the value of the statewide fusion process, the fusion center's collection plan, the SAR process, analytical products, the center's role in the Information Sharing Environment, and the center's role in response and recovery activities in accordance with NIMS and ICS. (I.A.10.b)**

B. Information Gathering/Collection and Recognition of Indicators and Warnings

- Information-Gathering and -Reporting Strategy—Fusion centers shall develop, implement, and maintain an information-gathering and -reporting strategy that leverages existing capabilities and shall identify methods for communicating information requirements and the overall information-gathering strategy to partners, to include any applicable fusion liaison officers. (I.B.1)
  - **Fire service constituents should be included in the coordination of information sharing and counterterrorism efforts. (I.B.1.b)**
  - **Fire service constituents should be included in the outline of processes that partner organizations use to report information to the fusion center. (I.B.1.c)**
- Feedback Mechanism—Fusion centers shall define and implement a feedback mechanism. (I.B.2)
  - **Fire service constituents should be provided with an acknowledgement of the fusion center's receipt of information and feedback on the value of information provided and the actions taken with that information. (I.B.2.a)**
  - **Fire service constituents should have the ability to make suggestions to improve fusion center strategy, plans, or processes, as well as the ability to seek clarification on information requirements. (I.B.2.b)**
  - **Fire service constituents should have the ability to make suggestions to improve information or products received from the center. (I.B.2.c)**
- Collection and Storage of Information—Fusion centers shall define the policies and processes and establish a mechanism for receiving, cataloging, and retaining information provided to the center. (I.B.3)
  - **Fire service constituents should be familiar with and adhere to the fusion center's policies, processes, and mechanisms regarding data retention, purging, and redress. (I.B.3.a)**
  - **Fire service constituents should be familiar with and adhere to the collection, storage, and retention requirements of 28 CFR Part 23. (I.B.3.d)**
  - **Fire service constituents should contribute to the fusion center's processes to identify progress achieved against individual information requirements and the overall information-gathering strategy and be provided with summary assessments on a routine basis. (I.B.3.e)**

C. Processing and Collation of Information

- Levels of Confidence—Fusion centers shall liaise with partners to ensure that information collected is relevant, valid, and reliable. (I.C.2)
  - **Fire service constituent subject-matter experts should contribute to ensuring that information collected is relevant, valid, and reliable. (I.C.2)**
  - **Fire service constituents should participate in regular meetings with the fusion center to discuss information collection requirements. (I.C.2.a)**
  - **Fire service constituents should be familiar with the various levels of confidence of information provided to the center. (I.C.2.b)**

D. Intelligence Analysis and Production

- Analytic Products—Fusion centers shall develop, implement, and maintain a production plan that describes the types of analysis and products they intend to provide for their customers and partners (which, at a minimum, include Risk Assessments; Suspicious Activity Reporting; Alerts, Warnings, and Notifications; and Situational Awareness Reporting [see Sections I.A.2, 4, 5, and 6 for further details on these product types]), how often or in what circumstances the product will be produced, and how each product type will be disseminated. (I.D.1)
  - **Fire service constituents should be included as stakeholders and a customer base for specific product lines and should provide feedback to guide future products. (I.D.1.c)**
  - **Fire service constituent subject-matter experts should contribute to the fusion center's production of value-added intelligence products that support the development of performance-driven, risk-based prevention, protection, response, and consequence management programs. (I.D.1.d)**
- Enhancing Analyst Skills—The fusion center should develop and implement a Training and Professional Development Plan to enhance analysts' critical thinking, research, writing, presentation, and reporting skills. (I.D.3)
  - **Fire service constituents should contribute to drafting the Training and Professional Development Plan—including the identification of training and mentoring opportunities for learning new subject matter/areas of expertise and exposure to new analytic techniques and technologies. (I.D.3.a)**
- Information Linking—Fusion centers shall ensure that analysts are able to understand and identify the links between terrorism-related intelligence and information related to traditional criminal activity so they can identify activities

that are indicative of precursor behaviors, terrorist activities, and threats. (I.D.4)

- **Fire service constituents should be included in training regarding precursor activities of terrorists. (I.D.4.a)**

E. Intelligence/Information Dissemination

- Dissemination Plan—Fusion centers shall develop a high-level dissemination plan that documents the procedures and communication mechanisms for the timely dissemination of the center's various products to the core and ad hoc customers. (I.E.1)

  - **Fire service constituents should be included in the dissemination plan that documents the procedures and communication mechanisms for the timely dissemination of the fusion center's various products. (I.E.1)**

  - **Fire service constituents should contribute to the identification of methods to distribute information by informing the fusion center of their communications capabilities and needs before, during, and after an incident. (I.E.1.b)**

F. Reevaluation

- Performance Evaluation—Fusion centers shall develop and implement a plan to reevaluate the center's performance of the intelligence cycle on a regular basis. (I.F.1)

  - **Fire service constituents should contribute to the development of mechanisms to receive stakeholder feedback on all parts of the intelligence cycle. (I.F.1.a)**

- Fusion Center Processes Review—Fusion centers shall establish a process to review and, as appropriate, update the center's information requirements, collection plan, and analytic production strategy on a regular basis. (I.F.2)

  - **Fire service constituents should participate in the identification of new threat or vulnerability information. (I.F.2.a)**

  - **Fire service constituents should participate in the identification of new federal or state standing or ad hoc information requirements. (I.F.2.b)**

  - **Fire service constituents should participate in the identification of federal or state alerts, warnings, or notifications or situational awareness bulletins. (I.F.2.c)**

  - **Fire service constituents should participate in the identification of updated risk assessments. (I.F.2.d)**

II. Management and Administrative Capabilities

A. Management/Governance

- Governance Structure—Fusion centers shall have a governance structure that provides appropriate representation for the jurisdictions and disciplines in the center's area of responsibility. (II.A.1)
  - **Fire service constituent representatives should be included in the fusion center's governance or advisory body. (II.A.1.b)**
  - **Fire service constituents should contribute to the development of communication mechanisms to provide the governance body with feedback. (II.A.1.j)**
- Mission Statement—Fusion centers shall have a defined mission statement that is clear and concise and conveys the purpose, priority, and roles of the center. (II.A.2)
  - **Fire service constituents should contribute to defining the center's mission statement by participating in the identification of risks in the center's geographic area of responsibility. (II.A.2.b)**
- Collaborative Environment—Fusion centers shall identify the organizations that represent their core (permanent) and ad hoc stakeholders and the roles and responsibilities of each stakeholder and develop mechanisms and processes to facilitate a collaborative environment with these stakeholders. (II.A.3)
  - **Fire service constituents should participate in the review of the most recent risk assessment and the identification of stakeholders that should be included to address the highest identified risks. (II.A.3.a)**
  - **Fire service constituents should participate in the identification of entities and individuals responsible for planning, developing, and implementing prevention, protection, response, and consequence-management efforts at the state, local, and tribal levels. (II.A.3.b)**
  - **Fire service constituents should participate in the identification of the roles and responsibilities of the fusion center's fire service stakeholders, including the identification of their needs as a customer of the center and their contributions to the center. (II.A.3.c)**
- Outreach—Fusion centers shall establish a policy to govern official outreach and communications with leaders and policymakers, the public sector, the private sector, the media, and citizens and develop a plan to enhance awareness of the fusion center's purpose, mission, and functions. (II.A.6)

- **Fire service constituents should participate in outreach efforts about the fusion center's privacy policy, the fusion process, and the types of information that should be reported to law enforcement or the fusion center and how to do so. (II.A.6.a)**

B. Information Privacy Protections

- Privacy Official—Fusion centers shall designate an individual to serve as the privacy official and/or establish a privacy committee to be responsible for coordinating the development, implementation, maintenance, and oversight of the privacy protection policies and procedures. (II.B.1)

  - **Fire service constituents should be included as stakeholders in the development and implementation of the privacy policy. (II.B.1.d)**

- Privacy Policy Development—In developing the privacy policy, fusion centers shall: (II.B.2)

  - **Consider including fire service constituents in vetting the fusion center privacy protection policy during its development and ensure that fire service constituents provide their commentary prior to the policy being finalized. (II.B.2.e)**

- Privacy Protections—Fusion centers shall develop and implement a privacy protection policy that ensures that the center's activities (collection/gathering, analysis, dissemination, storage, and use of information) are conducted in a manner that protects the privacy, civil liberties, and other legal rights of individuals protected by applicable law, while ensuring the security of the information shared. The policy shall cover all center activities and shall be at least as comprehensive as the requirements set forth in the Information Sharing Environment Privacy Guidelines and consistent with 28 CFR Part 23 and DOJ's Global *Privacy and Civil Liberties Policy Development Guide and Implementation Templates*. (II.B.3)

  - **Fire service constituents should participate in the establishment and communication of criteria for types of information fire service partners can submit to the fusion center. (II.B.3.b)**

- Privacy Policy Outreach—Fusion centers shall implement necessary outreach and training for the execution, training, and technology aspects of the privacy protection policy. (II.B.4)

  - **Fire service constituents should ensure that privacy protections are implemented through training, business process changes, and system designs. (II.B.4.a)**

  - **Fire service constituents should participate in ongoing training on the fusion center's privacy policies and procedures. (II.B.4.b)**

C. Security

- Securing Information—Fusion centers' security policies shall address the ability to collect, store, and share classified, controlled unclassified, and unclassified information to address homeland security and criminal investigations. (II.C.3)

  - **Fire service constituents should collaborate with the fusion center to identify appropriate fire service members to include in the center's dissemination of Secret-level information; the center should aid in facilitating acquisition of the appropriate clearances, policies, procedures, and training to receive and safeguard Secret-level information. Appropriate fire service members include those serving as an analyst within the fusion center, serving as a subject-matter expert for the fusion center, serving in a defined intelligence function within a fire service organization and actively collaborating with the fusion center, and/or serving as a "need-to-know" consumer of Secret-level information disseminated by the fusion center. (II.C.3.a)**

  - **Fire service constituents should collaborate with the fusion center to identify appropriate fire service members to include in the center's dissemination of federal Controlled Unclassified Information; the center should aid in facilitating acquisition of the appropriate policies, procedures, and training to receive and safeguard Controlled Unclassified Information. (II.C.3.c)**

  - **Fire service constituents should participate in ensuring that the fusion center's security policies allow for the timely distribution of the center's intelligence products to the center's fire service constituency base, including daily, weekly, and monthly analysis reports and assessments; alerts; warnings; executive reports; briefings; etc. (II.C.3.d)**

D. Personnel and Training

- Training Plan—Fusion centers shall develop and document a training plan to ensure that personnel and partners understand the intelligence process and the fusion center's mission, functions, plans, and procedures. The plan shall identify the basic training needs of all center personnel and identify specialized training needed to address the center's mission and current information requirements. (II.D.3)

  - **Fire service constituents should participate in the development and documentation of a training plan to ensure that personnel and partners understand the intelligence process and the fusion center's mission, functions, plans, and procedures. (II.D.3)**

  - **Fire service constituents should be included in training on the roles and responsibilities of intelligence and analytical functions in accordance with NIMS and ICS. (II.D.3.b.ii)**

- **Fire service constituents should be included in training on the fusion center's privacy and security policies and protocols. (II.D.3.b.iii)**
- **Fire service constituents should be included in the delivery of training upon assignment to the fusion center or upon establishing a formal relationship with the center, including regular retraining. (II.D.3.c)**

E. Information Technology/Communications Infrastructure, Systems, Equipment, Facility, and Physical Infrastructure

- Information Exchange Within the Center—Fusion centers shall establish an environment in which center personnel and partners can seamlessly communicate—effectively and efficiently exchanging information in a manner consistent with the business processes and policies of the fusion center. (II.E.2)
  - **Fire service constituents should participate in ensuring that appropriate personnel are colocated and/or virtually integrated within the center. (II.E.2.a)**
  - **Fire service constituents should enable the center to leverage their available databases, systems, and networks to maximize information sharing and plan for future connectivity to other systems under development. (II.E.2.b)**
- Communications Plan—Fusion centers shall have a plan to ensure safe, secure, and reliable communications, including policies and audit capabilities. (II.E.3)
  - **Fire service constituents should contribute to the identification of how fusion center partners will communicate before, during, and after an incident or emergency and ensure that communications capabilities are interoperable. (II.E.3.a)**
  - **Fusion centers should incorporate current communications plans utilized by fire service constituents into the center's communications plan. (II.E.3.b)**
  - **Fire service constituents should participate in testing of the communications plan on a routine basis to ensure operability and maintenance of current contact information. (II.E.3.d)**
- Contingency and Continuity-of-Operations Plans—Fusion centers shall have contingency and continuity-of-operations plans to ensure sustained execution of mission-critical processes and information technology systems during an event that causes these systems to fail and, if necessary, to ensure performance of essential functions at an alternate location during an emergency. (II.E.4)

- **Fire service constituents should participate in developing contingency and continuity-of-operations plans in coordination with emergency managers and other appropriate response and recovery officials. (II.E.4)**

F. Funding

- Investment Strategy—Fusion centers shall develop an investment strategy to achieve and sustain baseline capabilities for the center's operations, including a delineation of current and recommended future federal versus nonfederal costs. (II.F.1)

  - **Fire service constituents should contribute to leveraging existing resources/funding and identifying supplemental funding sources to support the fusion center. (II.F.1.d)**

  - **Fire service constituents should address their resource commitment to the fusion center in the Memorandum of Understanding. (II.F.1.e)**

  - **Fire service constituents should contribute to identifying the return on investment of their participation with the fusion center. (II.F.1.f)**

Available Resources

DHS Fire Service Intelligence Enterprise (FSIE)

The Fire Service Intelligence Enterprise (FSIE) is an initiative to incorporate the fire service into national standards, protocols, and mechanisms for homeland security information and intelligence sharing. The FSIE represents a collaborative initiative of several U.S. Department of Homeland Security (DHS) entities—the Office of Intelligence and Analysis, State and Local Program Office (I&A/SLPO), and the U.S. Fire Administration (USFA), with support from the Federal Emergency Management Agency, National Preparedness Directorate.

The overarching goals of the FSIE initiative include facilitating the identification and development of information and intelligence sharing requirements, mechanisms, technical assistance, and training to support fire service integration into state and major urban area fusion centers and information/intelligence sharing networks. Activities performed to achieve these goals are being closely coordinated with other offices within DHS; other federal agencies; and national, state, local, tribal, and territorial fire service organizations to ensure that the initiative is effective, efficient, and pursued in a manner that respects and protects citizen privacy and civil rights/civil liberties.

For information regarding the Fire Service Intelligence Enterprise, please contact Ms. Keeley Townsend, DHS/I&A/SLPO, at keeley.townsend@associates.dhs.gov or (202) 579-0954 or Mr. Keith Henke, USFA, at keith.henke@dhs.gov or (301) 447-7266.

United States Fire Administration: Emergency Management and Response—Information Sharing and Analysis Center (EMR-ISAC)

The mission of the Emergency Management and Response—Information Sharing and Analysis Center (EMR-ISAC) is the collection, research, collaboration, and dissemination of critical infrastructure protection (CIP) and emerging threat information affecting the Emergency Services Sector (ESS). The EMR-ISAC also provides technical assistance to enhance the preparedness level of public safety organizations across the country, while supporting the prevention, response, and recovery efforts of all homeland security partners.

The EMR-ISAC produces weekly INFOGRAMs, containing short articles about the protection of the critical infrastructures of communities and their emergency responders, and, as needed, CIP Bulletins, containing timely, consequential homeland security information affecting the CIP of emergency response agencies. The EMR-ISAC also disseminates information alerts to ESS leaders on emergent, actionable information regarding threats and vulnerabilities to support effective advanced prevention, protection, and mitigation activities.

For information regarding the EMR-ISAC, please visit www.usfa.dhs.gov/emr-isac or contact the EMR-ISAC office at emr-isac@dhs.gov or (301) 447-1325.

DHS National Operations Center (NOC) Fire Desk

The Fire Desk in the DHS National Operations Center (NOC) supports the NOC mission to provide situational awareness and a common operating picture for the entire federal government and for state, local, tribal, and territorial governments, as appropriate, in the event of a natural disaster, act of terrorism, or other man-made disaster and ensure that critical terrorism and disaster-related information reaches government decision makers. The information received and reviewed at the Fire Desk includes sensitive and classified information that is not available to most other sources or partnerships; the Fire Desk interprets the information and identifies what needs to be shared with internal and external partners and associated organizations.

The primary roles of the Fire Desk are to inform the nation's fire service of credible threats to state, local, tribal, and territorial departments and agencies; serve as a subject-matter expert to the NOC on fire service technical issues; collaborate with the NOC Watch Desk to assemble accurate data; maintain clear channels of communications with USFA staff and leadership, the EMR-ISAC, and Emergency Support Function-4 (ESF-4) program support; and to support the production of threat reports, alerts, and briefings to the Emergency Services Sector (ESS) through the EMR-ISAC.

The NOC Fire Desk can be reached during normal business hours at (202) 282-9286 (Comm./STE) or noc.fire@hq.dhs.gov. The NOC Senior Watch Officer can be reached 24/7 at (202) 282-8101 (Comm./STE) or noc.swo@hq.dhs.gov.

Fusion Process Technical Assistance Program: Fusion Center and Fire Service Information Sharing and Coordination Workshop

The U.S. Department of Homeland Security (DHS), in coordination with the U.S. Department of Justice (DOJ), is providing the Fusion Center and Fire Service Information Sharing and Coordination Workshop as a component of the Fusion Process Technical Assistance Program. The objective of the workshop is to provide support for jurisdictions as they consider coordination with and/or integration of the fire service into existing information sharing initiatives.

The Fusion Center and Fire Service Information Sharing and Coordination Workshop is an introductory service designed to facilitate discussion between fire service personnel and their respective fusion center. It also assists fire service personnel in learning how they can engage in information sharing processes. The workshop was built on the foundation that the fire services are a valuable asset in the nation's effort to prevent and respond to incidents through effective information sharing. This service also facilitates an opportunity for executive fire service officers to enhance their department's operational information sharing abilities. Ultimately, the workshop will strengthen the fire service mission of protecting life safety and property.

For information regarding the Fusion Process Technical Assistance Program or assistance with the request process, please contact program staff at fusionprocessprogram@iir.com.