



THE COMMONWEALTH OF MASSACHUSETTS

EXECUTIVE DEPARTMENT

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MITT ROMNEY  
GOVERNOR

KERRY HEALEY  
LIEUTENANT GOVERNOR

BY HIS EXCELLENCY

MITT ROMNEY  
GOVERNOR

EXECUTIVE ORDER NO. 476

**Designating the Commonwealth Fusion Center as the Commonwealth's Principal Center for Information Collection and Dissemination**

WHEREAS, a principal responsibility of the executive department is to expend maximum effort to detect, protect against, prevent, respond to, and recover from terrorist attacks and other critical incidents;

WHEREAS, it is a central tenet of the Commonwealth's homeland security strategy that all levels and agencies of government must develop and constantly seek to improve their capacity to gather, process, analyze, and share critical information;

WHEREAS, the United States Department of Homeland Security's Homeland Security Advisory Council, and specifically the Intelligence and Information Sharing Working Group, chaired by the Governor, recommended that our nation's homeland security efforts be driven by the collection, analysis, timely dissemination, and reevaluation of critical data and information, and that in order to produce meaningful, actionable information, all levels of government and the private sector must be able to exchange information rapidly;

WHEREAS, to ensure that this "fusion process" was utilized within and for the Commonwealth, in October 2004, the Governor created the Commonwealth Fusion Center;

WHEREAS, in the Intelligence Reform and Terrorism Prevention Act of 2004, the President and the Congress of the United States directed that an Information Sharing Environment be established within the Federal government, and between Federal, state, local, and private-sector entities, to allow for the seamless exchange of homeland security information, terrorism information, and law enforcement information related to terrorism;

WHEREAS, on November 16, 2006, the President of the United States, through the Office of the Director of National Intelligence, submitted to the Congress an implementation plan for creating an Information Sharing Environment, which in part calls for the establishment of an integrated network of state and major urban area fusion centers; and

WHEREAS, the Information Sharing Environment implementation plan directs Federal agencies to provide homeland security information, terrorism information, and law enforcement information to state and major urban area fusion centers; envisions that fusion centers will analyze, interpret, and disseminate this information to appropriate state and local officials; and envisions that fusion centers will gather, process, analyze, and interpret relevant regional, state, and local information, and forward that information to appropriate Federal agencies;

NOW, THEREFORE, I, Mitt Romney, Governor of the Commonwealth of Massachusetts, by virtue of the authority vested in me as Supreme Executive Magistrate, do hereby order as follows:

Section 1: Consistent with the efforts of the United States government to establish a national network of fusion centers, the Commonwealth Fusion Center will serve as the "central hub" of the Commonwealth's fusion process and serve as the primary interface between the Commonwealth and the Federal government for information collection, analysis, and dissemination.

Section 2: The Commonwealth Fusion Center shall be a multi-disciplinary, multi-agency organization dedicated to gathering, processing, analyzing and sharing critical information with Federal, state, local, and private sector partners. The Massachusetts State Police is charged with general oversight responsibilities for the effective operation and administration of the Commonwealth Fusion Center.

Section 3: The Commonwealth Fusion Center shall use information collected from multiple sources and a variety of disciplines, including but not limited to law enforcement, emergency management, fire services, health care, emergency medical services, public health, transportation, public utilities, social services, and the private sector, to develop and maintain an up-to-date statewide assessment of the threats, vulnerabilities, and risks facing the Commonwealth.

Section 4: The Commonwealth Fusion Center shall employ an "all hazards," "all threats," and "all crimes" approach to homeland security, which recognizes that terrorists often commit traditional crimes to support their activities and frequently collaborate with individuals involved in traditional criminal activity.

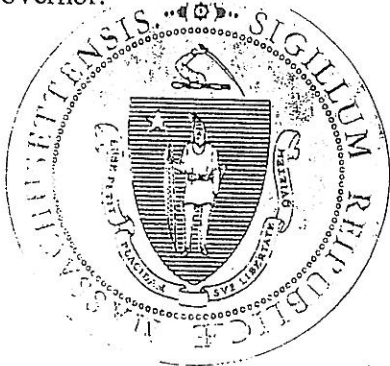
Section 5: The Commonwealth Fusion Center shall work with appropriate Federal entities to gather, process, analyze, and disseminate homeland security information, terrorism information, and law enforcement information to appropriate state and local officials.

Section 6: The Commonwealth Fusion Center shall also gather, process, analyze, and interpret relevant regional, state, and local information and shall forward that information to appropriate Federal agencies.

Section 7: In order to guarantee that the Commonwealth Fusion Center functions with maximum effectiveness, methods of collecting, analyzing, and disseminating information must be constantly reviewed and updated. Accordingly, the Secretary of Public Safety shall regularly review the policies, procedures, guidelines, and organizational structure of, as well as the resources allocated to, the Commonwealth Fusion Center. The Secretary of Public Safety shall identify areas where efforts by the Commonwealth Fusion Center to gather, analyze, and share information can be strengthened.

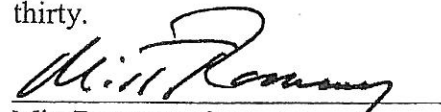
Section 8: Whenever the Secretary of Public Safety deems appropriate, he shall confer with representatives from Federal, state, local, and private sector entities that contribute information to, or receive product or analysis from, the Commonwealth Fusion Center. In this way, agencies that are contributors to, and consumers of information from, the Commonwealth Fusion Center can provide input regarding the strategic planning for center operations and future enhancements, assist in identifying obstacles to the efficient exchange of information between stakeholders, and propose solutions to remove those obstacles.

Section 9. The Secretary of Public Safety shall regularly report his findings to the Governor.



  
William Francis Galvin  
Secretary of the Commonwealth

Given at the Executive Chamber in  
Boston this 3<sup>rd</sup> day of January in the  
year of our Lord two thousand and  
seven and of the Independence of the  
United States, two hundred and  
thirty.

  
Mitt Romney, Governor  
Commonwealth of Massachusetts

GOD SAVE THE COMMONWEALTH OF MASSACHUSETTS



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## Frequently Asked Questions

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### What is a fusion center?

*A fusion center is an effective and efficient mechanism to exchange information and intelligence, maximize resources, streamline operations, and improve the ability to fight crime and terrorism by analyzing data from a variety of sources. In addition, fusion centers are a conduit for implementing portions of the National Criminal Intelligence Sharing Plan[1].*

### Why do we need a fusion center?

*Effective terrorism-related prevention, protection, preparedness, response and recovery efforts depend on timely and accurate information about: who the enemy is, where they operate, how they are supported, the targets the enemy intends to attack, and the method of attack they intend to use. Fusion centers embody the core collaboration and as demands increase and resources decrease, fusion centers will become an effective tool to maximize available resources and build trusted relationships.*

### Who has access to fusion center information?

*The Commonwealth Fusion Center (CFC) follows the principles and recommendations set forth in the National Criminal Intelligence Sharing Plan, working to share relevant, unclassified information and intelligence with a wide variety of local, state and federal partners, as well as private sector partners.*

## What is intelligence-led policing?

*Intelligence-Led Policing is the collection and analysis of information to produce an intelligence end-product designed to inform police decision-making at both the tactical and strategic levels. [2]*

*Strategic intelligence provides decision-makers an overview of criminal activity, groups, and threats, enabling more efficient departmental, regional and statewide policy planning and resource allocation.*

*Tactical intelligence is used to guide operational level law enforcement regarding criminal investigations or serving more immediate needs such as officer safety. Priority intelligence requirements will be used to guide collection efforts to support this type of intelligence.*

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## How will it support my operations at the local level?

*The CFC serves as a statewide hub of information collection and analysis regarding terrorist activity and criminal threats to the Commonwealth. It has and is developing additional resources to provide secure information sharing (Homeland Security Information Network-Massachusetts) as well as information collection for the purposes of developing intelligence for CFC stakeholders. Resulting intelligence is disseminated to CFC partners in accordance with applicable state and federal regulations. The CFC provides support to local agencies with access to federal information sources and restricted databases. Analytic services can also be made available to support complex criminal investigations with a possible connection to terrorism or other organized criminal activity.*

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## How do we access the Fusion Center Resources?

|                                   |                                                                           |
|-----------------------------------|---------------------------------------------------------------------------|
| <i>Fusion Center Main Number:</i> | <i>978-451-3700</i>                                                       |
| <i>Fusion Center Fax:</i>         | <i>978-451-3707</i>                                                       |
| <i>Fusion Center E-mail:</i>      | <i><a href="mailto:fusion@pol.state.ma.us">fusion@pol.state.ma.us</a></i> |
| <i>Terrorism Tip Line:</i>        | <i>1-888-USA-5458</i>                                                     |

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## When does the Fusion Center operate?

*The CFC is a 24-hour a day, 7 day a week operation.*

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## Will public safety officials have access to all Fusion Center information?

*Every effort is made to ensure relevant information and intelligence is shared in a timely manner with the appropriate public and private sector partners. Access to certain information is restricted based on a need to know, right to know basis, as required by law and the national criminal intelligence standard. Active participation in the CFC is encouraged in order to facilitate information sharing, as well as to identify the information and intelligence needs of partners in the statewide homeland security community. Further questions on participation in the CFC should be referred to Major Michael P. Concannon, Officer in Charge of the Commonwealth Fusion Center.*

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[1] Fusion Center Guidelines,

[http://it.ojp.gov/documents/fusion\\_center\\_guidelines\\_law\\_enforcement.pdf#search=%22fusion%20center%20guidelines%22](http://it.ojp.gov/documents/fusion_center_guidelines_law_enforcement.pdf#search=%22fusion%20center%20guidelines%22)

[2] National Criminal Intelligence Sharing Plan

[http://it.ojp.gov/documents/ncisp/National\\_Criminal\\_Intelligence\\_Sharing\\_Plan.pdf](http://it.ojp.gov/documents/ncisp/National_Criminal_Intelligence_Sharing_Plan.pdf)

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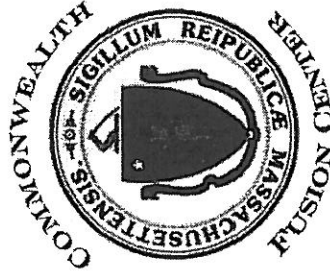


### Critical Infrastructure

The Commonwealth Fusion Center has a specialized unit assigned to critical infrastructure. Through access to a variety of intelligence and information sources, this unit works to maintain a real-time level of awareness relating to any and all current threat information, security updates and suspicious incidents relating to critical infrastructure by type and/or geographic locations.

The Fusion Center seeks to become a central point for gathering threat related information, specifically in regard to suspicious incidents that may initially appear isolated but may actually be part of a larger criminal enterprise.

The CFC also seeks to provide direct points of contact for personnel working with sites deemed to be critical infrastructure, who may have security related questions, or seek to provide information related to non-emergency suspicious incidents. This information will be collected and stored in a database that will assist analysts in producing intelligence products for public and private sector partners. The goal is to provide the tools to keep the Commonwealth better prepared to prevent a catastrophic incident and/or respond in the case of an emergency.



#### Commonwealth Fusion Center

124 Acton Street, 2d Floor  
Maynard, MA 01754

Terrorism Tip Line

888-USA-5458

888-872-5458

Office: (978) 451-3700

Fax: (978) 451-3707

[fusion@pol.state.ma.us](mailto:fusion@pol.state.ma.us)

## COMMONWEALTH FUSION CENTER



Commonwealth Fusion Center  
124 Acton Street, 2d Floor  
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#### Availability

24 hours a day / 365 days a year

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## CFC MISSION

The Commonwealth Fusion Center collects and analyzes information from all available sources to produce and disseminate actionable intelligence to stakeholders for strategic and tactical decision-making in order to disrupt domestic and international terrorism.

## CFC GOALS

The Commonwealth Fusion Center will accomplish the following:

- ✓ Work in partnership with local, state, regional and federal public safety agencies
- ✓ Implement a secure, comprehensive mechanism for the timely exchange of information
- ✓ Provide direct analytical support for investigations involving precursor criminal activity
- ✓ Provide accurate and timely intelligence products
- ✓ Promote awareness of priority intelligence requirements and threat indicators to the Commonwealth

In working towards these goals, the Commonwealth Fusion Center and its partners will make Massachusetts safer for all its citizens, visitors and public safety personnel.

## CFC Information Sources :

### Law Enforcement Databases

Homeland Security Information Network (HSIN)

HSIN-MA

Regional Information Sharing System (RISSNET)

Criminal Justice Information System (CJIS)

Registry of Motor Vehicles

Financial Crimes Enforcement Network (FINCEN)

National White Collar Crime Center (NWCCC)

El Paso Intelligence Center (EPIC)

INTERPOL

National Incident Based Reporting System (NIBRS)

Insurance Service Organization (ISO) - Insurance Claims

### SPECIALIZED SOFTWARE

COPLINK

ANALYST'S NOTEBOOK

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

GANGNET (Winter 2006)

StateWide Information Sharing System-SWISS (Winter 2006)

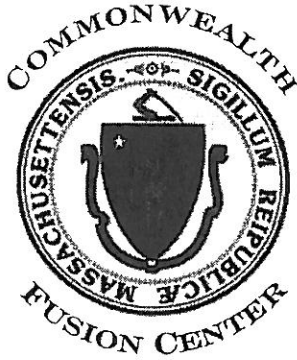
## ANALYTIC SUPPORT

Commonwealth Fusion Center Intelligence Analysts are available to assist any and all law enforcement agencies with investigations and projects that contribute to the prevention, detection or deterrence of terrorist activity or possible precursor crimes. CFC Analysts are highly trained professionals who have SECRET level clearances issued by the federal government. Fusion Center analysts will treat partner agency's information with the utmost confidentiality.

In addition to knowledge and training in terrorism related analysis, CFC Analysts also have specific specialty areas including:

International Terrorism  
Domestic Terrorism  
Information Security  
Organized Crime  
Identity Theft  
Gangs  
Prison Gangs/Radicalization  
Narcotics Trafficking  
Financial Crimes  
Crime Patterns and Mapping

Analysts will assist with an intelligence project or complex investigation based on a partner's specific needs. Fusion Center services are also available to task forces to assist them in analyzing information.



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### HSIN-MA Fact Sheet

<https://government.hsin.gov/sites/massachusetts/default.aspx>

HSIN-MA is a website created for the Commonwealth Fusion Center (CFC) by the Department of Homeland Security (DHS). HSIN-MA is a key component in the Commonwealth's strategy of establishing an information sharing environment among the public safety and critical infrastructure partners in Massachusetts. The website is designed to facilitate the sharing of information between the various public safety disciplines and levels of government. The goal of this site is to provide one convenient and comprehensive information sharing portal where all core stakeholders can find and submit information pertinent to our homeland security mission. The site is secure and requires a user name and password. The CFC nominates and vets all users of HSIN-MA. Users are encouraged to post information on the web site that will benefit public safety in Massachusetts. Assistance or guidance for such posting can be obtained from the CFC.

HSIN-MA is composed of a homepage that can be accessed by everyone and three community specific portlets for which access is role based. The three portlets are: Law Enforcement, General Public Safety and Critical Infrastructure. The CFC strives to share as much information as possible with the widest community possible. Information that is Law Enforcement Sensitive will appear in the Law Enforcement portlet only. Each portlet will have some of the same functionality as the homepage but will be geared to the community of interest that it represents. Each portlet will also include a method for reporting incidents.

#### Major Components of HSIN-MA Homepage

- **Announcements** – Urgent information will be posted as announcements
- **Info/Doc Sharing** – documents may be posted to the website and can be searched
- **Recently Updated Products** – the most recent documents posted to the document library will appear on the homepage under recently updated products
- **News Scroll** – a scroll of pertinent news items
- **Events Calendar** – can be used to post meetings and training
- **Collaboration** – threaded discussions “for your information” or “requests for information” can be posted and responses added
- **Jabber** – secure chat
- **Search Capability** – searches the documents which have been posted

#### Training

Training is not mandatory in order to access HSIN-MA. However, both computer based and formal training classes are available through the Department of Homeland Security. Anyone with access to a computer training facility is welcome to request training; please contact the CFC for more information.

#### Access

Access is encouraged for law enforcement, public safety and critical infrastructure personnel with a need and a right to know sensitive homeland security information. To request access, please email [fusion@pol.state.ma.us](mailto:fusion@pol.state.ma.us).



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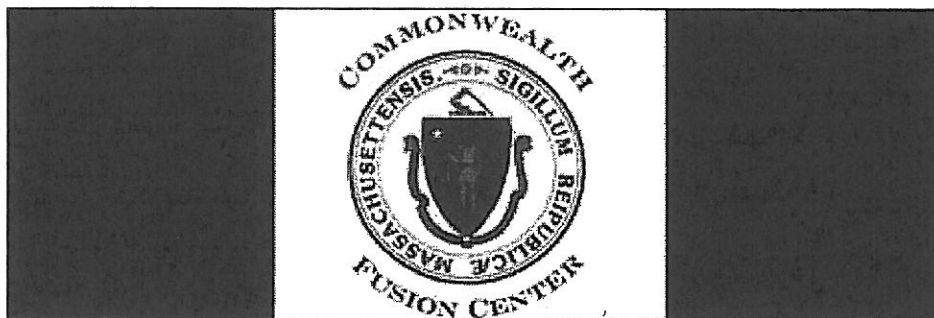
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## Fusion Center Overview

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*"A Fusion Center is defined as a collaborative effort of two or more agencies who provide resources, expertise and /or information to the center with the goal of maximizing the ability to detect, prevent, apprehend and respond to criminal and terrorist activity."*

*-Global Justice Information Sharing Initiative*

*Homeland security intelligence/information fusion is the...process of managing the flow of information...to support the rapid identification of emerging terrorism-related threats...requiring intervention by government and private-sector authorities".*

*-Homeland Security Intelligence and Information Fusion, DHS*

*"Intelligence-led Policing is the collection and analysis of information to produce an intelligence end product designed to inform police decision making at both the tactical and strategic levels."*

*-National Criminal Intelligence Sharing Plan*

### ---FUSION CENTER MISSION STATEMENT---

The Commonwealth Fusion Center collects and analyzes information from all available sources to produce and disseminate actionable intelligence to stakeholders for strategic and

tactical decision-making in order to disrupt domestic and international terrorism.

## GOALS

- Work in partnership with local, state, regional and federal public safety agencies
  - Implement a secure, comprehensive mechanism for the timely exchange of information
  - Provide accurate and timely intelligence products
  - Provide direct analytical support for investigations involving precursor criminal activity
  - Promote awareness of priority intelligence requirements and of indicators of threats to the Commonwealth
- 

## Central Repository of Information and Analysis

The Fusion Center works with federal, state, regional and local law enforcement, as well as the public and private sector as the state repository for homeland security information and incident reporting. It serves as a point of contact for local entities seeking to receive information from federal agencies. It collects and analyzes information to produce and disseminate actionable intelligence to support decision makers and operational personnel.

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## Specialized Training and Research

Intelligence analysts in the Fusion Center are assigned accounts which focus on terrorism and organized criminal activity. Each analyst develops contacts in their area of responsibility, and is responsible for awareness in their subject areas, focusing on threats to the Commonwealth.

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## Intelligence Products

The Fusion Center produces the following intelligence products as needed for Fusion Center stakeholders:

- **Bulletins:** reports for immediate distribution, such as officer safety alerts, high profile incident reports;
- **Intelligence and Informational Briefings:** oral or written products using all sources available to analysts on an incident or topic to inform stakeholders;
- **Strategic Assessments:** strategic overviews of criminal or terrorist threats to the public, public safety entities, or owners/operators of critical infrastructure assets.

Every effort is made to share relevant unclassified information and intelligence with public and private partners.

The Fusion Center aspires to the principles and recommendations set forth in the National Criminal Intelligence Sharing Plan and Fusion Center Guidelines, working to share information with local, state, regional and federal law enforcement as well as partners in the private sector. The Fusion Center works toward producing timely and relevant intelligence to safeguard the Commonwealth and its citizens.

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## Secure Information Sharing Environment

A secure web site has been provided to the Commonwealth by the Department of Homeland Security

(DHS). The Homeland Security Information Network-Massachusetts (HSIN-MA) is for information sharing among stakeholders in the Fusion Center in law enforcement, public safety and critical infrastructure sectors. A document library, discussion threads, a training calendar and a secure chat capability is available to all users with access to HSIN-MA. The CFC makes every effort to post appropriate documents produced by federal agencies including DHS and the FBI; authorized users are invited to post their own products of use to other agencies as well as requests for information and "for your information", or FYIs. Users of HSIN-MA are part of an email distribution list.

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### Alerting Network

The Homeland and Health Alerting Network (HHAN) will be available in the Fall of 2006 for those interested in receiving CFC situational awareness alerts. Information on the progress of the updated HHAN will be posted on HSIN-MA as it becomes available.

