April 24, 2008

Michigan Fusion Center Services: A Survey of Michigan Law Enforcement Agencies

Frank V. Hughes, *Grand Valley State University*
Joseph Bozek
Brandon Kramb

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Colonel Peter C. Munoz, Director
Michigan Department of State Police
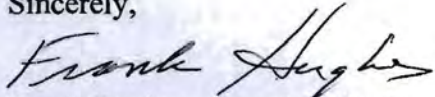714 S. Harrison
East Lansing, Michigan 48823

Dear Colonel Munoz,

The School of Criminal Justice at Grand Valley State University was contracted in October of 2007 to conduct a survey for the Michigan Intelligence Operations Center (MIOC). The survey was supported by federal grant number CFDA 97.067 from the Department of Homeland Security FY 2006 Homeland Security Grant Program. During October and November of 2007, researchers met with MIOC staff to discuss content, sample population, and format for administering the survey.

The purpose of the survey was to determine police agency awareness of specific fusion center services, their relative importance to individual agencies, and to identify training needs of police agencies throughout the State of Michigan. Fusion Center services were identified for four general areas: Organized Crime, Narcotics & Smuggling, Domestic Terrorism, and International Terrorism and within each of the four categories, specific activities were listed. Additional information was collected regarding the three most critical areas where individual agency's intelligence capabilities are lacking.

The final report is enclosed and copies will be forwarded to Karen MacMaster, DF/Lt. Mary Pekrul and James Bolger. I plan on meeting with MIOC staff in May to discuss the survey findings and answer any questions or concerns they might have. If you wish to discuss the survey findings, please feel free to contact me by email, fhughes@gvsu.edu and I will be glad to come to ELHQ to meet with you.

Sincerely,

Frank Hughes, Associate Professor
School of Criminal Justice
Grand Valley State University
410 W. Fulton
Grand Rapids, MI 49504

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List of Tables

Background

In October of 2007, the School of Criminal Justice at GVSU was asked to develop and implement a survey for the Michigan Intelligence Operations Center (MIOC). The survey was supported by federal grant number CFDA 97.067 from the Department of Homeland Security FY 2006 Homeland Security Grant Program. During October and November of 2007, researchers met with MIOC staff to discuss content, sample population, and format for administering the survey. The purpose of the survey was to determine police agency awareness of specific fusion center services, their relative importance to individual agencies, and to identify training needs of police agencies throughout the State of Michigan. Fusion Center services were identified for four general areas; organized crime, narcotics and smuggling, domestic terrorism, and international terrorism and within each of the four categories, specific activities were listed. Additional information was collected regarding the three most critical areas where individual agency's intelligence capabilities are lacking.

In an effort to increase response rate, an electronic survey was developed using Zoomerang software. An email message was sent to the heads of law enforcement agencies within the State of Michigan. The survey was embedded in the message as a URL. Agency heads were asked to forward the email to the person in their agency who is responsible for intelligence related duties. The survey was pre-tested to increase validity and reliability. The survey was sent out on March 10th and remained active until April 10, 2008. During the week of March 24th, follow-up messages were sent to both MACP and MSA members reminding them to complete the survey. The survey document is provided in Appendix A.

Sample Population

In order to electronically distribute the survey, it was necessary to identify a database of law enforcement agencies by email address. The database was provided by the Michigan Commission on Law Enforcement Standards (MCOLES) on the condition that they send out the survey. MCOLES sent out the survey to 630 law enforcement agencies within the State of Michigan (450 Municipal, 83 State, 80 County, and 17 Other). Respondents were asked to provide demographic information regarding agency type, size, region in which they are located, and whether or not they have an intelligence unit.

Out of the 630 agencies that received the survey, 183 completed it for a response rate of 29%. Specific breakdown of responses by agency type, size, region and whether they have an intelligence unit is provided in Table 1. Only 34% of respondents have an intelligence unit.

Data Analysis

Awareness of Fusion Center Services

Answers to survey questions were collected and analyzed using both percentages and a Likert scale (1=very important, 2=important, 3=somewhat important, 4=not important, and 5=neutral). Tables for individual questions were created identifying the mean; the closer the number to 1, the higher the level of importance.

Respondents were first asked if they were aware of Fusion Center services in the four areas of organized crime, narcotics and smuggling, domestic terrorism and international terrorism. If they answered "No", they were asked to rate the importance of those services to their respective agency. Thirty eight percent were unaware of organized crime services, 34% unaware of narcotics & smuggling services, 27% unaware of international terrorism services and 22% unaware of domestic terrorism services. In terms of importance however, respondents indicated that narcotics and smuggling services were the most important to them and international terrorism services the least important.

Overall Importance of Fusion Center Services

Respondents aware of Fusion Center services were asked to indicate the level of importance to their agency for specific activities within each of the four categories (Table 2). All four categories fell within a range of very important to somewhat important, with domestic terrorism having a mean of 1.96 and international terrorism a mean of 2.12. Specific activities of the most importance were event and protest planning where there is a potential for violence, 1.66, support to drug enforcement units, 1.69, identification of methodologies, fraud, ID theft, 1.88, and contact resources for CBRNE response, 1.77. None of the specific activities fell within the not important to neutral range.

Importance of Fusion Center Services by Agency Type

Table 3 reflects the importance of Fusion Center services by agency type (state, municipal, county, and other) Domestic terrorism services were the most important for all of the agency types with the mean ranging from 1.81 (state) to 2.12 (other). Overall, the type of agency had little impact on the importance of specific services within each of the four categories. All answers fell within a mean range of 1.55 (events & protest planning) to 3.35 (assistance to multi-jurisdictional task forces targeting outlaw motorcycle gangs).

Importance of Fusion Center Services by Agency Size

Table 4 reflects the importance of Fusion Center services by agency size (1-10 officers, 11-29, 30-99, and 100+). Domestic terrorism services were the most important regardless of agency size with the mean ranging from 1.89 (30-99 officers) to 2.19 (1-10 officers). Overall, the size of the agency had little impact on the importance of specific services within each of the four categories. Event and protest planning where there is a

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potential for violence and contact resources for CBRNE response were very important for all agencies regardless of size.

Importance of Fusion Center Services by Region

Table 5 reflects the importance of Fusion Center services by the seven State of Michigan EMD regions. Domestic terrorism services were the most important regardless of the region in which respondents were located, with the mean ranging from 1.79 (region 1) to 2.13 (region 2). Overall, the region had little impact on the importance of specific services within each of the four categories.

Importance of Fusion Center Services by Intelligence Unit

Table 6 reflects the importance of Fusion Center services by whether or not respondents had an intelligence unit. Overall, respondents that have an intelligence unit placed greater importance on services in all of the four general categories. Those with intelligence units placed the greatest importance on narcotics and smuggling with a mean of 1.86. Specifically, support to drug enforcement units had a mean of 1.50. Those agencies without an intelligence unit placed greater importance on domestic terrorism with a mean of 2.01. Specifically, event and protest planning where there is a potential for violence had a mean of 1.73.

Importance of Fusion Center Training

In addition to asking respondents a series of questions pertaining to the importance of Fusion Center Services, respondents were also asked questions to assess the importance of training in the areas of organized crime, narcotics and smuggling, domestic terrorism, and international terrorism. Evaluation of the importance of Fusion Center training was conducted using a Likert scale containing a range of responses from 1=Very Important, to 4=Not Important. Respondents were also provided the option to answer 5=Neutral. Each of the Fusion Center areas was evaluated based on overall importance of training, importance of training by agency type, importance of training by agency size, importance of training by region, and importance of training by intelligence unit.

Overall Importance of Fusion Center Training

Analysis has shown interesting trends pertaining to areas that have been identified as being important areas for Fusion Center training (Table 7). The area of narcotics and smuggling was identified as being an important area for training with a mean of 2.19. Specifically, concealment methods and support to drug enforcement units were among those areas identified as being the most important areas for training with means of 1.84 and 1.87. The areas of organized crime, domestic terrorism, and international terrorism were all identified as being between important and somewhat important areas for training. The specific task that was identified as being of least importance, with a mean

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of 2.71, but still ranging between somewhat important and important, was training pertaining to border issues within the international terrorism emphasis area.

Importance of Fusion Center Training by Agency Type

In an effort to specifically identify important areas for training among various law enforcement agencies, analysis was done regarding the importance of training in relation to agency type (Table 8). There were four agency types: state, county, municipal, and other. Analysis shows that narcotics and smuggling was identified as the most important training area by state, county, and municipal agencies with means of 1.87, 2.07, and 2.26. Within state, domestic terrorism was identified as being an important area for training with a mean of 1.94 as was specific training pertaining to contact resources for CBRNE response within the international terrorism category having a mean of 1.85 by State respondents. Similarly to overall importance of Fusion Center training, the state, county, and municipal respondents all identified concealment methods and support to drug enforcement units within area of narcotics and smuggling, as being important areas for training. The means for these categories ranged from 1.67 to 1.90. Training in the area of organized crime was of least importance to municipal respondents with a mean of 2.53 whereas both state and county respondents identified international terrorism as being the training area of least importance with means of 2.11 and 2.31.

Importance of Fusion Center Training by Agency Size

Importance of Fusion Center training was also evaluated according to agency size (Table 9). To best capture this data, respondents were instructed to identify the size of their agency according to four categories; 1-10 officers, 11-29, 30-99, and 100+. In analyzing size with importance of training areas, it can be concluded that larger agencies, 100+, identified that training in the areas of domestic terrorism and international terrorism are of importance with means of 1.98 and 1.97. Again, no matter what the size of the agency, narcotics and smuggling achieved the lowest means of 2.37 for agencies with 1-10 officers, 2.13 for agencies with 11-29 officers, 2.17 for agencies with 30-99 officers, and 1.88 for agencies with 100+ officers. Concealment methods and support to drug enforcement units were identified by all respondents, no matter the size, as being areas of importance with regards to training. The means for these two specific categories within narcotics and smuggling ranged from 1.67 to 1.96. It is also important to note that agencies with 100+ officers identified training pertaining to events and protest planning where there is the potential for violence as being the most important area for training with a mean of 1.44.

Importance of Fusion Center Training by Region

Fusion Center training was also evaluated according to the seven State of Michigan EMD regions (Table 10). Most notably, each region identified concealment methods and support to drug enforcement units within narcotics and smuggling, as being areas of importance for training. The means for these specific areas were all less than 2; however, Region 6 did not follow this trend. All means within the narcotics and

smuggling emphasis area were greater than 2, but less than 3 indicating it is an area of importance for training, but did not rank the same as it did for the other six regions. Of most importance to Region 6 was domestic terrorism with a mean of 2.44. Regions 1 and 5 identified training relating to events and protest planning where there exists the potential for violence as being areas of importance with means of 1.92 and 1.73. These two regions also identified training relating to critical infrastructure protection issues, within the international terrorism emphasis area, as being important areas for training with means of 1.96 and 1.82

Importance of Fusion Center Training by Intelligence Unit

Each respondent was asked to identify whether or not their agency had an intelligence unit. This information was then assessed according to importance of training (Table 11). Once again, the area of narcotics and smuggling was determined to be the area of greatest importance with regards to training regardless of whether or not the agency had an intelligence unit. The mean for those with an intelligence unit was 1.94 and for those without the mean was 2.31. More specifically, concealment methods and support to drug enforcement units were identified as important areas for training by both those with and without intelligence units with means ranging from 1.65 to 1.97. Other areas identified as important by those with intelligence units were training in the area of events and protest planning where there is the potential for violence within the domestic terrorism emphasis and contact resources for CBRNE response within the international terrorism emphasis. Organized crime was identified by both those with and without intelligence units as being the least important with regards to training with means of 2.30 for those with and 2.53 for those without intelligence units. Overall, those without intelligence units tended to identify all areas as being less important with regards to training than those with intelligence units.

Other Service Needs

Other Service Needs (Table 12) is an open-ended response section in which respondents were given space to offer suggestions for other services they thought were important for the Fusion Center to provide for their agencies. Answering of this question was optional and 48 agencies responded. The data has been organized by removing those responses stating "None" or something similar, as well as duplications. Two primary themes in this section are the need for crime analysis or trend analysis across the State, including some form of profile or report, and the need for educating departments about how to access information. Several responses commented on the need for the Fusion Center to disseminate its information in the form of a quarterly or semi-annual profile of criminal groups or trends. The largest number of responses related to methods for agencies to have direct access to intelligence including things like intelligence databases and private search engines.

<u>Other Training Needs</u>

Other Training Needs (Table 13) is an open-ended response section in which respondents were given space to offer suggestions for other intelligence training areas that they believed were important for the Fusion Center to provide for their agencies. Answering of this question was also optional and there were 21 responses. The data has been organized by removing those responding "None" or something similar. No major themes emerge from the responses. Three responses related to drug intelligence issues, and the rest covered a number of unique subjects such as patrol officer access to Fusion Center intelligence capabilities and its applicability to their role.

<u>Critical Intelligence Deficiencies</u>

Critical Intelligence Deficiencies (Table 14) is an open-ended response section in which respondents were asked to identify the three most critical areas where they felt that their agency's intelligence capability was lacking. 120 respondents completed this section of the survey as responding to this question was optional. Duplications were removed prior to creating the table.

Several themes emerge from this set of responses. The most important overall theme is the issue of information sharing and collaboration. This issue was mentioned more than any other response and is clearly a crucial area for agency intelligence capability. Another prominent issue is developing crime trend and pattern analysis in the state and region. Narcotics trafficking and intelligence issues were also mentioned several times as being crucial. Finally, a number of respondents indicated that personnel manpower and training were issues that their agency lacked in terms of intelligence capability.

<u>Additional Comments</u>

Additional Comments (Table 15) is an open-ended response section in which respondents were given the opportunity to add any additional comments related to the Fusion Center, the survey, or their own intelligence unit. There were a total of 29 responses and the data was tabulated by removing answers such as "None" or similar wording.

There were several comments relating to the importance of local agency access and participation in the success of the Fusion Center. It seems that enhancing the process of submitting and receiving information between individual agencies and the Fusion Center is crucial. A related issue is the usefulness of the Fusion Center for patrol officers. Several comments were related to the importance of disseminating literature and information from the Fusion Center to other agencies on what the Center is and what it can provide in order for patrol officers to use the Center's services.

Summary

The Fusion Center survey was electronically sent to 630 law enforcement agencies throughout the State of Michigan. 183 agencies completed the survey for a

response rate of 29%. 34% of respondents indicated that they had an intelligence unit and approximately 70% were aware that the Fusion Center provided services in the areas of organized crime, narcotics and smuggling, domestic terrorism, and international terrorism.

Regardless of demographics, agencies identified domestic terrorism as being the most important Fusion Center service area. Within domestic terrorism, respondents placed greatest importance on the service of event and protest planning where there is a potential for violence. The only deviation occurred when overall responses were examined based on whether respondents had an intelligence unit. Those agencies with intelligence units identified narcotics and smuggling as being the most important service area and support to drug enforcement units as the most important Fusion Center activity.

Much like was seen with the importance of Fusion Center services, there was little variance in the means of respondents answers in relation to the importance of training. This remained constant despite examining the data in relation to the four demographic areas. However, instead of emphasis being placed on domestic terrorism, most respondents ranked training in the area of narcotics and smuggling as being most important. Specifically, responses reflected overwhelming support for the importance of training in concealment methods and support to drug enforcement units. There was also some consensus as to the importance of training in the area of domestic terrorism; specifically, event and protest planning where there is a potential for violence.

Respondents were also asked to provide input regarding other service needs, other training needs, and critical intelligence deficiencies. Answers reflected a strong support for greater dissemination of information from the Fusion Center, possibly in the form of a quarterly or semi-annual report. Responses also reflected a strong need for better communication and collaboration. The data supports this claim in that a relatively high percentage of agencies were unaware of the services the Fusion Center offers. Respondents also identified narcotics trafficking as being a critical intelligence issue. Finally, there were several comments relating to the importance of local agency access and participation in the success of the Fusion Center. It seems that enhancing the process of submitting and receiving information between individual agencies and the Fusion Center is critical, along with effectively communicating its application for patrol officers.

TABLE 1

Survey Demographics

Respondents By Agency Type

	Frequency	Percent
State	39	21.3
County	21	11.5
Municipal	103	56.3
Other	20	10.9
Total	183	100

Respondents By Agency Size

	Frequency	Percent
1-10	54	29.5
11-29	76	41.5
30-99	35	19.1
100+	18	9.8
Total	183	100

Respondents By Agency Region

	Frequency	Percent
Region 1	24	13.1
Region 2	34	18.6
Region 3	30	16.4
Region 5	33	18.0
Region 6	29	15.8
Region 7	18	9.8
Region 8	15	8.2
Total	183	100

Respondents By Agency Intelligence Unit

	Frequency	Percent
Yes	63	34.4
No	120	65.6
Total	183	100

TABLE 2

Importance of Fusion Center Services	
1 = Very Important; 2 = Important; 3 = Somewhat Important; 4 = Not Important; 5 = Neutral	
Service Areas	**Mean**
Organized Crime	2.22
Information and intelligence on Outlaw Motorcycle Gangs	2.37
Assistance to multi-jurisdictional task forces targeting Outlaw Motor Cycle Gangs	2.46
Identification of new groups and territories	2.17
Identification of methodologies; fraud, ID theft, human trafficking, etc.	1.88
Narcotics and Smuggling	2.08
Case de-confliction through the High Intensity Drug Trafficking Area (HIDTA)	2.19
Information on border issues; interstate and trafficking methodology, visas	2.45
Concealment Methods	1.78
Commercial vehicle histories	2.22
Human smuggling; links to legal residents, false ID and visa information	2.26
Support to drug enforcement units	1.69
Identification of major suppliers and manufacturing facilities	1.97
Domestic Terrorism	1.96
Information on criminal activity tied to earth/animal rights groups	2.03
Information on criminal activity tied to anarchist and racially motivated groups	2.00
Events and protest planning where potential for violence	1.66
Out of state contacts to other fusion centers and information	2.08
Public source information on extremist groups	2.01
International Terrorism	2.12
Vulnerability assessments	2.05
History/Ties to groups and organizations	2.12
Contact and resources for Chemical, Biological, Radiological, Nuclear, and High yield explosives (CBRNE) response	1.77
Visa verifications	2.29
Funding and operational methodologies	2.21
Critical infrastructure protection issues	1.89
Border issues	2.39
Information on extremist ideologies	2.22

TABLE 3

Importance of Fusion Center Services By Agency Type				
1 = Very Important; 2 = Important; 3 = Somewhat Important; 4 = Not Important; 5 = Neutral				
Service Areas	**Mean**			
	State	**County**	**Municipal**	**Other**
Organized Crime	2.01	2.11	2.30	3.05
Information and intelligence on Outlaw Motorcycle Gangs	2.00	2.44	2.47	3.15
Assistance to multi-jurisdictional task forces targeting Outlaw Motor Cycle Gangs	2.09	2.39	2.63	3.35
Identification of new groups and territories	2.06	1.94	2.22	3.00
Identification of methodologies; fraud, ID theft, human trafficking, etc.	1.88	1.67	1.86	2.71
Narcotics and Smuggling	1.84	2.11	2.10	2.65
Case de-confliction through the High Intensity Drug Trafficking Area (HIDTA)	1.77	2.28	2.24	2.95
Information on border issues; interstate and trafficking methodology, visas	1.91	2.61	2.61	3.04
Concealment Methods	1.71	1.89	1.76	2.11
Commercial vehicle histories	2.11	2.22	2.22	2.61
Human smuggling; links to legal residents, false ID and visa information	1.97	2.33	2.30	2.70
Support to drug enforcement units	1.54	1.56	1.65	2.44
Identification of major suppliers and manufacturing facilities	1.89	1.89	1.89	2.70
Domestic Terrorism	1.81	1.98	2.03	2.12
Information on criminal activity tied to earth/animal rights groups	1.84	1.95	2.17	2.19
Information on criminal activity tied to anarchist and racially motivated groups	1.95	2.05	2.00	2.20
Events and protest planning where potential for violence	1.55	1.68	1.73	1.81
Out of state contacts to other fusion centers and information	1.82	2.16	2.20	2.21
Public source information on extremist groups	1.89	2.05	2.04	2.20
International Terrorism	1.94	2.24	2.15	2.32
Vulnerability assessments	1.89	2.21	2.09	2.24
History/Ties to groups and organizations	1.94	2.26	2.16	2.24
Contact and resources for (CBRNE) response	1.67	1.95	1.75	1.98
Visa verifications	2.10	2.37	2.38	2.30
Funding and operational methodologies	2.11	2.42	2.20	2.20
Critical infrastructure protection issues	1.92	2.11	1.78	2.24
Border issues	1.89	2.47	2.56	2.82
Information on extremist ideologies	2.03	2.16	2.30	2.54

TABLE 4

Service Areas	Mean			
Importance of Fusion Center Services By Agency Size 1 = Very Important; 2 = Important; 3 = Somewhat Important; 4 = Not Important; 5 = Neutral				
	1 to 10	**11 to 29**	**30 to 99**	**100+**
Organized Crime	2.38	2.20	2.32	1.77
Information and intelligence on Outlaw Motorcycle Gangs	2.25	2.42	2.50	2.08
Assistance to multi-jurisdictional task forces targeting Outlaw Motor Cycle Gangs	2.75	2.38	2.62	1.92
Identification of new groups and territories	2.38	2.13	2.23	1.75
Identification of methodologies; fraud, ID theft, human trafficking, etc.	2.13	1.87	1.92	1.33
Narcotics and Smuggling	2.37	2.06	1.96	1.82
Case de-confliction through the High Intensity Drug Trafficking Area (HIDTA)	2.71	2.33	1.67	1.50
Information on border issues; interstate and trafficking methodology, visas	2.58	2.44	2.54	2.00
Concealment Methods	1.92	1.70	1.79	1.83
Commercial vehicle histories	2.50	2.07	2.21	2.50
Human smuggling; links to legal residents, false ID and visa information	2.46	2.23	2.21	2.08
Support to drug enforcement units	2.13	1.69	1.46	1.33
Identification of major suppliers and manufacturing facilities	2.29	1.98	1.83	1.50
Domestic Terrorism	2.19	1.90	1.89	1.89
Information on criminal activity tied to earth/animal rights groups	2.27	1.97	1.94	2.00
Information on criminal activity tied to anarchist and racially motivated groups	2.20	1.97	1.88	2.00
Events and protest planning where potential for violence	1.97	1.62	1.55	1.53
Out of state contacts to other fusion centers and information	2.33	2.02	2.15	1.73
Public source information on extremist groups	2.17	1.94	1.91	2.20
International Terrorism	2.37	2.06	2.20	1.81
Vulnerability assessments	2.31	2.06	1.97	1.71
History/Ties to groups and organizations	2.31	2.14	2.14	1.64
Contact and resources for (CBRNE) response	2.00	1.70	1.86	1.43
Visa verifications	2.58	2.14	2.41	2.14
Funding and operational methodologies	2.54	2.14	2.28	1.79
Critical infrastructure protection issues	2.04	1.89	1.97	1.50
Border issues	2.58	2.31	2.52	2.14
Information on extremist ideologies	2.54	2.13	2.24	2.00

TABLE 5

Service Areas	Mean by Region						
Importance of Fusion Center Services By Region 1 = Very Important; 2 = Important; 3 = Somewhat Important; 4 = Not Important; 5 = Neutral							
	1	**2**	**3**	**5**	**6**	**7**	**8**
Organized Crime	2.23	2.41	2.13	2.10	2.25	2.29	2.17
Information and intelligence on Outlaw Motorcycle Gangs	2.43	2.68	2.41	2.18	2.40	2.13	2.17
Assistance to multi-jurisdictional task forces targeting Outlaw Motor Cycle Gangs	2.48	2.63	2.18	2.41	2.53	2.75	2.42
Identification of new groups and territories	2.14	2.47	2.12	2.00	2.20	2.13	2.08
Identification of methodologies; fraud, ID theft, human trafficking, etc.	1.86	1.84	1.82	1.82	1.87	2.13	2.00
Narcotics and Smuggling	2.01	1.99	1.88	2.06	2.51	2.09	1.95
Case de-confliction through the High Intensity Drug Trafficking Area (HIDTA)	2.26	1.62	2.12	2.09	2.70	2.44	2.33
Information on border issues; interstate and trafficking methodology, visas	2.26	2.43	2.24	2.35	3.20	2.40	2.00
Concealment Methods	1.74	1.71	1.71	1.65	2.10	2.00	1.58
Commercial vehicle histories	2.05	2.19	1.71	2.43	2.75	2.44	1.83
Human smuggling; links to legal residents, false ID and visa information	2.32	2.19	1.94	2.30	2.60	2.00	2.25
Support to drug enforcement units	1.53	1.62	1.71	1.70	2.00	1.56	1.67
Identification of major suppliers and manufacturing facilities	1.89	2.14	1.71	1.91	2.20	1.78	2.00
Domestic Terrorism	1.79	2.13	1.80	1.86	2.05	2.07	2.07
Information on criminal activity tied to earth/animal rights groups	1.90	2.14	1.80	2.07	2.14	2.09	2.00
Information on criminal activity tied to anarchist and racially motivated groups	1.95	2.11	1.75	1.90	2.09	2.00	2.33
Events and protest planning where potential for violence	1.57	1.68	1.75	1.48	1.77	1.73	1.83
Out of state contacts to other fusion centers and information	1.81	2.36	1.90	1.97	2.18	2.27	2.17
Public source information on extremist groups	1.71	2.36	1.80	1.86	2.09	2.27	2.00
International Terrorism	2.02	2.12	1.90	2.13	2.29	2.15	2.25
Vulnerability assessments	1.90	1.92	1.94	2.04	2.25	2.36	2.17
History/Ties to groups and organizations	2.05	2.13	1.94	2.04	2.25	2.27	2.33
Contact and resources for (CBRNE) response	1.76	1.92	1.61	1.63	1.90	1.64	1.92
Visa verifications	2.33	2.17	1.89	2.37	2.50	2.27	2.50
Funding and operational methodologies	2.19	2.04	1.89	2.33	2.35	2.45	2.33
Critical infrastructure protection issues	1.71	2.04	1.83	1.74	2.05	1.73	2.25
Border issues	2.05	2.42	2.11	2.70	2.80	2.18	2.17
Information on extremist ideologies	2.14	2.33	2.00	2.22	2.25	2.27	2.33

TABLE 6

Service Areas	Mean	
	Yes	**No**

Importance of Fusion Center Services By Intelligence Unit
1 = Very Important; 2 = Important; 3 = Somewhat Important; 4 = Not Important; 5 = Neutral

Service Areas	Yes	No
Organized Crime	1.98	2.38
Information and intelligence on Outlaw Motorcycle Gangs	2.11	2.54
Assistance to multi-jurisdictional task forces targeting Outlaw Motorcycle Gangs and Street Gangs	2.16	2.67
Identification of new groups and territories	1.93	2.32
Identification of methodologies; fraud, ID theft, human trafficking, etc.	1.73	1.97
Narcotics and Smuggling	1.86	2.22
Case de-confliction through the High Intensity Drug Trafficking Area (HIDTA)	1.71	2.51
Information on border issues; interstate and trafficking methodology, visas	2.08	2.68
Concealment Methods	1.69	1.84
Commercial vehicle histories	2.15	2.27
Human smuggling; links to legal residents, false ID and visa information	2.08	2.37
Support to drug enforcement units	1.50	1.82
Identification of major suppliers and manufacturing facilities	1.83	2.05
Domestic Terrorism	1.88	2.01
Information on criminal activity tied to earth/animal rights groups	1.93	2.09
Information on criminal activity tied to anarchist and racially motivated groups	1.91	2.06
Events and protest planning where potential for violence	1.56	1.73
Out of state contacts to other fusion centers and information	1.96	2.16
Public source information on extremist groups	2.02	2.00
International Terrorism	2.01	2.20
Vulnerability assessments	1.88	2.16
History/Ties to groups and organizations	1.94	2.23
Contact and resources for (CBRNE) response	1.65	1.84
Visa verifications	2.13	2.38
Funding and operational methodologies	2.10	2.28
Critical infrastructure protection issues	1.87	1.91
Border issues	2.17	2.53
Information on extremist ideologies	2.21	2.22

TABLE 7

Importance of Fusion Center Training	
1 = Very Important; 2 = Important; 3 = Somewhat Important; 4 = Not Important; 5 = Neutral	
Training Areas	**Mean**
Organized Crime	2.45
Information and intelligence on Outlaw Motorcycle Gangs	2.64
Assistance to multi-jurisdictional task forces targeting Outlaw Motor Cycle Gangs	2.58
Identification of new groups and territories	2.46
Identification of methodologies; fraud, ID theft, human trafficking, etc.	2.13
Narcotics and Smuggling	2.19
Case de-confliction through the High Intensity Drug Trafficking Area (HIDTA)	2.39
Information on border issues; interstate and trafficking methodology, visas	2.48
Concealment Methods	1.84
Commercial vehicle histories	2.32
Human smuggling; links to legal residents, false ID and visa information	2.34
Support to drug enforcement units	1.87
Identification of major suppliers and manufacturing facilities	2.06
Domestic Terrorism	2.31
Information on criminal activity tied to earth/animal rights groups	2.40
Information on criminal activity tied to anarchist and racially motivated groups	2.31
Events and protest planning where potential for violence	2.05
Out of state contacts to other fusion centers and information	2.44
Public source information on extremist groups	2.33
International Terrorism	2.41
Vulnerability assessments	2.28
History/Ties to groups and organizations	2.43
Contact and resources for Chemical, Biological, Radiological, Nuclear, and High yield explosives (CBRNE) response	2.13
Visa verifications	2.50
Funding and operational methodologies	2.45
Critical infrastructure protection issues	2.19
Border issues	2.71
Information on extremist ideologies	2.48

TABLE 8

Importance of Fusion Center Training By Agency Type				
1 = Very Important; 2 = Important; 3 = Somewhat Important; 4 = Not Important; 5 = Neutral				
Training Areas	Mean			
	State	County	Municipal	Other
Organized Crime	2.07	2.26	2.53	2.95
Information and intelligence on Outlaw Motorcycle Gangs	2.18	2.43	2.72	3.26
Assistance to multi-jurisdictional task forces targeting Outlaw Motor Cycle Gangs	2.08	2.38	2.68	3.22
Identification of new groups and territories	2.13	2.24	2.53	2.83
Identification of methodologies; fraud, ID theft, human trafficking, etc.	1.87	2.00	2.17	2.50
Narcotics and Smuggling	1.87	2.07	2.26	2.66
Case de-confliction through the High Intensity Drug Trafficking Area (HIDTA)	1.92	2.43	2.50	2.94
Information on border issues; interstate and trafficking methodology, visas	1.90	2.38	2.65	3.02
Concealment Methods	1.67	1.67	1.90	2.26
Commercial vehicle histories	2.13	2.00	2.37	2.82
Human smuggling; links to legal residents, false ID and visa information	1.95	2.19	2.49	2.54
Support to drug enforcement units	1.67	1.76	1.88	2.35
Identification of major suppliers and manufacturing facilities	1.82	2.05	2.06	2.67
Domestic Terrorism	1.94	2.29	2.47	2.33
Information on criminal activity tied to earth/animal rights groups	1.95	2.24	2.64	2.32
Information on criminal activity tied to anarchist and racially motivated groups	2.03	2.24	2.45	2.32
Events and protest planning where potential for violence	1.56	2.15	2.23	2.13
Out of state contacts to other fusion centers and information	2.00	2.52	2.60	2.39
Public source information on extremist groups	2.15	2.29	2.41	2.48
International Terrorism	2.11	2.31	2.49	2.65
Vulnerability assessments	2.03	2.25	2.36	2.52
History/Ties to groups and organizations	2.13	2.29	2.51	2.78
Contact and resources for (CBRNE) response	1.85	2.33	2.16	2.52
Visa verifications	2.33	2.29	2.61	2.63
Funding and operational methodologies	2.31	2.38	2.51	2.50
Critical infrastructure protection issues	1.92	2.30	2.26	2.42
Border issues	2.08	2.48	2.95	2.96
Information on extremist ideologies	2.19	2.19	2.58	2.89

TABLE 9

Training Areas	Mean			
Importance of Fusion Center Training By Agency Size 1 = Very Important; 2 = Important; 3 = Somewhat Important; 4 = Not Important; 5 = Neutral				
	1 to 10	**11 to 29**	**30 to 99**	**100+**
Organized Crime	2.52	2.42	2.50	2.32
Information and intelligence on Outlaw Motorcycle Gangs	2.67	2.62	2.66	2.61
Assistance to multi-jurisdictional task forces targeting Outlaw Motor Cycle Gangs	2.70	2.50	2.69	2.39
Identification of new groups and territories	2.50	2.41	2.49	2.50
Identification of methodologies; fraud, ID theft, human trafficking, etc.	2.19	2.14	2.17	1.78
Narcotics and Smuggling	2.37	2.13	2.17	1.88
Case de-confliction through the High Intensity Drug Trafficking Area (HIDTA)	2.63	2.45	2.17	1.89
Information on border issues; interstate and trafficking methodology, visas	2.78	2.33	2.46	2.28
Concealment Methods	1.96	1.76	1.89	1.67
Commercial vehicle histories	2.41	2.24	2.37	2.28
Human smuggling; links to legal residents, false ID and visa information	2.52	2.26	2.37	2.11
Support to drug enforcement units	2.07	1.84	1.86	1.39
Identification of major suppliers and manufacturing facilities	2.22	2.05	2.09	1.56
Domestic Terrorism	2.48	2.23	2.38	1.98
Information on criminal activity tied to earth/animal rights groups	2.59	2.26	2.51	2.22
Information on criminal activity tied to anarchist and racially motivated groups	2.48	2.25	2.34	2.00
Events and protest planning where potential for violence	2.31	1.99	2.09	1.44
Out of state contacts to other fusion centers and information	2.63	2.33	2.57	2.06
Public source information on extremist groups	2.39	2.30	2.37	2.17
International Terrorism	2.65	2.26	2.52	1.97
Vulnerability assessments	2.58	2.15	2.34	1.78
History/Ties to groups and organizations	2.69	2.33	2.46	2.00
Contact and resources for (CBRNE) response	2.30	1.93	2.43	1.89
Visa verifications	2.72	2.33	2.60	2.39
Funding and operational methodologies	2.78	2.32	2.50	1.94
Critical infrastructure protection issues	2.50	2.07	2.26	1.59
Border issues	2.96	2.53	2.94	2.28
Information on extremist ideologies	2.69	2.41	2.65	1.89

TABLE 10

Training Areas	Mean by Region						
Importance of Fusion Center Training By Region 1 = Very Important; 2 = Important; 3 = Somewhat Important; 4 = Not Important; 5 = Neutral							
	1	**2**	**3**	**5**	**6**	**7**	**8**
Organized Crime	2.33	2.53	2.43	2.14	2.59	2.86	2.48
Information and intelligence on Outlaw Motorcycle Gangs	2.46	2.68	2.63	2.39	2.72	3.22	2.53
Assistance to multi-jurisdictional task forces targeting Outlaw Motor Cycle Gangs	2.33	2.71	2.47	2.27	2.72	3.06	2.80
Identification of new groups and territories	2.38	2.65	2.43	2.06	2.69	2.72	2.33
Identification of methodologies; fraud, ID theft, human trafficking, etc.	2.13	2.06	2.17	1.85	2.21	2.44	2.27
Narcotics and Smuggling	2.09	2.06	2.21	2.01	2.49	2.40	2.12
Case de-confliction through the High Intensity Drug Trafficking Area (HIDTA)	2.46	2.12	2.27	2.03	2.86	2.94	2.40
Information on border issues; interstate and trafficking methodology, visas	2.21	2.32	2.47	2.36	2.86	3.17	2.00
Concealment Methods	1.79	1.82	1.97	1.52	2.10	1.83	1.87
Commercial vehicle histories	2.04	2.29	2.20	2.27	2.69	2.44	2.27
Human smuggling; links to legal residents, false ID and visa information	2.33	2.06	2.40	2.42	2.52	2.44	2.27
Support to drug enforcement units	1.79	1.79	1.97	1.64	2.14	1.89	1.93
Identification of major suppliers and manufacturing facilities	2.04	2.00	2.17	1.82	2.28	2.11	2.07
Domestic Terrorism	2.14	2.32	2.31	2.07	2.44	2.52	2.29
Information on criminal activity tied to earth/animal rights groups	2.17	2.35	2.37	2.30	2.69	2.83	2.13
Information on criminal activity tied to anarchist and racially motivated groups	2.29	2.21	2.33	2.06	2.38	2.83	2.33
Events and protest planning where potential for violence	1.92	2.03	2.21	1.73	2.21	2.28	2.13
Out of state contacts to other fusion centers and information	2.17	2.53	2.43	2.15	2.52	1.94	2.53
Public source information on extremist groups	2.17	2.50	2.20	2.12	2.38	2.72	2.33
International Terrorism	2.27	2.32	2.45	2.20	2.53	2.81	2.35
Vulnerability assessments	2.21	2.09	2.37	2.06	2.24	3.06	2.27
History/Ties to groups and organizations	2.38	2.26	2.50	2.30	2.52	2.83	2.33
Contact and resources for (CBRNE) response	1.96	2.21	2.17	1.79	2.34	2.39	2.20
Visa verifications	2.43	2.26	2.53	2.39	2.79	2.89	2.33
Funding and operational methodologies	2.42	2.21	2.47	2.30	2.52	3.06	2.47
Critical infrastructure protection issues	1.96	2.27	2.47	1.82	2.18	2.50	2.27
Border issues	2.38	2.71	2.63	2.76	3.00	2.94	2.47
Information on extremist ideologies	2.38	2.58	2.48	2.19	2.62	2.78	2.47

TABLE 11

Training Areas	Mean	
	Yes	**No**
Importance of Fusion Center Training By Intelligence Unit 1 = Very Important; 2 = Important; 3 = Somewhat Important; 4 = Not Important; 5 = Neutral		
Organized Crime	2.30	2.53
Information and intelligence on Outlaw Motorcycle Gangs	2.46	2.73
Assistance to multi-jurisdictional task forces targeting Outlaw Motor Cycle Gangs	2.35	2.71
Identification of new groups and territories	2.38	2.50
Identification of methodologies; fraud, ID theft, human trafficking, etc.	2.02	2.18
Narcotics and Smuggling	1.94	2.31
Case de-confliction through the High Intensity Drug Trafficking Area (HIDTA)	2.02	2.59
Information on border issues; interstate and trafficking methodology, visas	2.13	2.67
Concealment Methods	1.65	1.93
Commercial vehicle histories	2.14	2.41
Human smuggling; links to legal residents, false ID and visa information	2.08	2.48
Support to drug enforcement units	1.68	1.97
Identification of major suppliers and manufacturing facilities	1.90	2.14
Domestic Terrorism	2.12	2.40
Information on criminal activity tied to earth/animal rights groups	2.22	2.50
Information on criminal activity tied to anarchist and racially motivated groups	2.16	2.39
Events and protest planning where potential for violence	1.79	2.18
Out of state contacts to other fusion centers and information	2.21	2.56
Public source information on extremist groups	2.24	2.38
International Terrorism	2.18	2.51
Vulnerability assessments	2.14	2.35
History/Ties to groups and organizations	2.22	2.53
Contact and resources for (CBRNE) response	1.94	2.24
Visa verifications	2.29	2.61
Funding and operational methodologies	2.21	2.58
Critical infrastructure protection issues	2.00	2.29
Border issues	2.38	2.88
Information on extremist ideologies	2.25	2.60

TABLE 12

Other Service Needs

1	Direct access of Lexus/Nexus via MIOC
2	Cyber Security Threat, Risk, Vulnerability Assessments by sector
3	I would like to see the Fusion center work in conjunction with Mich Dept of Corrections to establish lists and addresses of known "bad guys" on their release...this would include persons released to any area who had committed B&E's etc...also collect tattoo photos from inmates...
4	The ability to access and use a working intelligence database with analytical tools. Tip information and dissemination and the ability to do crime mapping using GIS information.
5	The ability to locate persons via cell phone. Federal contacts when needed.
6	Info on radical and/or semi-radical groups.
7	An easier/more direct avenue to submit intelligence via the State Police report system would vastly improve the amount and quality of intelligence submitted to the fusion center.
8	send out a quarterly or semi annual profile of criminal groups or trends.
9	I'd like to see a list of all law enforcement agencies, local and federal, their office locations, jurisdiction area, and contact information plotted out on a map of Michigan.
10	Continue to provide the most up to date information concerning new threats and technology to support law enforcement.
11	Technical assistance with video evidence/surveillance and furnishing equipment on loan
12	Making it easier for an officer to obtain, pass a long or get information while on the road.
13	Internet Crime/Child Porn
14	Sharing resources and not releasing information to the News without the permission of the reporting agency.
15	Outlaw motorcycle gang information would be useful.
16	Come to the Fusion Center some time for a visit.
17	Traveling criminal groups Special LEIN/NCIC searches-MO's,stolen property trends Insurance fraud suspects/types of fraud
18	different types of private search engines. ie Lexis-nexus

19	Any specific information (intel reports) related to the City of Chelsea regarding organized criminal activity at the Federal Law Enforcement jurisdiction level.
20	Periodic updates on potential domestic terrorists in our district.
21	Analysis on crime patterns and trends that can assist this agency with Domestic Terrorism, training of our crime analyst and other sworn and civilian personnel of this agency in the area of Homeland Security/Emergency Management, Intelligence Analyst training, and funding support for training and equipment.
22	We'd like the ability to access your files for our own uses. It doesn't matter that you have the info. What matters is that we can get what we need, when we need it.
23	Domestic criminal activity within the State
24	Financial Frauds, Identity theft, Elder abuse/exploitation
25	Illegal Alien info
26	County to county or department to department intelligence reporting would be great.
27	Information on interdiction activities, strategies
28	Updates on recent scams so we can educate our population before becoming victimized.
29	I would like the Fusion Center to work with the other Fusion Center and produce an outcome of some kind that we can see. I would like the Fusion Center to gather more information and disseminate more. It appears as though the Center doesn't have much information. It doesn't seem to solicit much information or turn around much of an outcome that is useable.
30	All intel information is important to the success of law enforcement. I would like to share our information with the Fusion Center but have no idea how to go about relaying this information.
31	Statewide Crime analysis (ie - similar crimes occurring across the state, similar MO's, etc.)
32	Information on overseas fraud & sweepstakes con organizations and their operations.
33	This is a one man department in northern lower Michigan. I am not familiar with the Fusion Center and what this can do to benefit a small rural one man department located in a resource depressed area of the state.
34	Casino/Gaming services; i.e. on topics such as cheating rings, counterfeiting, etc.
35	For a small agency we are always exploring and have needs for any community policing programs especially in the areas of crime prevention and school safety.
36	I think the Fusion Center concept should be centralized and all info should be funneled through it. HLS funding should not be wasted on multiple locations UNTIL it is determined that the 1st is up and running properly and a 2nd is needed.

TABLE 13

	Other Training Needs
1	Day to day operations (ILO) Strategic Intelligence Lead Policing Strategic Intelligence Sharing Environment
2	Using and working with the intelligence community.
3	Hate Groups and Outlaw Motorcycle groups
4	Terrorist activities involving Chemical plants
5	Patrol officer access to Fusion center intelligence capability and its applicability to their role
6	drug trafficking
7	Data collection and analysis; training in the use of intelligence data systems
8	Drug related issues and illegal alien traffic
9	Training on overseas fraud & sweepstakes con organizations and their operations.

TABLE 14

	Critical Intelligence Deficiencies
1	**1.** "Direct" Access to Intelligence **2.** Information Sharing between State/Federal Agencies
2	**1.** Effective Collaboration (Intra/Inter Agency) **2.** Information vs. Intelligence **3.** Not Listening To Our Intel Content Experts
3	**1.** Criminal activity from counties that we border **2.** Alien/immigration confirmations **3.** Major drug ties to our local dealers
4	**1.** Narcotics Trafficking/Interdiction **2.** Identity Fraud/Theft **3.** Domestic Terrorism
5	**1.** Communication between other agencies **2.** Information sharing **3.** Crime trends in other areas
6	**1.** Lack of robust intelligence database **2.** The actual development of intelligence information
7	**1.** Be more proactive in intelligence, everything is reactive
8	**1.** Border Intrusions **2.** Michigan Militia
9	**1.** Gathering information from surrounding agencies **2.** Training of patrol officers for intel gathering **3.**

	Not enough people in agency to do the job
10	**1.** Who or what groups in our area are being tracked
11	**1.** Area Drug Trafficking Organizations
12	**1.** phone/cell phone tracking
13	**1.** local criminal intelligence (coordination w/locals
14	**1.** Crime trend analysis and dissemination **2.** Multi-media training at worksite on intel issues **3.** providing success stories of fusion work
15	**1.** Interaction with other agencies and working across **2.** state lines
16	**1.** Terrorist activity identification and recognition **2.** Unified collection and storage
17	**1.** Identity theft **2.** computer crimes
18	**1.** Domestic Terrorism **2.** International Terrorism **3.** Organized Crime
19	**1.** Homeland Security management **2.** Biological threats
20	**1.** Lack of resources **2.** Funding **3.**

	Knowledge of assisting centers such as Fusion
21	**1.** full and timely disclosure of info
22	**1.** Auto Theft (organized) **2.** Biker Gang Activities
23	**1.** Tracking drug source back to other cities
24	**1.** MANPOWER
25	**1.** Collection of intelligence **2.** Tracking of the offenders
26	**1.** Suspected Terror Groups
27	**1.** Domestic Extremist Groups **2.** Current information on extremist ideology
28	**1.** Threat assessment of local domestic terrorism **2.** access and application of Fusion to patrol function
29	**1.** Regional Narcotics Trafficking movements **2.** Regional sharing of Investigative information **3.** No common Crime tracking systems
30	**1.** Environmental Terrorism Extremist **2.** Critical Infrastructure Protection
31	**1.** Regional Crime Patterns
32	**1.** Concealment of drugs in vehicles/co-vehicles

33	**1.** Personnel to gather the information **2.** Financial means to gather the information **3.** Using technology to obtain the information
34	**1.** Real time data intel
35	**1.** Receiving current information **2.** Training in information gathering
36	**1.** Sharing information within the county **2.** Sharing information within the region
37	**1.** Access to multi-disciplinary information
38	**1.** Street Gangs **2.** Criminal Enterprises
39	**1.** receiving timely notification of intelligence
40	**1.** Lack of knowledge **2.** volume of info that doesn't seem relevant
41	**1.** nuclear power plant threats
42	**1.** No dedicated unit / small agency **2.** technological capabilities
43	**1.** state wide gang activities
44	**1.** International terrorist activity in our area/state
45	**1.** Verifying Intelligence

46	1. Trends 2. Forecasting 3. Analysis of specific crimes
47	1. Break-in and entering 2. Larcenies
48	1. Trained personnel 2. Equipment
49	1. Background intelligence 2. active investigations
50	1. Organizing the various info we obtain.
51	1. Computerized Information Retention & Tracking
52	1. Networking on terror watch list individuals 2. training on the nexus between terrorism and drugs
53	1. How to get information to units in the field 2. How to analyze FI and Intel data
54	1. resources available to individual officers
55	1. No one specifically assigned to do this.
56	1. embezzlement
57	1. Lack of security clearances 2. lack a dedicated intel unit

58	**1.** Statewide Crime **2.** Crime Analysis
59	**1.** Intelligence database for the region **2.** street crime intelligence information data base
60	**1.** Overseas fraud & sweepstakes con operations
61	**1.** Time/personnel to analyze intelligence info
62	**1.** Federal Agency Information/Database Availability
63	**1.** Ability to report intelligence **2.** Ability to appropriately retain and manage intel
64	**1.** Infrastructure Vulnerabilities
65	**1.** Components and related IED information **2.** Trends of Domestic Terrorism
66	**1.** Counterfeit **2.** HAZMAT
67	**1.** Lack of Task Force participation
68	**1.** Competing priorities

TABLE 15

	Additional Comments
1	I have found a significant amount of intra/inter agency sniping and misinformation is hampering the MIOC's success in some sectors. To have non-MIOC members speaking on the MIOC has at times presented an inaccurate picture to potential stakeholders at various levels of government and private sector. Like so much of what we all do, successful collaboration is achievable only when agendas are consistent.
2	I think our agency does a good job considering the current staffing and economic issues we are faced with. As user knowledge improves concerning the capabilities of the Fusion Center, so will the quality of the information received and distributed.
3	It's not practical to think the road officer can contact the fusion center on everyday info.
4	I believe that the fusion center has amazing possibilities; however, it is imperative that we get local agencies linked to this database as well. Kalamazoo Public Safety currently has an excellent database of street names, narcotic information and street gang intelligence. Currently these resources go largely unused by other agencies unless they have a liaison to the department. Linking these and other similar databases would make the fusion center vastly more useful on the local level. I know that we are currently working to revise the State Police reporting system which I hope includes the ability to link the intelligence information to the Fusion Center.
5	the broadcast of criminal info and intell is great. Easy to submit and have wide dissemination. thanks
6	We get updates through email that are helpful and appreciated, as well as on our MSP Intranet.
7	Great idea if law enforcement agencies will trust each other enough to share information.
8	Fusion Center can be a good source of information. Sending the info. out via e-mail to agencies is the best form of communication for us.
9	Would like to know the resources available and how to access them. Turnaround time, etc. For example, if we are working a drug organization or other criminal case with out of City connects, by contacting the Fusion Center what is available.
10	The survey is appropriate for the use of the Fusion Center. The requests that we have sent through the Fusion Center have been responded to in a timely, efficient and professional manner.
11	It is important that other agencies do not release information to news media without the consent of the jurisdiction handling the complaint or sharing the information
12	I fully support the efforts of those leading, directing and staffing the Fusion Center. They have come a long way in a short period of time. Thank you!!!
13	The lack of contact with the Fusion Center by local departments. The lack of information as to what the Fusion Center can do and what they can help with. What type of information do they want forwarded to them? How do we forward it to them?
14	I recently did an 8 hour tour through the fusion center which opened my eyes as to the

	resources we have at our disposal. thank you
15	I believe this is a much needed center in the fight on terrorism and domestic terrorism. However with manpower and funding issues it is not feasible to send officers to all kinds of training. Receiving literature and warnings as to what to look out for is important as we can then at least keep up on what is going on.
16	We would like to receive feedback on info that we submit to the Center
17	Cannot emphasize the important of collaboration with local, state, federal, tribal, private section, and the public in our fight against global and domestic terrorism.
18	We are a small agency that does not have the time or ability to shave an intelligence officer. For this reason, we rely upon and appreciate your actions and information.
19	Most patrol officers have never heard of, or know the Center even exists. Information, booklet, training, etc. on what it is-and can do for them would be helpful.
20	Better education on how the Fusion Center will work and what is expected from each agency involved.
21	We appreciate the continued cooperation.
22	I believe the fusion center is a wonderful tool for law enforcement which enables us to pool resources to solve and prevent crime. I am glad we are a participating agency.
23	I would strongly encourage the MIOC to continue information and outreach efforts regarding their capabilities, and success stories.
24	None
25	We rely on larger agencies to collect and disseminate the necessary info to us. We have neither the time, nor resources in manpower or money to dedicate to this area. We spend much more time preparing for a potential school shooting than we do a terrorist act.
26	reiterate my previous comment about expanding the fusion center concept before one it up and running properly and the need for a 2nd center is demonstrated. MSP is the natural choice for such a fusion center.

Appendix A

Michigan Fusion Center Services:
A Survey of Michigan Law Enforcement Agencies

Thank you for taking the time to complete this survey. This survey is being conducted at the request of and under the guidance of the Michigan Fusion Center. The purpose of this survey is to determine police agency awareness of specific Fusion Center services, their relative importance to your agency, and to identify field training needs throughout the State of Michigan. The survey should be completed by the person in your agency who is most responsible for intelligence-related duties. Questions regarding the survey should be directed to Dr. Frank Hughes, Grand Valley State University School of Criminal Justice at (616)331-7187 or at hughesf@gvsu.edu.

Please answer all questions to the best of your ability as they relate to your department.

1. Indicate your agency

2. Please identify your agency type

   a. State
   b. County
   c. Municipal
   d. Tribal
   e. Public Safety
   f. Other, please specify:

3. Please identify the number of sworn officers presently employed by your agency (State Police respondents should answer according to personnel numbers at specific post or unit)
   a. 1-10
   b. 11-29
   c. 30-99
   d. 100+

4. Please indicate the county in which your agency is located

5. Please indicate the region in which your agency is located

   a. Region 1
   b. Region 2
   c. Region 3
   d. Region 5
   e. Region 6

  f. Region 7

  g. Region 8

6. Does your agency have a law enforcement intelligence unit, or other similar unit, that is responsible for the collection and reception of intelligence/information?

  a. Yes

  b. No

7. Please provide the name and email address of the officer who handles intelligence generate/received by your agency

  Name:
  Email:

The following questions relate to specific priority areas that have been identified by the Fusion Center. Note that a brief explanation of each priority area is included before each set of questions.

Organized Crime

Information is gathered on any group having some manner of a formalized structure and whose primary objective is to obtain money through illegal activities. Such groups maintain their position through the use of actual or threatened violence, corrupt public officials, or extortion, and generally have a significant impact on the people in their locales, region, or the country as a whole.

8. Are you aware that the Fusion Center offers services in the area of **organized crime**?

  a. Yes

  b. No

  If yes, please skip ahead to question 10

9. How important is it to your agency for the Fusion Center to provide services in the area of **organized crime**?

  a. Very Important

  b. Important

  c. Somewhat Important

  d. Not Important

  e. Neutral

  After answering, please skip ahead to question 11.

10. Please indicate how important each of the following fusion center services is to your agency relative to **organized crime.**

	Very Important	Important	Somewhat Important	Not Important	Neutral
Information and intelligence on Outlaw Motorcycle Gangs					
Assistance to multi-jurisdictional task forces targeting Outlaw Motorcycle Gangs					
Identification of new groups and territories					
Identification of methodologies; fraud, ID theft, human trafficking, etc…					

Narcotics and Smuggling
Information gathered in this priority area may pertain to an organized criminal structure or an individual's conduct. Information being sought may pertain to, but is not limited to: Narcotics; Any drug related issues, suspicious income or large amounts of currency, extensive use of rental cars, etc... Smuggling; Human trafficking, illegal immigrants, pirated movies or cd's, and stolen tractor trailer shipments.

11. Are you aware that the Fusion Center offers services in the area of **narcotics and smuggling**?

   a. Yes
   b. No
   If yes, please skip ahead to question 13

12. How important is it to your agency for the Fusion Center to provide services in the area of **narcotics and smuggling?**

   a. Very Important
   b. Important
   c. Somewhat Important
   d. Not Important
   e. Neutral
   After answering, please skip ahead to question 14.

13. Please indicate how important each of the following Fusion Center services is to your agency relative to **narcotics and smuggling**

	Very Important	Important	Somewhat Important	Not Important	Neutral
Case de-confliction through the High Intensity Drug Trafficking Area (HIDTA)					
Information on border issues; interstate and trafficking methodology, visas					
Concealment methods					
Commercial vehicle histories					
Human smuggling; links to legal residents, false ID and visa information					
Support to drug enforcement units					
Identification of major suppliers and manufacturing facilities					

Domestic Terrorism

The unlawful use of force or violence against persons or property to intimidate or coerce a government, its civilian population, or any segment thereof, in furtherance of political or social objectives conducted by U.S. citizens without foreign influence. This may involve, but is not limited to sovereign citizen movements, militia, and activists involved in illegal activity.

14. Are you aware that the Fusion Center offers services in the area of **domestic terrorism?**

    a. Yes
    b. No
    If yes, please skip ahead to question 16.

15. How important is it to your agency for the Fusion Center to provide services in the area of **domestic terrorism**?

    a. Very Important
    b. Important
    c. Somewhat Important
    d. Not Important

e. Neutral
After answering, please skip ahead to question 18.

16. Please indicate how important each of the following Fusion Center services is to your agency relative to **domestic terrorism**

	Very Important	Important	Somewhat Important	Not Important	Neutral
Information on criminal activity tied to earth/animal rights groups					
Information on criminal activity tied to anarchist and racially motivated groups					
Event and protest planning where potential for violence					
Out of state contacts to other fusion centers and information					
Public source information on extremist groups					

International Terrorism
Monitoring and coordinating information with federal partners (FBI) regarding activities of individuals and organized groups that may be involved in the seven (7) signs of terrorism: surveillance, elicitation, tests of security, acquiring supplies, suspicious behavior, dry run, deploying assets or getting into position around public areas or facilities.

17. Are you aware that the Fusion Center offers services in the area of **international terrorism**?

a. Yes
b. No
If yes, please skip ahead to question 19

18. How important is it to your agency for the Fusion Center to provide services in the area of **international terrorism**?

a. Very Important
b. Important
c. Somewhat Important
d. Not Important
e. Neutral

After answering, please skip ahead to question 20.

19. Please indicate how important each of the following Fusion Center services is to your agency relative to **international terrorism**

	Very Important	Important	Somewhat Important	Not Important	Neutral
Vulnerability assessments					
History/Ties to groups and organizations					
Contact and resources for Chemical, Biological, Radiological, Nuclear, and High yield explosives (CBRNE) response					
Visa verifications					
Funding and operational methodologies					
Critical infrastructure protection issues					
Border issues					
Information on extremist ideologies					

20. Please identify any other services you would like the Fusion Center to provide that you feel would benefit your agency

The following questions relate to the same priority group areas already discussed; however, the questions will now focus on **training needs** in the areas of **organized crime, narcotics and smuggling, domestic terrorism, and international terrorism.**

21. Please indicate the level of importance of **training** to your individual agency pertaining to the area of **organized crime**

	Very Important	Important	Somewhat Important	Not Important	Neutral
Information and intelligence on Outlaw Motorcycle Gangs					
Assistance to multi-jurisdictional task forces targeting Outlaw Motorcycle Gangs					
Identification of new groups and territories					

Identification of methodologies; fraud, ID theft, human trafficking, etc...					

22. Please indicate the level of importance of **training** to your individual agency pertaining to the area of **narcotics and smuggling**

	Very Important	Important	Somewhat Important	Not Important	Neutral
Case de-confliction through the High Intensity Drug Trafficking Area (HIDTA)					
Information on border issues; interstate and trafficking methodology, visas					
Concealment methods					
Commercial vehicle histories					
Human smuggling; links to legal residents, false ID and visa information					
Support to drug enforcement units					
Identification of major suppliers and manufacturing facilities					

23. Please indicate the level of importance of **training** to your individual agency pertaining to the area of **domestic terrorism**

	Very Important	Important	Somewhat Important	Not Important	Neutral
Information on criminal activity tied to earth/animal rights groups					
Information on criminal activity tied to anarchist and racially motivated groups					
Event and protest planning where potential for violence					
Out of state contacts to other fusion centers and information					

Public source information on extremist groups					

24. Please indicate the level of importance of **training** to your individual agency pertaining to the area of **international terrorism**

	Very Important	Important	Somewhat Important	Not Important	Neutral
Vulnerability assessments					
History/Ties to groups and organizations					
Contact and resources for Chemical, Biological, Radiological, Nuclear, and High yield explosives (CBRNE) response					
Visa verifications					
Funding and operational methodologies					
Critical infrastructure protection issues					
Border issues					
Information on extremist ideologies					

25. Please identify any other areas in which your agency would like intelligence training

26. Please identify the three most critical areas where you feel your agency's intelligence capabilities are most lacking

   a.
   b.
   c.

27. Please use the space below for any additional comments pertaining to this survey, the Fusion Center, or your agency's intelligence unit

Thank you for taking the time to complete the survey. Your participation will help to both assess and enhance the services being offered by the Michigan Fusion Center.