

Report on the Michigan State Police 2006 Stakeholder Survey



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Executive Summary

In mid-2006, the Michigan State Police saw an opportunity to use internet-based surveying to reach out to the department's internal and external stakeholders and learn which of its services they felt were most valuable from their unique perspectives. The survey was a 76-item instrument that listed 66 department services and included three open-ended questions that enabled respondents to voice their detailed opinions on emerging crime trends, which services they would like to see continued, and which services they would like to see introduced. It was not intended to serve as a grading tool or measure of customer satisfaction. Instead, respondents were asked to disclose how highly they valued each service on a scale from one to five, with five being highest.

In addition to members of Michigan's law enforcement community, other external stakeholders were contacted from a number of facets of government. The department's external stakeholders were divided into nine categories:

- County Commissioners
- Court Administrators
- Emergency Management Directors
- Fire Chiefs
- Mayors/City Managers/Twp. Supervisors
- Police Chiefs
- Prosecutors
- School Administrators
- Sheriff/Undersheriffs

Only the upper management or senior administration of each organization was contacted as it was considered most important to learn how valuable those in charge of an organization considered particular department services to their overall mission, versus the employee who might use those services infrequently if ever. It was acknowledged that members of the general public also qualify as external stakeholders, but attempting to survey them in any manner was avoided due to the logistical impracticality of doing so. The internal stakeholders contacted were those department members, enlisted and civilian, at the 14 level and above.

Over 2,000 stakeholders' email addresses were collected and used to send invitations and subsequent reminders to participate. A minimum response rate of 20 percent was hoped for, but 805 responses were received, which equated to a 41 percent response rate. Of those 805 responses, 72 were discarded mainly because they were very incomplete or did not come from a member of an organization's upper management. Before those responses were discarded though, their open-ended questions were reviewed for significant input. This left a total of 733 usable responses (91 percent of those responses received), or an adjusted response rate of approximately 35 percent. This better-than-expected response rate is believed to have been largely due to the ease and convenience of the web-based survey.

After the data collection period ended, the average value ratings given for each service were calculated. The overall average across all department services was 3.6, and it was found that the vast majority of the value ratings for each service hovered around that mark. Average value ratings were then calculated across the department's four Organizational Goals:

| | |
|--|-----|
| Organizational Goal #1 Prevent and investigate crime and enforce the law. | 3.3 |
| Organizational Goal #2 Improve traffic safety. | 3.4 |
| Organizational Goal #3 Provide for homeland security and emergency preparedness and response. | 3.8 |
| Organizational Goal #4 Provide the highest quality specialized services. | 3.8 |

Here too, the computed averages for each Organizational Goal hovered around the overall average value rating of 3.6. The above table shows respondents value all of the department's services under each goal, but because the average value ratings were all relatively close to the overall average rating it is more telling to look at the *direction* of the differences between averages rather than the *degree* of the differences. From this perspective, it is clear the services listed under Organizational Goals #3 and #4, such as those provided by the Emergency Management and Homeland Security and Forensic Science Divisions, are more highly valued. A table showing the services listed under each Organizational Goal can be found in Appendix A, and tables comparing the average value ratings between Districts, and between internal and external stakeholders can be found in Appendix B and C respectively.

The high value placed on specialized services found when examining the average value ratings was supported by the responses to the three open-ended questions. The most descriptive and innovative of the many responses submitted are listed verbatim in Appendix D. Interestingly, internal and external stakeholders regardless of their category shared much the same views. When compared to the results of the 1999 Stakeholder Project, it was found that although the stated needs and desires of external stakeholders have not really changed since 1999, what has changed is the perspective of the internal stakeholders in that it mirrors that of the external stakeholders. In essence, the responses to the open-ended questions showed that internal stakeholders, the department's own administrators and supervisors, have come to realize how importantly the department's current financial situation affects its ability to deliver public safety services.

The loss of funding sources has caused local communities to be just as cash-strapped as the MSP. These organizations are now looking to the MSP to provide them with assistance with not only basic law enforcement duties, but also with those situations or tasks they do not have the funding and/or expertise to handle on their own. For example, some law enforcement respondents said while they valued the MSP's help with the day-to-day police work, they can handle the basics and really prefer the MSP to handle the more complex and technical aspects of the job. Also not surprising, many fire chiefs stated that they wanted assistance with fire investigations. However, a number of external stakeholders across categories, including sheriffs and police chiefs, stated their desire to see more troopers on the road.

The department's leaders face difficult decisions as to how to allocate limited funding to each of its many services. The information learned from this project will allow them to reexamine the department's role in Michigan's law enforcement community and more precisely adjust the methods by which services are delivered. In sum, this project's findings have shown that specialization should be considered a key component of the department's future plans. This does not mean the MSP should abandon its traditional full-service policing role, but it must continue to evaluate which services are needed in each part of the state and explore the concept of tailoring them to suit the needs of each particular community.

Introduction

The mission of the Michigan State Police is to protect public safety, but the department cannot do it alone. Instead, it relies on cooperation with local law enforcement agencies and other government entities (our external stakeholders) and supports their activities via a number of services. However, as the department's budget continues to shrink it becomes apparent that the MSP cannot continue to provide a wide spectrum of services at its traditionally high level of quality. It therefore becomes necessary for the department's senior leaders to factor which services are considered most valuable by stakeholders into any future decisions. The department's Director, Col. Peter C. Munoz, elected to use internet-based surveying to reach out to both internal and external stakeholders and learn how highly each of the department's many services was valued. The survey was not intended to serve as a measure of customer satisfaction, but rather respondents were asked to disclose how much they value having each service from their unique perspective. Although this project was very different from the department's previous attempt to obtain information from its stakeholders, in many ways the lessons learned were the same. The information gleaned from the survey, along with the current condition of Michigan's public safety community, requires an examination of how the department allocates its resources and delivers service.

Historical Background

The department previously attempted to reach out to its stakeholders in the summer of 1998. Under the guidance of then-Director, Col. Michael Robinson, Dr. Kevin Love, an industrial psychologist from Central Michigan University, and a group of assistants were asked to develop a project to assess stakeholders' needs. They defined the department's stakeholders as:

...groups of individuals who receive, are affected by, or directly interact with (i.e., support, assist, play a role as a part of a team, etc.) public safety services provided by the Michigan State Police. Stakeholders represent customers or consumers who directly receive service, as well as professions which deliver, define, or determine the type, nature, and frequency of public safety services offered by the Department.

A task force of department members was then assembled to design a project that collected information from both internal and external stakeholders. After a series of meetings and a pilot test, the task force determined the focus group method would be used. For external stakeholders, the state was divided into five geographic regions (Novi, Flint, Escanaba, Gaylord, and Grand Rapids). One session was held in each region with representatives from each of the following groups of external stakeholders:

- Sheriffs
- Police Chiefs
- Central Dispatch/Emergency Management
- Community Officials
- Courts

For internal stakeholders, the state was again divided into five different geographic regions (Novi, Marquette, Kalamazoo, Gaylord, and Bay City), and one session was held in each region with randomly selected representatives from each of the following groups of internal stakeholders:

- Unit Commanders
- Troopers/Trooper Specialists
- Sergeants
- Motor Carrier Officers
- State Properties Security Officers
- Civilian Members

Although by no means an all-inclusive list of the department's stakeholders, a total of 309 participants (120 external stakeholders and 189 internal stakeholders) participated in the sessions.

Each session was one-half day in length and followed a scripted format. After Colonel Robinson and other command staff members greeted participants, Colonel Robinson detailed his vision for the department's future. In closing, he asked participants to be as candid as possible in their feedback. The Executive Division then presented a detailed overview of the department's many services, after which Dr. Kevin Love and his researchers broke the group into smaller focus groups of six to eight participants. A script was followed for each session and included the introduction and questions, as well as the prompts used when the group was unresponsive. By using scripted materials, the researchers were able to ensure each focus group was presented with the same material.

The questions posed to external stakeholders pertained to what they expected from the department in terms of technology, services, and the like, but no questions were asked

regarding specific department services. The questions internal stakeholders were asked were nearly identical except they had to do with what participants thought citizens expected from the department. Internal stakeholders were also asked questions designed to elicit ideas on ways to meet those public expectations. After the external and internal stakeholder focus group sessions were conducted, a content analysis was performed in an effort to determine consistent themes in the collected information. For external stakeholders, consistent themes revolved around improving cooperation and communication with local agencies and eliminating duplicate services. External stakeholders also wanted to see more specialized services, training opportunities, laboratory services, and troopers on the road. Internal stakeholders talked about improving cooperation and communication with local entities as well, but the overwhelming majority of their comments involved department-specific concerns such as improving public relations/marketing efforts, pay-for-performance, and recruiting. The completed analysis was turned over to the department for its review, and an executive summary was later produced for external stakeholders.

Project Description

Like its predecessor, the 2006 Stakeholder Survey project was intended to collect both internal and external stakeholders' input. However, operational and financial concerns caused the project to take on a different form. Because the current fiscal climate would not allow for the hiring of an outside consultant or for a project as time- and personnel-intensive as a series of focus group sessions, Colonel Munoz's plan was to send out a survey. The Executive Division was asked to explore available options, and it was subsequently determined an internet-based survey would be the most cost effective and efficient way of obtaining and analyzing data.

The first step was to determine who the department's stakeholders were, for purposes of this project. Colonel Munoz and the Executive Council defined the department's external stakeholders in much the same way they were defined in the earlier project: namely, those government officials who had, or might have had, occasion to use the department's many services. However, unlike the previous project, the intent this time was to only involve members of those agencies serving in upper-management or senior administrative positions. This was because Colonel Munoz wanted to know how valuable those in charge of an agency saw particular department services as being to their overall mission versus the individual employee who might use the services infrequently if ever. The department's stakeholders were divided into the following 10 categories:

- County Commissioners
- Court Administrators
- Emergency Management Directors
- Fire Chiefs
- MSP Administrators/Supervisors
- Mayors/City Managers/Twp. Supervisors
- Police Chiefs
- Prosecutors
- School Administrators
- Sheriff/Undersheriffs

Although it was acknowledged the members of the general public also qualify as external stakeholders, attempting to survey them in any manner was avoided due to the logistical impracticality of doing so. Internal stakeholders were all department members, enlisted and civilian, at the 14 level and above.

After some research, the internet surveying company *WebSurveyor* was chosen. Their software allowed the Executive Division's Policy Planning and Research Unit to create an online survey that was easy to use and able to be accessed from any computer anywhere. A draft survey was then developed listing basic demographic questions and a sample of the department's services. The demographic questions were important because they allowed for the subsequent analysis of data by stakeholder category, District, county, and a number of other ways. The survey's listed services were chosen by the Director and Executive Council after receiving input from the Executive Division and a select group of the department's senior leaders. The Director and Executive Council also decided the services were to be grouped into four categories representing the department's four Organizational Goals. Although this may have been somewhat confusing for some respondents, this grouping allowed for easier analysis and future application of the collected data to the strategic planning process. The final result was a 76-item survey that included 66 department services and three open-ended questions that enabled respondents to voice their detailed opinions on emerging crime trends, which services they would like to see continued, and which services they would like to see introduced (Appendix E). The survey was designed to determine how highly the department's internal and external stakeholders value its services on a scale from one to five, with five being highest. It was not

intended to serve as a grading tool or measure of customer satisfaction. After the survey was completed it was tested by a small group of department members that estimated it took them between 10 and 15 minutes on average to complete.

E-mail was chosen as the best way to invite stakeholders to participate in this survey. However, collecting e-mail addresses was more difficult than originally believed. It was assumed various facets of the department or outside entities such as the Michigan Association of Chiefs of Police had such lists readily available, but this was not the case. Some of the entities contacted stated that they did not keep lists of such information because e-mail addresses tended to change, while others refused to provide the information explaining they were trying to protect their members from malicious e-mails. Consequently, the Policy, Planning, and Research Unit obtained the e-mails they could from the internet and organizations that were willing to cooperate. District commanders were then tasked through the Field Services Bureau Commander to collect e-mail addresses for specific categories from their respective areas of the state. The result was that well over 2,000 e-mail addresses were collected.

It was decided that a sampling method be used for school administrators and municipal officials, the two largest categories. Over 500 school administrator e-mails were collected, so a systematic random sample was taken in which one e-mail address was picked randomly and then every fifth address after that was also selected. A different sampling method was used to select communities from among the more than 500 incorporated cities and villages in Michigan. After consulting the latest US Census Bureau population data, the state's cities/villages were divided into the following categories:

- 100,000 - 200,000
- 50,000 - 99,999
- 25,000 - 49,999
- 10,000 - 24,999
- 5,000 - 9,999
- 1,000 - 4,999
- 1 - 999

Approximately six locations were chosen from each category, along with the City of Detroit, for a total of 44 cities/villages selected. Although not random, the selection of cities and villages for

each category was largely based on their geographic location, so that most regions of the state were contacted. The total number of e-mail addresses collected per stakeholder category is as follows:

| Category | E-Mail Addresses Collected |
|---------------------------------------|-----------------------------------|
| County Commissioners | 65 |
| Court Administrators | 245 |
| Emergency Management Directors | 115 |
| Fire Chiefs | 562 |
| MSP Administrators/Supervisors | 319 |
| Mayors/City Managers/Twp. Supervisors | 44 |
| Police Chiefs | 482 |
| Prosecutors | 75 |
| School Administrators | 106 |
| Sheriff/Undersheriffs | 78 |
| TOTAL E-MAILS | 2,091 |

There were undoubtedly some duplicate e-mail addresses and other addresses that were found after the fact to be incorrect for some technical reason, the end result of efforts to collect e-mail addresses was an eclectic mix of members of Michigan's government and public safety communities that far exceeded in number and scope, the 309 persons contacted in the previous project.

Comparison to 1999 Stakeholder Project

This project was very different in many ways from the 1999 Stakeholder project, most obviously because this project involved a survey and the other a series of focus group sessions. Surveying was chosen because it is less time consuming than conducting focus group sessions and avoided many of that method's associated weaknesses. First, surveying eliminates or severely reduces both participant and researcher bias. The focus group method has the potential to fall victim to the respondents' positive or negative biases regarding the researcher, both positively and negatively. In the case of this survey however, the webpage was clean and had no pictures, sounds, or wording that would bias respondents or otherwise cause them to object to its content. Also, the colors chosen (white and royal blue with black text) were intended to present an image that was both professional and aesthetically pleasing.

In addition, focus group sessions' lack of anonymity could skew the information collected. Most participants are unlikely to be as forthright when sitting face-to-face with a researcher seen as a representative of the department. Also, if participants do speak, the more dominant participants in the group may influence the opinion of the others. A web-based survey allows respondents to be as candid as they wish without having to deal with the emotions associated with face-to-face critiquing. Most significant of the differences between the two projects though is cost. The previous project was likely very expensive considering the cost of consultants, meetings, conference rooms, food and drink, and travel for internal stakeholders. Such luxuries are no longer an option for the department, but web-based surveying provided a cost effective way to design and administer the survey, as well as consolidate and analyze the subsequently collected data. Plus, the subscription fee paid to *WebSurveyor* for one year of service allowed the department to conduct an unlimited number of additional, unrelated surveys. In fact, there were nearly a dozen surveys either running or in development at the time that this survey was administered. Lastly, this survey reached a much broader audience than the previous project, and the ease and convenience with which it could be completed resulted in the excellent response rate discussed in the next section. Although the two projects are similar in regard to the categories of stakeholders contacted, a direct comparison of the results from each is not possible because they were not designed to collect the same type of information. As will be discussed in later sections, it is only possible to compare dominant themes between internal and external stakeholders, as well as overall.

Response Rates

The survey was announced on November 8, 2006 to external stakeholders via an e-mail (Appendix F) sent through the *WebSurveyor* mass e-mail system, and to the internal stakeholders via *GroupWise*. According to the *WebSurveyor* and *GroupWise* e-mail systems, of the 2,091 e-mails sent out 1,959 (93.7 percent) successfully arrived at their destination servers. After approximately three weeks, both groups of stakeholders were sent reminder e-mails via the same means. The messages were specifically tailored to whether they were internal or external stakeholders (Appendix G). The data collection period ran from November 8, 2006 to December 4, 2006. A minimum response rate of 20 percent was hoped for, but 805 responses were received, which equated to a better-than-expected 41 percent response rate.

Of the 805 responses received, 72 were discarded mainly because they were very incomplete or did not come from a member of an organization's upper management. Before the responses were discarded though, the open-ended questions were examined for significant input, but none was found. This left a total of 733 usable responses (91 percent of those responses received), or an adjusted response rate of approximately 35 percent. Therefore, based upon the number of e-mails sent to people in each category and the number of usable responses per category, each category's actual response rate is as follows:

| Categories | E-Mail Addresses Collected | Usable Responses Received | Response Rate |
|---------------------------------------|-----------------------------------|----------------------------------|----------------------|
| County Commissioners | 65 | 12 | 18% |
| Court Administrators | 245 | 43 | 18% |
| Emergency Management Directors | 115 | 45 | 39% |
| Fire Chiefs | 562 | 159 | 28% |
| MSP Administrators/Supervisors | 319 | 148 | 46% |
| Mayors/City Managers/Twp. Supervisors | 44 | 15 | 34% |
| Police Chiefs | 482 | 210 | 44% |
| Prosecutors | 75 | 17 | 23% |
| School Administrators | 106 | 36 | 34% |
| Sheriff/Undersheriffs | 78 | 39 | 50% |
| Other | ---- | 9 | ---- |
| TOTAL | 2,091 | 733 | 35% |

The additional category of "Other" is not one of the stakeholder categories created by the Director and Executive Council. However, respondents were able to clarify their position if it was outside of the 10 categories by entering information in an "Other" text box. This information helped to reclassify respondents who erroneously classified themselves as "Other" when they actually belonged in one of the 10 categories. It was also found to be particularly useful when selecting those surveys to discard, as it made it easy to identify those who did not claim to be a chief, sheriff, or equivalent government official. Of those "Others" that could not be reclassified, 9 responses were considered to be from people occupying a high enough position in their organization (i.e., director of public safety for a school district) that they met Colonel Munoz's intent of restricting the survey to upper-management and senior administrators.

Method of Analysis

Because this project was simply intended to provide a general idea of how the myriad services provided by the department are valued by its stakeholders, averages of the ratings were computed for each service, category, and overall. The value ratings were also averaged across Districts and Organizational Goals, and between internal and external stakeholders. Even though averaging is a rather simplistic method of data analysis, this project's research question did not warrant anything more elaborate. Of course, any explanations of these findings are purely speculation, even though they are based on value ratings that are for the most part backed up by responses to the open-ended questions. It should be mentioned that not all of the incomplete responses were discarded. Those few that typically had left no more than three department services unrated were retained. Their skipped services were coded threes to allow for a complete analysis because, given the value rating scale used, three is considered a neutral or "middle of the road" rating that would not cause the average value ratings to be erroneously high or low. In addition, no responses were discarded because of failure to respond to any of the open-ended questions. The responses that were received were read thoroughly in an effort to identify any common themes or significant trends. These are reported in detail in the following section.

Findings – Department Services

As indicated above, respondents were asked to indicate how much they value each of the 66 department services listed, on a scale from one to five with five being the highest. The average value rating for all the services combined was 3.6, with most of the averages for each individual service hovering around that mark. The lowest and highest average ratings were 2.0 and 4.2 respectively. Those services that rated the lowest were Bridge Card Enforcement, Casino Gaming Enforcement, and Tobacco Tax Enforcement. It is speculated that these services' low ratings were due to the fact that the activities are essentially "behind the scenes" and invisible to the vast majority of citizens. Conversely, the highest rated services were those provided by the Criminal Justice Information Center and the Forensic Science Division. Not only do the individual police agencies see these services as indispensable, television shows such as *CSI* likely contribute to the high value ratings given by civilian respondents.

When it comes to civilian respondents, they consistently rated a few tenths of a point higher (sometimes more) than the law enforcement related respondents (police chiefs, sheriffs, MSP enlisted members, and prosecutors) on nearly every service. This could be because the

general public regards the department and considers all of the listed services as being more valuable than would those law enforcement respondents who see us as potentially their direct competition. When the average value ratings from the department's enlisted members were removed there was little to no change experienced in each service's average value rating among the remaining law enforcement-related respondents.

A comparison of internal and external stakeholders' responses (Appendix C) revealed that internal stakeholders (department personnel), see things rather differently from law enforcement and civilian external stakeholders. Most obvious was the fact that internal stakeholders tended to value those services traditionally performed by the MSP higher than external stakeholders. For example, "Dispatched Calls for Service", arguably among the most basic and traditional MSP services, was given an average value rating of 4.3 by internal stakeholders but external stakeholders rated its value at 3.6. Conversely, "Fire Investigation" received a 3.6 value rating from internal stakeholders, but external stakeholders rated it at 4.0. These findings further demonstrate that although external stakeholders see the MSP as providing much needed assistance with general police work, they consider the department's specialized services to be very valuable. To the contrary, the department's members consider the performance of traditional policing duties as more important than specialization.

As far as comparison by Districts are concerned, it should come as no surprise that those areas with fewer local law enforcement resources consider the department's services to be more valuable than those respondents from areas where there are more. In many categories, Second District respondents valued each service the lowest of all the Districts, and Eighth District valued each service the highest. For example, Second district respondents gave "Dispatched Calls for Service" a value of 3.2 but respondents from the Eight District valued it at 4.2. Second and Eighth Districts aside, the rest of the District averages for each service are all relatively similar. Also of note is the fact that respondents from a number of categories throughout the Districts stated that they wanted to see additional troopers patrolling the highways. Others also mentioned traffic-related issues as emerging crime trends. Respondents' desire for more road patrols is evident in the fact that the "General Patrol/Traffic Policing" had an overall average value rating of 3.8, slightly higher rating than the overall average value rating of 3.6 and the same value rating as "Dispatched Calls for Service".

Given how closely the value ratings for each service are to the overall average value rating of 3.6, it is more telling to look at the averages of all the ratings by the department's four Organizational Goals:

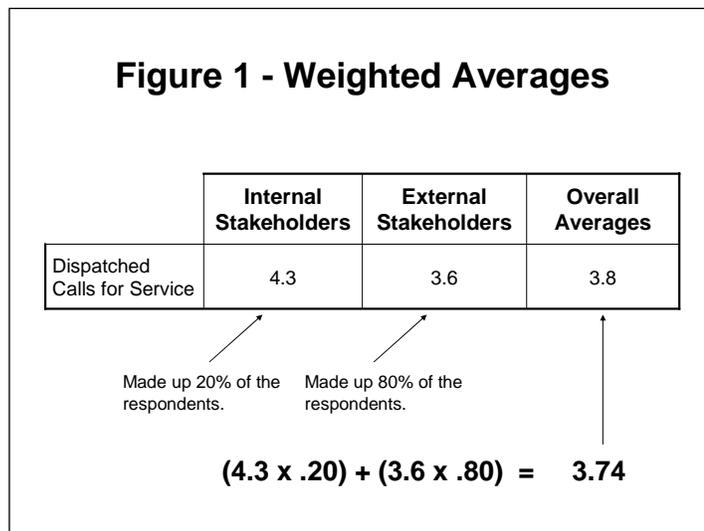
| | |
|---|-----|
| Organizational Goal #1 Prevent and investigate crime and enforce the law. | 3.3 |
| Organizational Goal #2 Improve traffic safety. | 3.4 |
| Organizational Goal #3 Provide for homeland security and emergency preparedness and response. | 3.8 |
| Organizational Goal #4 Provide the highest quality specialized services. | 3.8 |

Here too, the computed averages for each Organizational Goal hover around the overall average of 3.6. Therefore, it is more beneficial to consider the *direction* of the differences between averages rather than the *degree* of the differences. What the above table basically shows is that respondents value all the services the department provides. That having been said, the services listed under Organizational Goals #3 and #4 are clearly preferred by respondents and reflect the aforementioned bias toward specialty services such as those provided by the Forensic Science and Emergency Management and Homeland Security Divisions. A table showing the services listed under each goal can be found in Appendix A. The responses to the open-ended questions discussed below reflect the fact that the loss of revenue sharing and other funding sources have caused local communities to be just as cash-strapped as the MSP. As a result, they are also looking to the department to provide them with the services they do not have the funding and/or expertise to provide on their own. Again, this need for services extends beyond specialty areas to basic law enforcement services such as the response to dispatched calls for service.

This finding further reflects the fact that the department is seen as the only entity capable of providing such specialized services, especially on a statewide level. This is not to say that respondents do not value the department's road patrol and other, more traditional policing services, but they more highly value those services that they simply cannot provide for themselves. For example, comparisons of the averages for each Organizational Goal by District also confirmed that the services listed under Organizational Goals #3 and #4 were valued more

highly than those listed under the other two goals. A table showing the average value by service by District can be found in Appendix B.

When examining the overall average value rating, or average value ratings by District, by internal versus external stakeholders, or by any other categories, the concept of weighted averaging must be kept in mind. For instance, in the case of “Dispatched Calls for Service”, internal stakeholders’ average value rating was 4.3 and external stakeholders’ was 3.6 (Figure 1). However, adding these two



average value ratings together and dividing by two equals 3.95 and not the overall value rating for this service of 3.8. This is because simply adding the two numbers and dividing the sum in half fails to take into account the fact that internal stakeholders make up only 20% of the total number of respondents and external stakeholders make up 80%. Therefore, a weighted average must be calculated by adding the product of 4.3 multiplied by .20 to the product of 3.6 times .80. The resulting sum is 3.74.

Although within less than a tenth of the overall average value rating of 3.8, this number still comes up somewhat short because of the effects of rounding. The value ratings for each service were averaged over all 733 responses, and across services, Districts, and other categories, which resulted in averages out to the nth decimal place. Because it was decided that average value ratings would be displayed in tenths, the computed averages were rounded up or down as is mathematically appropriate. Because the overall average value ratings and those by categories were computed by averaging the rounded averages, the resulting averages have the potential to be off by plus or minus about a tenth.

Findings – Open-Ended Questions

Responses to each of the survey’s three open-ended questions were closely examined. It was found that the majority of the responses were extremely brief, sometimes no more than two or three words. This made short work of analyzing the responses, as there was little room left for

interpretation. A few common themes became immediately evident and reflected the services in the highest demand. These included a need for improved cooperation and communication, as well as additional laboratory services, training, and troopers. The themes were consistent and surprisingly did not vary much between categories of respondents, nor did they differ between internal and external stakeholders. Although all of the responses submitted were considered to be valuable, the most descriptive and innovative are listed verbatim in Appendix D. In addition, each question's dominant themes are generally discussed in the remainder of this section.

What are the emerging public safety issues in your area?

This question had a 71 percent response rate, and the information submitted touched on nearly every aspect of law enforcement service delivery. Most respondents seemed to misinterpret the question though, and used it as a forum to list the additional MSP services they felt they needed. That aside, many listed their lack of funds as being an emerging trend, with some explaining that their agency's budget shortfalls have resulted in fewer personnel and less equipment available to meet ever-increasing demands for service. They reported having to cut back and/or eliminate special teams and services as well. Even though none of the respondents specifically stated that their lack of funding would cause an increase in crime in their areas, it is logical to assume that the reduction in police resources would foster such an increase.

It is well known that Michigan's law enforcement community has lost over 1,500 police jobs since 2001, and recent Federal crime statistics reflect an increase in the rate of many index crimes. In fact, a comparison of Michigan's 2004 and 2005 index crime statistics from the US Department of Justice showed that the rates of violent crimes such as robbery and aggravated assault have experienced double-digit or near double-digit increases. On the other hand, one could argue that those same statistics show significant decreases in property crimes over that time period as well, but this trend is easily explained and actually serves to strengthen this point. Because of the immediate risk of harm violent criminals pose to the rest of a community, most of a police department's available resources are typically used to investigate and make arrests in such cases. Non-violent property crimes are given a lower priority, especially when police resources are stretched thin. Fewer police officers also mean fewer officers on patrol detecting reportable property crimes. Further, the public quickly becomes aware of their police department's policy (usually informal) of responding to only the most serious calls for service and therefore might not even bother to call when they are the victim of a property crime. Any of

these situations could cause the collected property crime data to be artificially low, and even show a reduction as police resources continue to dwindle.

As was the case with the previous project, a number of law enforcement-related external stakeholders encouraged further or more extensive cooperation and communication. A few also listed emerging crime trends in their areas including home invasions, elder crime, white collar crime, methamphetamine production, gangs, and traffic safety. However, the overall theme of the responses to this question was that respondents wanted more MSP assistance overall.

Which existing MSP service(s) would you like to see enhanced in the future?

This question also had a response rate of 71 percent, but this time the responses were much more uniform. Here too, most every respondent regardless of their position said they wanted more MSP services, with the most commonly requested services being fire investigators, forensic science/laboratory services, and training. Many also wanted to see the ranks of department increased, especially so that there would be better visibility and enforcement on the freeways.

Which new MSP service(s) would you like to see provided in the future?

This question had the lowest response rate of the three, at 39 percent, but the information provided was just as valuable given that many of themes echoed responses to the preceding two questions. Most often requested were increased road patrol, fire investigation assistance, and training. Some of the more unique responses included suggestions for statewide regional dispatch, one helicopter per District, and conducting casino gaming enforcement efforts in cooperation with the Indian casinos.

Ultimately, the information found in the responses to these open-ended questions supports the findings from the analysis of the survey data. Quite simply, the department's stakeholders are in need of all the services the department can provide, but particularly specialized services. This distinction is important to keep in mind when decisions are being made to allocate existing and future resources, as those areas that are most in demand should logically receive the lion's share.

Discussion and Recommendations

Web-based surveying was found to be particularly useful in obtaining the frank and candid input of the department's internal and external stakeholders. Not only was this completed at a fraction of the cost of the previously-used focus group method, the information obtained from this project was more precise in terms of how valuable individual stakeholders, or particular groupings of stakeholders, felt about department services. The assumptions drawn from the simple averages calculated per service and per category were supported by the responses to the survey's three open-ended questions. The collected information showed that although the stated needs and desires of external stakeholders have not really changed since the 1999 Stakeholder Project was conducted, what has changed is the perspective of the department's internal stakeholders.

Nearly eight years have passed since selected department members participated in their focus group sessions. At that time, they voiced concerns regarding interagency issues and not so much anything to do with their colleagues in the government and public safety communities. Other than the fact that internal and external stakeholders both stressed the need to improve communication and cooperation between agencies, they agreed on little else at that time. Contrast this with the findings from this current project and it is obvious that the two groups now share the same concerns. This could be due in part to the fact that the survey questions were slightly different and perhaps more straight forward, but it is more likely that the department's internal stakeholders, its own administrators and supervisors, have finally come to realize how dire the department's financial situation actually is. They have also come to understand that this means that hard decisions regarding staffing and resource allocation must now be made.

More than anything else, the results of this project have shown that specialization is the key to the department's future. As one police chief submitted:

As a City police department, we respond to the citizen's needs on a regular and emergency basis. However, we are limited in funding and personnel. To have an officer trained in computer crimes, white collar crimes, bomb investigations, and the like, where the officer must be highly trained and only utilized once per year, is a waste of resources for us. Any services that the MSP offers that assists in cross-jurisdictional investigations or specialized crimes are extremely valuable to our citizens.

This chief's comments highlight the fact that some law enforcement agencies in the state do not need our patrol services as much as they need our specialty services. Specialty services such as forensic science/laboratory services, homeland security coordination, and criminal history

database administration are those that local agencies cannot handle on their own and were therefore rated highly. Many law enforcement respondents have said that while they value our help with the day-to-day police work, they can handle the basics and really prefer us to handle the more complex and technical aspects of the job. Again, this does not mean the department should alter its traditional full-service policing role, but it should reevaluate which communities actually need such services and provide them accordingly.

The Michigan State Police is a much leaner organization than it once was. However, this can be turned into a positive by transforming the department into one that is able to give its stakeholders the services they specifically need. Adopting a more specialized approach to law enforcement service delivery requires a significant department-wide paradigm shift. The Denison Organizational Culture Survey conducted in mid 2004 showed that department members, to their credit, are indeed eager for substantive change. There is a common sentiment in the field the department has not done enough in recent years to adapt to the changing political and fiscal environment. Members were expecting sweeping change from the last reorganization effort, and although those changes made were based on the best interests of the department as seen at that time, they were not as comprehensive as desired.

Change is critical to the future of law enforcement. As Ford Motor Company executive vice president Mark Fields commented when speaking at the Greater Los Angeles Auto Show in December 2006, "Change or Die."¹ Ford Motor Company, General Motors Corporation, and Daimler-Chrysler have just now come to realize that this country's automotive market is very different than it was in its heyday in the 1940s through 1980s and are changing the way they do business in order to remain competitive. Policing in Michigan has come a long way since the department was established in 1917. Understanding this, the way in which the MSP remains a leader in the law enforcement community is to make itself indispensable to those other agencies, and in turn, to the citizens of Michigan. The way to do that is identify those services that each community needs and deliver them to the highest standards possible. To fail to take advantage of this opportunity potentially jeopardizes the department's viability.

¹ Hoffman, B. G. (2006, January 5). *Ford VP: Change or die*. The Detroit News Online. Retrieved December 8, 2006 from <http://www.detnews.com/apps/pbcs.dll/article?AID=/20060105/AUTO01/601050373/1148>

Appendix A – Overall Average Values per Organizational Goal

| Organizational Goal #1 | Organizational Goal #2 | Organizational Goal #3 | Organizational Goal #4 |
|---|--|---|--|
| <p>Dispatched Calls for Service Detective Services Public Safety Response to Communities in Need Narcotics Multi-jurisdictional Investigative Services Auto Theft Multi-jurisdictional Investigative Services Violent Crime Multi-jurisdictional Investigative Services Fugitive and Absconder Apprehension Cold Case and Unsolved Crimes Sex Offender Enforcement and Investigative Services Computer Crime Investigations Internet Crimes Against Children (ICAC) Investigations Identity Theft Investigations White Collar Crime Casino Gaming Enforcement Tobacco Tax Enforcement Bridge Card Enforcement Technical Services Unit</p> | <p>General Patrol Services and Traffic Policing Commercial/Motor Vehicle Enforcement Directed Traffic Policing School Bus Inspections Commercial/Motor Vehicle Safety Programs Traffic Safety Support Services (Alcohol Enforcement, BAC DataMaster, Standardized Field Sobriety Test) Traffic Crash Reporting System Traffic Crash Purchasing System</p> | <p>Emergency/Disaster Services (Operations Desk, Mobile Command Vehicle, Disaster Mitigation, Emergency Management Planning) State Emergency Operations Center Services Homeland Security Support Services (Planning, procuring equipment, conducting training exercises, and coordinating response to homeland security incidents.) Threat Assessment and Vulnerability Studies</p> | <p>Forensic Science Services Bomb Squad Biology/DNA Analysis Blood Alcohol Analysis Laboratory Crime Scene Response Drug Analysis Firearms and Tool Marks Analysis Latent Fingerprint Analysis Microchemistry Polygraph Questioned Document Examination Toxicology CJIS Programs and Services CHR and Identification Services Criminal History Record (CHR) Information Uniform Crime Reporting (UCR) Collection of Local and State Crime Stats Criminal Justice Information Sharing Initiatives Statewide Network of Agency Photos Other Specialized Services Evidence Technicians (Post Level) Underwater Recovery Services Canine Services Emergency and Tactical Services Aviation Services Sex Offender Reg. Support Services Criminal Surveillance Services Statewide Criminal Intelligence Services Traffic Crash Reconstruction Methamphetamine Lab Remediation Fire Investigation Consolidated Regional Dispatching Services Methamphetamine Public Education and Training Programs MPSC Community-Based Prevention and Education Services Statewide 9-1-1 Coordination and Admin. 911 Central Dispatch MCOLES Law Enforcement In-Service Training Programs</p> |
| Overall Average: 3.3 | Overall Average: 3.4 | Overall Average: 3.8 | Overall Average: 3.8 |

Appendix B – Overall Average Values per Service per District

| | First District | Second District | Third District | Fifth District | Sixth District | Seventh District | Eight District | Overall Averages |
|---|----------------|-----------------|----------------|----------------|----------------|------------------|----------------|------------------|
| Dispatched Calls for Service | 4.0 | 3.2 | 3.8 | 3.6 | 3.8 | 4.0 | 4.3 | 3.8 |
| Detective Services | 4.1 | 3.7 | 4.0 | 3.9 | 3.9 | 4.2 | 4.1 | 4.0 |
| Public Safety Response to Communities in Need | 4.0 | 3.6 | 4.2 | 4.0 | 3.9 | 4.1 | 4.3 | 4.0 |
| Narcotics Multi-jurisdictional Investigative Services | 3.9 | 3.5 | 3.9 | 3.9 | 3.9 | 4.1 | 4.1 | 3.9 |
| Auto Theft Multi-jurisdictional Investigative Services | 3.1 | 3.3 | 3.2 | 3.1 | 2.9 | 2.7 | 2.9 | 3.1 |
| Violent Crime Multi-jurisdictional Investigative Services | 3.6 | 3.5 | 3.4 | 3.4 | 3.4 | 3.0 | 3.4 | 3.4 |
| Fugitive and Absconder Apprehension | 3.6 | 3.3 | 3.4 | 3.6 | 3.3 | 3.1 | 3.3 | 3.4 |
| Cold Case and Unsolved Crimes | 3.3 | 3.0 | 2.9 | 3.2 | 3.1 | 2.5 | 2.9 | 3.0 |
| Sex Offender Enforcement and Investigative Services | 3.9 | 3.5 | 3.9 | 3.6 | 3.7 | 3.5 | 3.8 | 3.7 |
| Computer Crime Investigations | 3.8 | 3.5 | 3.7 | 3.8 | 3.7 | 3.4 | 3.7 | 3.7 |
| Internet Crimes Against Children Investigations | 4.0 | 3.6 | 4.0 | 3.8 | 3.9 | 3.7 | 3.8 | 3.8 |
| Identity Theft Investigations | 3.9 | 3.4 | 3.8 | 3.5 | 3.7 | 3.4 | 3.8 | 3.6 |
| White Collar Crime | 3.5 | 3.2 | 3.3 | 3.2 | 3.3 | 3.0 | 3.3 | 3.3 |
| Casino Gaming Enforcement | 2.0 | 2.0 | 1.9 | 1.9 | 1.8 | 2.0 | 2.3 | 2.0 |
| Tobacco Tax Enforcement | 2.3 | 2.0 | 2.1 | 2.0 | 1.9 | 2.0 | 2.3 | 2.1 |
| Bridge Card Enforcement | 2.3 | 2.0 | 2.2 | 2.0 | 2.0 | 1.9 | 2.3 | 2.1 |
| Technical Services Unit | 3.4 | 3.2 | 3.2 | 3.3 | 3.0 | 3.0 | 3.4 | 3.2 |
| General Patrol/Traffic Policing | 3.9 | 3.4 | 4.0 | 3.8 | 3.8 | 3.9 | 4.0 | 3.8 |
| Commercial/Motor Vehicle Enforcement | 3.8 | 3.3 | 3.7 | 3.7 | 3.5 | 3.5 | 3.8 | 3.6 |
| Directed Traffic Policing | 3.5 | 3.1 | 3.8 | 3.6 | 3.5 | 3.5 | 3.7 | 3.5 |
| Criminal Highway Interdiction | 3.3 | 2.9 | 3.4 | 3.3 | 3.1 | 2.8 | 3.1 | 3.1 |
| School Bus Inspections | 3.5 | 2.9 | 3.7 | 3.5 | 3.4 | 3.2 | 3.7 | 3.4 |
| Commercial/Motor Vehicle Safety Programs | 3.2 | 3.0 | 3.4 | 3.2 | 3.1 | 3.0 | 3.5 | 3.2 |

| | First District | Second District | Third District | Fifth District | Sixth District | Seventh District | Eight District | Overall Average |
|--|-----------------------|------------------------|-----------------------|-----------------------|-----------------------|-------------------------|-----------------------|------------------------|
| Traffic Safety Support Services | 3.7 | 3.4 | 3.8 | 3.6 | 3.4 | 3.6 | 3.6 | 3.6 |
| Traffic Crash Reporting System | 3.5 | 3.6 | 3.7 | 3.7 | 3.6 | 3.6 | 3.5 | 3.6 |
| Traffic Crash Purchasing System | 2.8 | 2.9 | 3.0 | 3.0 | 3.1 | 3.0 | 2.8 | 3.0 |
| Emergency/Disaster Services | 4.0 | 4.0 | 4.1 | 4.0 | 4.1 | 3.8 | 3.9 | 4.0 |
| State EOC Services | 4.0 | 3.8 | 3.9 | 3.7 | 4.0 | 3.7 | 3.8 | 3.9 |
| Homeland Security Support Services | 3.9 | 3.9 | 3.9 | 3.8 | 3.9 | 3.8 | 3.7 | 3.9 |
| Threat Assessment and Vulnerability Studies | 3.7 | 3.6 | 3.7 | 3.5 | 3.5 | 3.5 | 3.5 | 3.6 |
| Bomb Squad | 4.0 | 4.0 | 4.1 | 3.6 | 3.9 | 3.8 | 3.9 | 3.9 |
| Biology/DNA Analysis | 4.3 | 4.1 | 4.2 | 4.3 | 4.0 | 4.3 | 4.2 | 4.2 |
| Blood Alcohol Analysis | 4.2 | 3.9 | 4.2 | 4.3 | 4.0 | 4.3 | 4.3 | 4.1 |
| Laboratory Crime Scene Response | 4.3 | 3.9 | 4.3 | 4.1 | 4.1 | 4.4 | 4.4 | 4.2 |
| Drug Analysis | 4.2 | 4.0 | 4.2 | 4.2 | 4.0 | 4.3 | 4.3 | 4.1 |
| Firearms and Tool Marks Analysis | 4.1 | 3.7 | 4.0 | 4.1 | 3.8 | 4.0 | 4.1 | 3.9 |
| Latent Fingerprint Analysis | 4.2 | 3.9 | 4.1 | 4.4 | 4.1 | 4.3 | 4.3 | 4.1 |
| Microchemistry | 4.0 | 3.7 | 3.9 | 3.9 | 3.7 | 4.0 | 3.9 | 3.9 |
| Polygraph | 3.9 | 3.6 | 3.9 | 3.7 | 3.7 | 4.1 | 4.2 | 3.8 |
| Questioned Document Examination | 3.8 | 3.5 | 3.7 | 3.8 | 3.5 | 3.8 | 3.8 | 3.7 |
| Toxicology | 4.2 | 3.9 | 3.9 | 4.2 | 3.9 | 4.2 | 4.2 | 4.0 |
| Criminal History Reporting and ID Services | 4.3 | 4.2 | 4.4 | 4.5 | 4.2 | 4.2 | 4.2 | 4.3 |
| Criminal History Record (CHR) Information | 4.3 | 4.3 | 4.4 | 4.5 | 4.2 | 4.4 | 4.4 | 4.4 |
| Uniform Crime Reporting | 3.9 | 4.0 | 3.8 | 4.0 | 3.9 | 3.8 | 3.9 | 3.9 |
| Michigan Crime Report [MICR] | 3.7 | 3.8 | 3.8 | 3.8 | 3.8 | 3.7 | 3.6 | 3.7 |
| Criminal Justice Information Sharing Initiatives | 3.7 | 3.6 | 3.8 | 3.9 | 3.8 | 3.6 | 3.6 | 3.7 |
| Statewide Network of Agency Photos (SNAP) | 3.8 | 3.7 | 3.8 | 4.0 | 3.8 | 3.7 | 3.5 | 3.8 |
| Evidence Technicians (Post Level) | 3.7 | 3.3 | 3.7 | 3.4 | 3.5 | 3.5 | 4.2 | 3.6 |

| | First District | Second District | Third District | Fifth District | Sixth District | Seventh District | Eight District | Overall Average |
|---|-----------------------|------------------------|-----------------------|-----------------------|-----------------------|-------------------------|-----------------------|------------------------|
| Underwater Recovery Services | 3.1 | 2.5 | 3.0 | 3.0 | 3.1 | 3.3 | 3.7 | 3.0 |
| Canine Services | 3.8 | 3.3 | 4.1 | 3.6 | 3.7 | 3.8 | 4.1 | 3.8 |
| Emergency and Tactical Services | 3.7 | 3.3 | 3.9 | 3.6 | 3.9 | 3.9 | 4.2 | 3.8 |
| Aviation Services | 3.4 | 2.9 | 3.1 | 3.0 | 3.3 | 2.9 | 2.9 | 3.1 |
| SOR Support Services | 3.8 | 3.6 | 4.0 | 3.8 | 3.9 | 3.7 | 3.8 | 3.8 |
| Criminal Surveillance Services | 3.7 | 3.3 | 3.7 | 3.6 | 3.6 | 3.6 | 3.5 | 3.5 |
| Statewide Criminal Intel. Services | 3.8 | 3.6 | 3.7 | 3.6 | 3.8 | 3.5 | 3.6 | 3.7 |
| Traffic Crash Reconstruction | 3.5 | 3.2 | 3.8 | 3.6 | 3.5 | 3.6 | 4.2 | 3.6 |
| Meth Lab Remediation | 3.9 | 3.3 | 4.0 | 4.1 | 4.0 | 4.1 | 3.9 | 3.9 |
| Fire Investigation | 3.9 | 3.4 | 4.3 | 3.9 | 4.0 | 4.2 | 4.3 | 4.0 |
| Consolidated Regional Dispatching Services | 3.4 | 2.8 | 3.3 | 3.0 | 3.2 | 3.1 | 3.7 | 3.2 |
| Meth Public Ed. and Training Programs | 3.4 | 3.0 | 3.5 | 3.4 | 3.5 | 3.5 | 3.5 | 3.4 |
| MPSCS Support Services | 3.2 | 3.1 | 3.6 | 3.7 | 3.4 | 3.5 | 3.7 | 3.4 |
| Community-Based Prevention and Ed. Services | 3.0 | 2.8 | 3.3 | 3.2 | 3.3 | 3.2 | 3.3 | 3.1 |
| 911 Coordination and Admin. | 3.5 | 3.6 | 3.7 | 3.4 | 3.7 | 3.5 | 3.8 | 3.6 |
| 911 Central Dispatch | 3.7 | 3.2 | 3.9 | 3.5 | 3.8 | 3.5 | 4.1 | 3.6 |
| MCOLES | 3.5 | 3.7 | 3.7 | 3.6 | 3.7 | 3.7 | 3.7 | 3.7 |
| In-Service Training Programs | 3.8 | 3.6 | 4.0 | 4.0 | 3.8 | 3.7 | 3.8 | 3.8 |
| Overall Averages | 3.7 | 3.4 | 3.7 | 3.6 | 3.6 | 3.6 | 3.7 | 3.6 |

Appendix C – Internal vs. External Average Values per Service

| | Internal Stakeholders | External Stakeholders | Overall Average |
|---|-----------------------|-----------------------|-----------------|
| Dispatched Calls for Service | 4.3 | 3.6 | 3.8 |
| Detective Services | 4.4 | 3.8 | 4.0 |
| Public Safety Response to Communities in Need | 4.6 | 3.9 | 4.0 |
| Narcotics Multi-jurisdictional Investigative Services | 4.1 | 3.8 | 3.9 |
| Auto Theft Multi-jurisdictional Investigative Services | 3.5 | 3.0 | 3.1 |
| Violent Crime Multi-jurisdictional Investigative Services | 4.0 | 3.4 | 3.4 |
| Fugitive and Absconder Apprehension | 4.0 | 3.3 | 3.4 |
| Cold Case and Unsolved Crimes | 3.7 | 2.9 | 3.0 |
| Sex Offender Enforcement and Investigative Services | 4.1 | 3.6 | 3.7 |
| Computer Crime Investigations | 4.1 | 3.6 | 3.7 |
| Internet Crimes Against Children Investigations | 4.1 | 3.8 | 3.8 |
| Identity Theft Investigations | 4.0 | 3.6 | 3.6 |
| White Collar Crime | 4.0 | 3.2 | 3.3 |
| Casino Gaming Enforcement | 2.8 | 1.9 | 2.0 |
| Tobacco Tax Enforcement | 3.0 | 2.0 | 2.1 |
| Bridge Card Enforcement | 3.2 | 2.0 | 2.1 |
| Technical Services Unit | 4.0 | 3.2 | 3.2 |
| General Patrol/Traffic Policing | 4.5 | 3.6 | 3.8 |
| Commercial/Motor Vehicle Enforcement | 4.2 | 3.5 | 3.6 |
| Directed Traffic Policing | 4.1 | 3.4 | 3.5 |
| Criminal Highway Interdiction | 4.0 | 3.0 | 3.1 |
| School Bus Inspections | 3.7 | 3.4 | 3.4 |
| Commercial/Motor Vehicle Safety Programs | 3.5 | 3.1 | 3.2 |
| Traffic Safety Support Services | 3.9 | 3.6 | 3.6 |
| Traffic Crash Reporting System | 3.9 | 3.6 | 3.6 |

| | Internal Stakeholders | External Stakeholders | Overall Average |
|--|------------------------------|------------------------------|------------------------|
| Traffic Crash Purchasing System | 3.4 | 2.9 | 3.0 |
| Emergency/Disaster Services | 4.2 | 4.0 | 4.0 |
| State EOC Services | 4.2 | 3.9 | 3.9 |
| Homeland Security Support Services | 3.9 | 3.9 | 3.9 |
| Threat Assessment and Vulnerability Studies | 3.7 | 3.6 | 3.6 |
| Bomb Squad | 3.9 | 3.9 | 3.9 |
| Biology/DNA Analysis | 4.6 | 4.1 | 4.2 |
| Blood Alcohol Analysis | 4.3 | 4.1 | 4.1 |
| Laboratory Crime Scene Response | 4.1 | 4.1 | 4.2 |
| Drug Analysis | 4.4 | 4.1 | 4.1 |
| Firearms and Tool Marks Analysis | 4.2 | 3.9 | 3.9 |
| Latent Fingerprint Analysis | 4.4 | 4.1 | 4.1 |
| Microchemistry | 4.2 | 3.8 | 3.9 |
| Polygraph | 3.6 | 3.8 | 3.8 |
| Questioned Document Examination | 3.4 | 3.7 | 3.7 |
| Toxicology | 4.1 | 4.0 | 4.0 |
| Criminal History Reporting and ID Services | 4.6 | 4.3 | 4.3 |
| Criminal History Record (CHR) Information | 4.3 | 4.4 | 4.4 |
| Uniform Crime Reporting | 3.9 | 3.9 | 3.9 |
| Michigan Crime Report [MICR] | 3.9 | 3.7 | 3.7 |
| Criminal Justice Information Sharing Initiatives | 4.0 | 3.7 | 3.7 |
| Statewide Network of Agency Photos (SNAP) | 4.0 | 3.8 | 3.8 |
| Evidence Technicians (Post Level) | 4.0 | 3.5 | 3.6 |
| Underwater Recovery Services | 3.4 | 2.9 | 3.0 |
| Canine Services | 4.1 | 3.7 | 3.8 |
| Emergency and Tactical Services | 3.8 | 3.7 | 3.8 |

| | Internal Stakeholders | External Stakeholders | Overall Average |
|---|------------------------------|------------------------------|------------------------|
| Aviation Services | 3.6 | 2.9 | 3.1 |
| SOR Support Services | 4.1 | 3.8 | 3.8 |
| Criminal Surveillance Services | 3.9 | 3.5 | 3.5 |
| Statewide Criminal Intel. Services | 4.1 | 3.7 | 3.7 |
| Traffic Crash Reconstruction | 3.9 | 3.5 | 3.6 |
| Meth Lab Remediation | 3.3 | 3.9 | 3.9 |
| Fire Investigation | 3.6 | 4.0 | 4.0 |
| Consolidated Regional Dispatching Services | 3.6 | 3.1 | 3.2 |
| Meth Public Ed. and Training Programs | 3.0 | 3.4 | 3.4 |
| MPSCS Support Services | 3.7 | 3.4 | 3.4 |
| Community-Based Prevention and Ed. Services | 3.3 | 3.1 | 3.1 |
| 911 Coordination and Admin. | 3.8 | 3.6 | 3.6 |
| 911 Central Dispatch | 4.1 | 3.5 | 3.6 |
| MCOLES | 3.4 | 3.8 | 3.7 |
| In-Service Training Programs | 4.1 | 3.8 | 3.8 |
| Overall Averages | 3.9 | 3.6 | 3.6 |

Appendix D – Select Responses to Open-Ended Questions

What do you see as the most important emerging public safety issues facing your community?

With never ending budget cuts, its very important to have our State Police Officers available and visible in our county

Lack of funding for additional troopers because our sheriffs depts. is not able to put a car out at night. Lack of revinue sharing funds has cut any our depth of law enforcement. Shut down Metro North, Metro South, and Detroit. Send us those troopers to areas where they can still do full police work instead of using them simply as ticket writing machines. Let the local PDs. handle those areas.

The lack of traffic enforcement. With the cuts in law enforcement it seems that traffic issues have low priority, including drunk driving enforcement.

Need for the Michigan Department of State Police to return to the functional status and support role it played pre-1970's

MSP is the only entitiy that offer highly specialized seVICES related to criminal enforcement (lab) and homeland security/terrorism resources.

Keeping adequate staffing for the E Tawas Post, Arson Investigators, and School Bus Inspectors. Many times MSP is the only car on the road for most of the county. We also have only the state to turn to for arson investigations.

Budget cuts seems to be impacting every avenue of law enforcement. From drugs, patrol, investigation services, technology, fire investiagtion, sex offender crimes, etc.

I hate to sound greedy, but the most important service to my department is continuation (and augmentation) of the Fire Investigation Unit. While we have a few people who have gone through the MSP fire investigation training, we don't have access to the lab, the interrogation skills, or police powers. In addition, we don't handle enough fires to stay on top of things the way the MSP investigators can due to the number of fires they have to deal with. You have to remember that over 80% of the state is covered by volunteer or small combination departments that can't afford to have dedicated investigators.

The continued decline of road patrol troopers/officers from both MSP and local sheriffs results in substantial delays, even in emergent/immediate threat situations, in response for those jurisdictions that do not maintain their local police forces.

Effective coordination of command and resolution during increasingly complex emergencies (properuse of unified command and proper identification of primary authority).

The three most important issues facing our small community would be monitering traffic, motor carrier division because of our heavy truck traffic and Fire Investigation.

We (our community) doesn't have much budget, so we don't have 24/7 coverage. Also, fire investigation we need the help.

The rural townships and counties can't afford 24/7 police coverage. Its critical that MSP provide 24/7 road patrol. In counties such as Marquette, 2-3 cars min. are needed at all times.

Public safety issues vary from county/city to county/city throughout the district. The one "universal issue" would of course be the continued decline in staffing and funding levels at the vast majority of agencies. Identity theft & computer crimes are sure to increase in importance in the future, with computer crimes probably having the most impact on "other agencies" as very few will have the expertise to handle/investigate. How to effectively/efficiently handle the steady increase in 911 calls for service will need to be addressed, especially since resources are continuing to dwindle.

Continued erosion of ability of public safety agencies to respond to calls for service. Loss of resources across all levels has an impact on the crime rate and public safety.

The duplication of services in an environment of declining resources is a problem that locals (municipal and county agencies) are addressing by cutting services they assume will be performed by MSP. At the same time MSP is struggling with a deficit that will result in reduction of services for which locals will rely more heavily on MSP.

I see the internet invasion of people's privacy the greatest future dilemma. The criminal will keep getting more savvy and the individual home computer user will be easy prey for all types of sexual and financial computer crimes.

The ability to investigate computer crimes and identity theft. Many of the technology type crimes reported to us involve individual(s), suspects, witnesses, victims, etc. that are out of the area, frequently in other areas of the state, country or world.

Lack of manpower in general and the inability of local law enforcement to have specilized people in specialized positions. I believe it is imperative for MSP to fill those rolls as they have in the past. Specialized services are a must.

I seen a significant reduction in State services over the years. Specifically fire investigators, commercial traffic enforcement officers, and a terrible delay on DNA examination. These things only affect this department on a limited basis, because we don't use them very often. It is unfortunate with budget reductions that programs have to be lost, it's understandable, but hard on small departments on those few occasions when we need your help.

Fraud and identity theft related crimes. We have a local Task Force (which includes two local agencies, MSP, the FBI, Secret Service, Postal Inspection, US Attorney, Wayne County Procecuter, and a private retailer)in place and I woiuld like to see enhanced MSP participation and support. I don't believe MSP should "go it alone" in this area, we need support of locally based programs.

Better working relationship between MSP and County and local authorities. Locals not getting enough of support from MSP.

Staffing issues. There are no new police departments in the County, our population and call volumes have dramatically increase, and the road staffing at Post 12 is the lowest I can recall in 15 years.

We need to work closer together and share more information. Currently all reports written by Troopers go into the MSP system and local law enforcement has no access to them All of our reports can be accessed by Troopers because they are part of the local system. We also need to understand that tax dollars are scarce and that we need to define our roles better. For example I can provide patrol services and basic criminal investigation services. It is very difficult if not impossible to provide K-9, Lab Services, Polygraph, Arson Investigation, Computer Forensic investigations, surveillance, drug teams. I look to the State Police to provide this service.

We have a very limited budget. We are part time department 6 officers. If a non emergency call comes in while we are not in service the call will be held until the next office does come in service. This communittee pays County and State taxes also. We are have seen a much higher level of drugs in our comunittee, the State has investigated and have made arrest. Our department has also investigated and have make several arrest. I look like to see more communication between State drug teams and the local departments. We could be following the same leads and damage each others investigations.

Need to partner with other agencies to provide cost effective services not overlapping services giving the tax payers more for their dollar.

1) Burgeoning jail populations and the huge expenses related to them, with a lack of willingness of public funding to expand them. 2) Movement by the State to reduce the number of inmates by shorter sentences, early paroles, and sentencing guidelines changes that put convicted criminals back in our neighborhoods or local jails.

As we entered into the 21st century we have watched our staff dwindle with no replacements. We were warned about part-time police 30 years ago and it appears we are on the verge of seeing that become reality. A small department will have a chief, command staff and one or two full time line officers while the rest will be professionkal people that have a love for law enforcement and protecting the community they live in. They will keep their full time job and lawenforcement will be secondary.

the theft of items that are costly,to be sold as scrap metal,example copper grounding bar from cell towers that may render it in operable,theft of metal items on police or public safety radio towers that may interfere with radio traffic. not to mention the theft of any piece of metal locked,bolted.affixed to houses ,work trailers etc. and sold for next to nothing at srap yards. hopefully the politicians will either create a new law for scrap metals that mirrors precious metals law or piggy back it to the precious metals law. and hope that any scrap metal business group won't or can't prevent it from happening. it appears that scrap metal dealers are doing well in this economy. with the scrap metal theives taking any thing from central air units to grounding bars for radio towers.

The continuing struggle to maintain essential services with decreasing resources. Also, the criminal justice system in this county continues to deteriote due to an inability to impose appropriate sanctions for criminal law violations due to a severely overcrowded jail. Further, because of limited resources, any criminal venture that requires lengthy and complex investigative effort to resolve (e.g., white collar or computer crime) tends not to get the attention it deserves.

More troopers available to work the interstates and M roads in our county; the redirection of regional dispatch in our area-it is not needed and is creating officer safety issues- use this \$ for more troopers on the roads; improved communications between local agencies and MSP; have law enforcement business plans developed in each county for efficient delivery of service to the public; re evaluate the need for regional drug teams ie; if teams exist use the resources where teams do not exist.

The most important issues in our community are the decreasing funds to our local police and the cutting back of MSP troopers on the road. Unemployment is up so crime is up. The cutting back of law enforcement is counter productive.

Which existing MSP service(s) would you like to see enhanced in the future?

There needs to be additional traffic enforcement. I just drove to the Upper Peninsula and back and saw only 1 MSP vehicle (on US-2 in Manistique) and 4 sheriff vehicles on the freeways!

Meth lab investigation and clean-up of same. Educational programs in the schools. Further assistance in the lab, quicker turn-around time. Interaction between departments.

Focus on prevention. I recall only one question (in the specialized service area) that directly addressed prevention. Focus on the highly technical services, i.e., scientific services, crime lab services, etc. delivered in a MUCH more timely manner.

We would like to see collaboration with MSP for video presentation of lab technician results when their testimony is called for. It may be easier to schedule cases that require this type of testimony if we can arrange for the video presentation as opposed to bringing the witness to our court facility. It may enable the technician to schedule multiple cases on one day if they are not required to be physically present at the various court facilities.

The full functioning "old school" troopers of the past placed on the street to aid and assist local jurisdictions. This Firehouse response mentality and lack of investigative expertise in the line officer isn't helping any communities. They were the historic backbone of successful law enforcement efforts in the state's past.

The largest problem is the training we receive from the HazMat Training Center is the same program that is offered by the Office of Fire Fighter Training. But, neither agency recognizes the other. Many of the material is word for word, just a different logo. This needs to be fixed....it is taking up hours of valuable time for those that are cross trained in these disciplines. Why can't two State of Michigan agencies that are across the street from each other communicate and make it easier for the first responders to attend one training, instead of the same program put on by two agencies that are not recognized by each other? I believe they call that interoperability? Aren't we all doing the same thing...protecting the citizens of Michigan?

Again as a city fire department your assistance on highway accidents that your agency patrols is our major connection to MSP. On occasions we have used the MSP fire investigators also

Arson investigation. I believe we need more investigators. To a small dept that is paid on call we need trained investigators. We simply do not have the resources or expertise to handle most large investigations. MSP has a very proud tradition within the fire community for arson investigation.

Please halt the continued decline of MSP Fire Investigator Services. Absent a fatality or already confirmed arson, the appearance is that MSP has no interest or desire to participate in investigations, even where there is a reasonable likelihood of arson being found. The idea that an investigator will respond sometime after 9:00 a.m. several days from now leads to most incidents being handled locally, and some likely being called "undetermined" in origin simply because of a lack of resources.

It is our experience that a dispatch center controlled by law enforcement and the state police does not work for the fire service. We are living with that now.

I believe the department does a good job at what they are challenged to do for the state. I am not sure that MSP should be the go to group for new challenges in the state. There needs to be a larger role from the 13 disciplines specifically mitigating agencies with funding and responsibility. MSP should continue to work with other federal and state/local groups that could and should perform the incident mitigation.

Truck cargo, Hazardous materials not requiring placarding because of quantity yet they can carry several types in the same truck and we may not know it on arrival at a scene.

Fire investigation & inspection. The U.P. FD's don't have full time investigators or inspectors. We rely 100% on MSP for these functions.

All services need to be enhanced. 1st we need to bring our trooper ranks back up to adequate staffing levels, followed by our specialized teams, followed by the lab services.

I would like to see our ability to respond to 911 calls enhanced, and this could be done if we eliminated one or two of our counties and concentrated on doing an extremely good job in one county. I feel our current resources don't adequately do the job. We are too fragmented.

MSP need to better support critical systems and support staff for LEIN,AFIS,CCH. The criminal justice community can not function without these systems. The support, staffing and advancement of these system have fallen over the past years. Michigan has always been know to be first in these areas, that is no longer true.

Computer crime analysis services should be expanded to meet the growing need for this service. If MSP doesn't provide the service, no one will. Trooper force needs to be expanded to have a reasonable impact on traffic safety and criminal interdiction

I sincerely don't think you understand. We have little to no police coverage in this post area. Both Iosco and Arenac Counties have no sheriff's road patrol. This post is strapped with providing basic primary law enforcement services to two counties and a maximum security prison. Existing services I would like to see would be to give me more troopers so I can provide comprehensive coverage in both counties. No bells, whistles or anything fancy; just plain old troopers to maintain basic coverage and services.

Interesting question as I suspect there will be 2 vastly different/conflicting responses throughout the district. From the post commander and some sheriff's perspective - calls for service and getting patrols "on the road" will need to be enhanced. On the opposing side, several sheriffs and many local agencies (especially larger) see little value in enhancing MSP patrols. What they need and want are the "specialty services" (Fugitive Team, lab, Aviation, etc.) that MSP has to offer. Never in our history has it been more important to allocate MSP resources to meet the needs of the community. Every post/worksites does not need to provide the same level of service to the community. Determine what is needed and then allocate resources as appropriate. (Every post may not need to handle "calls for service!!")

Those areas of enforcement that local agencies are not able to adequately provide, e.g., Lab services, emergency response and coordination across jurisdictional boundaries, including apprehension of fugitives, drug interdiction teams; support services for communities in distress; training to enhance local agencies enforcement capabilities; support in areas of traffic enforcement, including criminal interdiction and commercial vehicle enforcement. The State Police need to realistically and objectively assess the services already provided by local agencies and not duplicate those services. This may mean a reduction in MSP personnel and/or a redeployment of personnel resources to a more supportive role.

As a City police department, we respond to the citizen's needs on a regular and emergency basis. However, we are limited in funding and personnel. To have an officer trained in computer crimes, white collar crimes, bomb investigations, and the like, where the officer must be highly trained and only utilized once per year, is a waste of resources for us. Any services that the MSP offers that assists in cross-jurisdictional investigations or specialized crimes are extremely valuable to our citizens.

Additional training made available to all jurisdictions. Training should include all levels from patrol to leadership and executive development as well as investigations, ethics, etc.

Enhance the patrol function so that all areas of the county experience the benefit of MSP patrol. Maintain local detectives who can assist in complex and/or regional investigations. Adequate staffing of laboratory services.

CJIS remove some of the rules that are in place which in many cases would better allow the officers on the street to do their jobs

Technical and specialized support services are a critical function of MSP and should be the primary focus for MSP in the future.

Lab services. The wait for DNA and other scientific analysis is unacceptable. Also, I believe there is a need for more bomb dogs in the Detroit Metro area.

Computer Forensic. By this I mean the ability to track identity theft, computer fraud, child pornography. Right now if I need to have someone look at a person's computer for evidence of a crime I am not sure where to go. I am spending \$5000 to train an officer in the private sector because there isn't training in the public sector and I cannot get anyone to do the work that I need. That's my entire training budget for a year.

I would like to see some, any, level of service in my community to assist my department in addressing issues, which we, as a part-time department, are trying to combat.

lab and other scientific support services. CJIS efforts including upgrading LEIN/AFIS and to include palm prints in AFIS data base and to further enhance criminal justice integration

Support services -- effective participation in task forces even though MSP does not control the task forces. Specialized services like DNA, CJIS without taxing us more for any service we use. MSP needs to review the historic ways it does business to include newer technology for instance computer based composites instead of using artists so that composites are better and more efficiently provided. Traffic safety is a core essential and I don't think MSP sees it as important. In SE Mich do a better job of keeping traffic moving during rush hours -- expand use of MITS Center in ways that make it all that equipment effective by partnering with local agencies.

We really depend upon the labs to support us- including (if necessary) mobile lab personnel

Trooper staffing levels need to be increased to an appropriate level. Post Detectives must be increased to help with the on-going demand for investigations. The Crime Labs must be staffed adequately to support the demands of law enforcement.

The State Crime Lab is a wonderful service that I hear may already be in the process of updating. There is no end to enhancing this must needed service.

Expanded lab personnel to deal with backlogs. Expanded Sex Offender personnel, and changes that would allow/mandate the State obtain arrest warrants on all cases where convicted sex offenders are known to be in violation of the sex offender registration act, even without additional follow-up, ie take the burden off locals and the counties.

Reinstate the 24 hour State Police Post as the hub of Law Enforcement in a county/community. The MSP sergeant had more influence on the decision making process of not only young troopers but of all small agency police patrolman. This great resource has been lost to the detriment of all law enforcement

The crime lab is of critical importance to our operation. In addition, enhancing the state police emergency response team capabilities to reduce response time in more geographical isolated areas, The addition of more direct support personnel to provide training.

Our greatest need from MSP is all the support services. We are large enough to give uniform and investigative service. However, all support services we appreciate and need, etc. all lab services, crime scene investigators, helicopter, training seminars, tech services.

highway patrol, our resources (Police) are often occupied on I-94 matters that need to be handled by MSP. We see Troopers patrolling our area who should be on the freeway or Unincorporated communities in our county. Duplicated resources are a waste!

Regional Training. The local consortiums dont always deliver the training needed nor do they have the resources available like the MSP.

Please enhance services 90% of local police agencies can not provide, ie, ;DNA, lab services, emergency response teams, command posts, etc. Please cut back on services local police agencies already provide, ie, patrol, tickets, accident investigations. Free police services to communities who do not pay also has to go.

I think every service that MSP offers to local communities is invaluable. I'm sure that every unit needs additional manpower and funding.

All lab services... it's difficult to understand why we have to send blood samples and photograph processing requests down to Lansing from the U.P. It is also incredibly inconvenient trying to subpoena and coordinate lab scientists from Lansing. I believe that we have enough activity in the upper penninsula and upper Michigan to warrant a fully staffed lab in Marquette. Cliff Schmalzigan does a hell of a job in Marquette, but he obviously can't do it all.

Lab services are woefully slow. DNA analysis possibly linking a suspect to a scene are imperative. Courts face a 180 day rule to bring an in-custody defendant to trial and the lab tells us that it will take 6 months to get results.

(1) MSP legal training (2) Increase Detective staffing (3) More focus on crimes that are emerging safety issues

All of the above. I rate the MSP as an a cut above the local police. It bothers me to see them patrol highways in Detroit when Det. is capable of doing it themselves and wasting highly trained men. All of the services that locals are not equipped to do

Michigan State Crime Labs need to be better staffed so we can get a faster turnaround on criminal complaints. More Troopers working on I-94.

Law enforcement support services and the labs in particular. A return to policing the interstates. The strategy of pulling troopers off the freeways to answer calls for service is flawed.

K-9. Since 911 and before school violence has taken a turn for the worst. Availability and numbers of K-9 bomb dogs never seem to be enough. Background checks through electronic fingerprinting.

Because we do not have a MSP Post in this county, we historically have not had much of a MSP presence in terms of general law and traffic enforcement. The MSP does an outstanding job in these areas and I would welcome a higher presence of such efforts in this county. The fact of the matter is, however, our greatest need is for "support" services that do not constitute general law enforcement. This may range from fugitive apprehension teams to crime lab services to technical investigation support. Our freeways, of course, are always a no man's land needing attention.

We need your specialities. Crime labs, dive team, specialized investigators, centralized training, homeland security, emergency management. Your patrol officers are a duplication of services in many areas and those dollars can be better spent in those areas of expertise.

Criminal investigative services to augment and support those services that are not available through local police agencies, or are not available at an advanced level through local police agencies. Enhancement of forensic science services that are already

Which new MSP service(s) would you like to see provided in the future?

24-Hour coverage

Concentrate on investigative/information developing & sharing, leaving traffic patrol to Sheriffs and locals.

I do not see how additional services can be contemplated when the Department is currently so short-handed. Until some of the "nice" to have services are eliminated, nothing should be added. The MSP is spread so thin at this time that basic functions are not being addressed--basic traffic enforcement on the Interstates and State Trunklines is one example.

I would like to see someone monitoring the excessive prescription medicine purchases. I believe the purchases are recorded and I'm not sure if anyone is doing anything with that data? And sharing that data with the courts would be helpful.

Immigration and terrorists threats. Less turn around time of lab results. Cooperation between departments.

Electronic Ticket submission to Courts

Less of an emphasis on what's new and more of an emphasis on high quality provision of "core" public safety services.

At the District Court level, once we enter a warrant into lein for failure to comply with a sentence Order (payment of fines and costs or a probation violation)we must wait until the person is detained for the warrant to be executed. It would be nice if we could collaborate with MSP to have you actively serve these type of warrants to help the District Courts enforce their sentence Orders; perhaps charging a fee to the defendant to offset the cost for their arrest by MSP. Now that most courts have video arraignment capabilities, arrangements could be made to handle the arraignment on the warrant without transporting the individuals to the various court facilities.

Work with legislature to set a time limit on misdemeanor warrants ie 3yrs,5yrs or 7yrs. If no service of warrant it becomes invalid.

If we can't keep what we have and need, why start something new.

Not new, but more Troopers on the road. "Never a cop around when you need one," but when PD is around and visible, normally not needed.

Each district should have a rotary wing aircraft for patrol and search activities. I realize this is a high dollar proposal but the advantage of air operations is great for all facets of emergency services.

Homeland Security Training for the first responders. (Fire EMS, Law Enforcement)

Just replace your short staffing and do 100% job at what you do now.

Coordinated programs with the fire service that allow both agencies to work together and train together to enforce fire safety issues in the State of Michigan.

I don't think we need to have new services. Our problem now is that the services we have now, we can't staff properly. We need more people to our current job properly, before we venture off into new areas.

I personally believe we provide enough services with our current staffing levels. I believe in the future such areas such as the Lab, EMD, etc. will become the focus of the MSP. But I don't think we should diminish our primary responsibility of responding to calls for service. What we should do is realistically focus on those areas that need our front line services and re-deploy our resources in those areas. Do we really need all of the troopers we have in the Second District, when every municipality in the area has there own "traffic" car?

Expand the computer crimes forensic training using existing at post personnel so the public doesn't have to wait 18 -24 months for examination results on community threatening felony investigations

Enhance the resources of the MSP Training Academy to better provide in-service training for local agencies within the Mid-Michigan region of the State.

Note the impact of computer crimes and regionalize computer crime units so they are available in most every district. Look at how we can best combat this growing crime trend whether it is by training MSP personnel or by bringing in trained computer engineers, etc.

From my humble perspective, MSP needs to provide services to "fill in the public safety gaps." Unfortunately, this will probably come at the expense of additional uniform troopers on the road. Additional resources for computer crimes, identity theft, sex offenders, laboratory services, etc. are vital - as no other agency is in a position to provide the service.

Computer Crimes Units and the enhancement of Cold Case Teams. MSP does an excellent job of investigating crime and an increase in specialty teams to address major crime issues would be beneficial.

More supportive role in areas where local agencies could be more effective if adequate training, equipment, and support personnel were provided. MSP has the global perspective to identify and coordinate various resources to provide enforcement services that may be lacking. However, they/we don't need to be competing for functions that are already provided by local agencies.

We need to make better use of the services and manpower that we currently have. We need to start eliminating command positions. This could be accomplished by combining command positions to include two post areas, or putting two districts or divisions under one commander. It would be difficult to look towards new services at this point, but aviation should be expanded to the Detroit area and the U.P. with attempts to find an alternate source of funding found rather than general fund money. Hometown security teams are very effective and need to be continued. We need to also look at the public/private partnerships to enhance services.

Convenient access to MSP trainers. perhaps making your trainers to train our Officers and have them be more available at convenient locations throughout the State. Possibly by District. Just thinking out loud.

State Police participation in local training consortiums. Regional intelligence and computer crime support services. More specialists as in K-9's that are closer, SWAT, & aviation.

A more in depth leadership/command school similiar to Northwestern's SPSC.

I think that the state should really consider forming several groups for investigating computer crimes. We deal with so few and it requires so much training, that I can't get my bosses to allow me to get training. I see computer crimes as a big problem now and an even bigger problem in the future.

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A renewed effort to increase patrols on interstate highways.

Training, the MSP should become a viable and affordable "road show" in service training resource for medium to small agencies. You bring credibility, expertise and reputation to the table.

A new network of online training and updates for law enforcement and a separte network for other emergency services. Homeland security funds many foolish ventures maybe they can find a good use for our money.

I believe MSP, in cooperation with county/local agencies, needs to develop strategic policing plans for each county. We compete way to much, we prvide overlapping services, and as a result, fail to provide the best service possible to those we serve. For instance, the need for MSP service in Oakland County is far different than the need in an urban or rural county. I do think MSP can be all things to all people, we as locals have to stepo up to the plate and assume our responsibilities, and MSP has be provided the flexibility to repond to the varied demand for their services.

On a district basis, an individual(s) assigned exclusively as a liaison to local law enforcement agencies to promote continued harmonious relations and/or readily determine needs of the local law enforcement that MSP could address.

More involved in training with local agencies. Possibly even allowing agencies to "buy" into a partnership with MSP for on going training services.

none, streamline your operation,desk sgt's to road,traing with locals in post area,trim future retirement packages.

Gun Shot residue services and other lab services that have been reduced or eliminated.

Joint training between state and local agencies. With less officers on the road, we need to be able to work together as a team no matter what uniform is worn.

It is my belief that the troops out of this Post are highly competent and well trained. We utilize their expertise often. In stead of services I would like to see the Troops have more patrol vehicles and AED's (or at least batteries), repeaters in their cars for the hand held radios, and more manpower and round the clock coverage.

I would like to see MSP become the clearinghouse and the "go to" source for cyber crime activity. I know it may seem less glamorous, but to be the lead agency in investigating this type of criminal activity which impacts SO many people would be a real source of pride for our state.

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research, testing, and evaluation resulting in standardization of police equipment and weapons

Increased report sharing capabilities. Use On line training with built in certification and testing on various L.E topics. Violent Crime Investigations Unit that could be called to supplement local departments when needed.

Formation of a unit to assist in statewide coordination and standardization of communications, emergency services from county to county and facilitate a think tank of a cross-section of leaders to brainstorm funding alternatives for all law enforcement.

One statewide communication system that offers 95 to 99% coverage in buildings and one system that every dept could use for communications, wherever they are in the State. It would probably make sense to have regional dispatch centers throught the whole state that would manage/control communications for every dept, agency, fire, EMS unit within that region.

Terrorism training, dive team training Swatt teams air policing (not routine traffic) In other words specializing in what we need and don't presently have in our community.

The MSP has a proven track record for excellent performance. However, since there will never be enough MSP personnel to have a substantial impact in all areas of law enforcement, the long debated issue has been where should the MSP concentrate their efforts? The issue is understandably complicated by the demograhical diversity of our state, i.e., different needs in different areas. For a long time I have believed there is a way to have the MSP be a more full partner and leader in our county that will better utilize their skills and talents. But, e-mail is not conducive to the level of exchange that will be required to explore the possibilities. Thanks to your survey, I am prompted to begin discussions with the 5th Distric Commander to see if together we can launch an improved approach.

We need a "State Investigative Services" Bureau or MSP Division consisting of Detectives who are able to assist locals with high profile crimes. Many states have mini FBI style units with experienced detectives that are able to command resources needed to effectively investigate serious and technical crimes. A few post detectives is not the answer.

TEAM opened up to school securirty officers. School security officer training.

Appendix E – Stakeholder Survey



2006 Stakeholder Survey

Welcome to the 2006 Michigan State Police Stakeholder Survey. This survey is intended to assess the service needs that you have as they relate to the direct support and assistance provided by the Michigan State Police to local public safety agencies.

With unique statewide resources, the Michigan State Police remains committed to providing highly-trained personnel and state-of-the-art technology and equipment. This survey will assist us in obtaining valuable information regarding the many law enforcement services that are important to you, what services you would like us to emphasize, and what prospective new services you would like to see provided.

The survey should only take you about 10-15 minutes to complete. Although we ask that you complete the entire survey, you may choose to skip particular questions. At the end of the survey you will have an opportunity to provide additional comments.

The Michigan State Police will continue to welcome and promote cooperation within the communities we serve. We will take the results of this survey very seriously and look forward to the challenges that lie ahead as we work together in providing service to the citizens of this state.

Please e-mail Sgt. Carl J. Lafata of the Executive Division Policy, Planning, and Research Unit at lafatac@michigan.gov with any questions. Otherwise, click the button below to continue.

We would first like to know about you and your community.

What is your position title?

What is the size of your organization (e.g., number of assistant prosecutors, number of sworn personnel)?

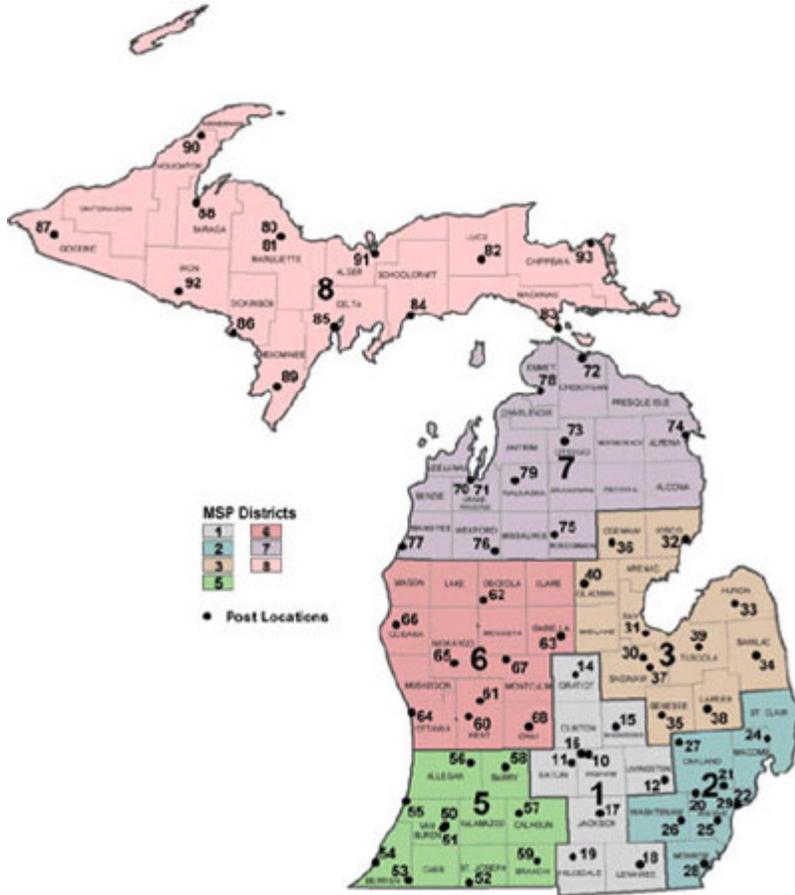
- 1 – 25
- 26 – 50
- 51 – 75
- 76 – 100
- 100+

What percentage of your assistant prosecutors or sworn personnel are part-time (and/or volunteer in the case of some fire departments) employees?

Which of the following would best describe your community?

- Urban
- Suburban
- Rural
- Combination

According to this map, in which of the MSP's seven Districts can your community be found?



In which of Michigan's 83 counties can your community be found?

The following four sections list the many services provided by the Michigan State Police and have been categorized based on our organizational goals.

ORGANIZATIONAL GOAL #1: PREVENT AND INVESTIGATE CRIME AND ENFORCE THE LAW

Please rate how important the services listed in this section are to your community on a scale from one to five, with five representing the most important.

Dispatched Calls for Service

1 2 3 4 5

Detective Services

(Criminal Investigative Support, Local Task Force Investigations)

1 2 3 4 5

Public Safety Response to Communities in Need

(Augmentation of Local Law Enforcement Resources)

1 2 3 4 5

Narcotics Multi-jurisdictional Investigative Services

1 2 3 4 5

Auto Theft Multi-jurisdictional Investigative Services

1 2 3 4 5

Violent Crime Multi-jurisdictional Investigative Services

1 2 3 4 5

Fugitive and Absconder Apprehension

1 2 3 4 5

Cold Case and Unsolved Crimes

1 2 3 4 5

Sex Offender Enforcement and Investigative Services

1 2 3 4 5

Computer Crime Investigations
(Electronic Transaction Fraud, Forensic Hardware Examination)

1 2 3 4 5

Internet Crimes Against Children (ICAC) Investigations

1 2 3 4 5

Identity Theft Investigations

1 2 3 4 5

White Collar Crime
(Public Corruption, Organized Crime, Fraud, Continuing Criminal Enterprise)

1 2 3 4 5

Casino Gaming Enforcement

1 2 3 4 5

Tobacco Tax Enforcement

1 2 3 4 5

Bridge Card Enforcement

1 2 3 4 5

Technical Services Unit
(Audio and Video Clarifications and Examinations)

1 2 3 4 5

ORGANIZATIONAL GOAL #2: IMPROVE TRAFFIC SAFETY

Please rate how important the services listed in this section are to your community on a scale from one to five, with five representing the most important.

General Patrol Services and Traffic Policing

1 2 3 4 5

Commercial/Motor Vehicle Enforcement

1 2 3 4 5

Directed Traffic Policing

(Seat Belt Enforcement, Drunk Driving Enforcement, Motor Unit)

1 2 3 4 5

Criminal Highway Interdiction

(Hometown Security Teams)

1 2 3 4 5

School Bus Inspections

1 2 3 4 5

Commercial/Motor Vehicle Safety Programs

1 2 3 4 5

Traffic Safety Support Services

(Alcohol Enforcement, BAC DataMaster, Standardized Field Sobriety Test)

1 2 3 4 5

Traffic Crash Reporting System

(Electronic submission and recording of UD-10 traffic crash report data. Also includes the two-way communication and dissemination of traffic crash data between the state and local communities.)

1 2 3 4 5

Traffic Crash Purchasing System

(Online system that allows people to electronically purchase copies of UD-10 traffic crash reports.)

1 2 3 4 5

**ORGANIZATIONAL GOAL #3:
PROVIDE FOR HOMELAND SECURITY AND EMERGENCY
PREPAREDNESS AND RESPONSE**

Please rate how important the services listed in this section are to your community on a scale from one to five, with five representing the most important.

Emergency/Disaster Services

(Operations Desk, Mobile Command Vehicle, Disaster Mitigation, Emergency Management Planning)

1 2 3 4 5

State Emergency Operations Center Services

1 2 3 4 5

Homeland Security Support Services

(Planning, procuring equipment, conducting training exercises, and coordinating response to homeland security incidents.)

1 2 3 4 5

Threat Assessment and Vulnerability Studies

1 2 3 4 5

ORGANIZATIONAL GOAL #4**PROVIDE THE HIGHEST QUALITY SPECIALIZED SERVICES**

Please rate how important the services listed in this section are to your community on a scale from one to five, with five representing the most important.

Forensic Science Services

1 2 3 4 5

Bomb Squad

1 2 3 4 5

Biology/DNA Analysis

1 2 3 4 5

Blood Alcohol Analysis

1 2 3 4 5

Laboratory Crime Scene Response

1 2 3 4 5

Drug Analysis

 1 2 3 4 5

Firearms and Tool Marks Analysis

 1 2 3 4 5

Latent Fingerprint Analysis

 1 2 3 4 5

Microchemistry

 1 2 3 4 5

Polygraph

 1 2 3 4 5

Questioned Document Examination

 1 2 3 4 5

Toxicology

 1 2 3 4 5

Criminal Justice Information Systems (CJIS) Programs and Services

 1 2 3 4 5Criminal History Reporting and Identification Services
(Automated Fingerprint Identification Systems – AFIS) 1 2 3 4 5

Criminal History Record (CHR) Information

 1 2 3 4 5

Uniform Crime Reporting (UCR)

 1 2 3 4 5

Collection of Local and Statewide Crime Statistics
(Michigan Crime Report [MICR])

1 2 3 4 5

Criminal Justice Information Sharing Initiatives
(I-Services Gateway)

1 2 3 4 5

Statewide Network of Agency Photos (SNAP)

1 2 3 4 5

Other Specialized Services

1 2 3 4 5

Evidence Technicians (Post Level)

1 2 3 4 5

Underwater Recovery Services
(Dive Team)

1 2 3 4 5

Canine Services
(Tracking, Narcotics Detection, Explosive Detection, Accelerant, Cadaver)

1 2 3 4 5

Emergency and Tactical Services
(Hostage, Barricaded Gunman, High-Risk Warrant Service)

1 2 3 4 5

Aviation Services

1 2 3 4 5

Sex Offender Registration Support Services

1 2 3 4 5

Criminal Surveillance Services

1 2 3 4 5

Statewide Criminal Intelligence Services
(Fusion Center, Terrorism, Intelligence Bulletins)

1 2 3 4 5

Traffic Crash Reconstruction

1 2 3 4 5

Methamphetamine Lab Remediation
(Disposal of hazardous materials associated with the production of the drug.)

1 2 3 4 5

Fire Investigation

1 2 3 4 5

Consolidated Regional Dispatching Services
(Police, Fire, EMS)

1 2 3 4 5

Methamphetamine Public Education and Training Programs
(Community-Based Education and Outreach Programs)

1 2 3 4 5

Michigan Public Safety Communications System (MPSCS) Support Services
(Training, Coverage Testing, System Information)

1 2 3 4 5

Community-Based Prevention and Education Services
(Post Community Service Officer [PCSO], T.E.A.M. School Liaison Program, Child Seat Clinics, Michigan Youth Leadership Academy)

1 2 3 4 5

Statewide 9-1-1 Coordination and Administration
(Dispatcher Training, 9-1-1 Funding, Legislative Liaison, Emergency Telephone Service Committee Support)

1 2 3 4 5

911 Central Dispatch

 1 2 3 4 5

Michigan Commission on Law Enforcement Standards

 1 2 3 4 5

Law Enforcement In-Service Training Programs

(Homicide Investigator, Legal Update, Precision Driving, Defensive Tactics)

 1 2 3 4 5

The following three questions provide you with an opportunity to let the MSP know what you feel will be the future trends in law enforcement, as well as to specify which MSP services you would most like to see continued, expanded, or introduced in the future.

What do you see as the most important emerging public safety issues facing your community?

Which existing MSP service(s) would you like to see enhanced in the future?

Which new MSP service(s) would you like to see provided in the future?

Thank you for taking the time to complete this survey. Your input is greatly appreciated. The data collection period will run through December 3, 2006, after which the information will be analyzed and an executive summary produced. This summary will be made available on the MSP Internet homepage (www.michigan.gov/msp). Again, feel free to e-mail Sgt. Carl J. Lafata of the Executive Division Policy, Planning, and Research Unit at lafata@michigan.gov with any questions you may have in the meantime.

By clicking "Submit Survey" below you will be automatically redirected to the Michigan State Police internet website.



Appendix F – Invitation E-Mail

Dear member of Michigan's government and public safety community:

The Michigan State Police is committed to working with its fellow members of the government and public safety community in our shared effort to protect and serve the citizens of the State of Michigan. In order to assess your community's current and future MSP service needs we have developed a short web-based survey designed to collect information from your unique perspective. Please click on the following link for more information and to participate in the 2006 Michigan State Police Stakeholder Survey:

<http://websurveyor.net/wsb.dll/39262/stakeholder2006.htm>

Thank you in advance for your time and input.

Appendix G – Reminder E-Mails

Internal Stakeholders

Dear MSP administrator/supervisor:

It has been a few weeks since you were invited via e-mail to participate in a web-based survey designed to gather your thoughts on which of the many services offered by the MSP is seen as most important to you from your unique vantage point in the department. In fact, every civilian and enlisted member at the 14 level and higher was invited to do so. Although it is not required, you are strongly encouraged to participate so that the department will have the most accurate idea of which activities its own administrators and supervisors value most. The survey will remain online until December 3, 2006. Please click on the following link for more information and to participate in the 2006 Michigan State Police Stakeholder Survey:

<http://websurveyor.net/wsb.dll/39262/stakeholder2006.htm>

Feel free to e-mail Sgt. Carl J. Lafata of the Executive Division Policy, Planning, and Research Unit at lafatac@michigan.gov if you have any questions, concerns, or feedback. Thank you again for your time and input.

External Stakeholders

Dear member of Michigan's government and public safety community:

It has been a few weeks since you were invited via e-mail to participate in a web-based survey designed to gather your thoughts on which of the many services offered by the MSP you consider most important to you. Since then, more than 500 sheriffs, police and fire chiefs, school administrators, and other state and local government officials have responded. If you have already done so, your input is greatly appreciated. However, if you have not yet had the chance to participate in the survey, it will remain online until December 3, 2006. Please click on the following link for more information and to begin taking the 2006 Michigan State Police Stakeholder Survey:

<http://websurveyor.net/wsb.dll/39262/stakeholder2006.htm>

Feel free to e-mail Sgt. Carl J. Lafata of the Executive Division Policy, Planning, and Research Unit at lafatac@michigan.gov if you have any questions, concerns, or feedback. Thank you again for your time and input.

