

Guideline 2

Develop and embrace a mission statement and identify goals for the fusion center.

Mission Statement and Goals

Justification

A mission statement is a written statement of the organization's purpose, such as enhancing public safety, sharing information, or resolving criminal investigations. It is important to have a mission statement because it focuses efforts and is the foundation of all the decisions that follow. A mission statement can also inspire people in the organization and inform customers of the benefits and advantages of what the organization offers and is the first step in educating entities about the center and its services.

If a center has a clear understanding of its short- and long-term goals, it will be easier to integrate efforts. Goals are what you want to accomplish. Objectives are how you are going to get there. Goals should be measurable and observable. They should have specific achievable steps (objectives) with built-in accountability for accomplishment. Goals should be high enough to challenge the center but realistic enough to be attainable. Universal law enforcement goals include four major desired outcomes:

1. The reduction of the incidence of crime.
2. The suppression of criminal activity.
3. The regulation of noncriminal conduct.
4. The provision of services.³²

Fusion centers will have many demands placed on them, and it is important to have clear priorities. For example, in order to properly develop a mission statement and goals, centers should prioritize tasks such as analytical services, homeland security issues, and investigative support.

Issues for Consideration

When creating a mission statement and goals, consider:

- Developing the center mission statement and goals collaboratively with participating entities as this will create ownership and assist in identifying the primary role(s) of the

organization.

- Identifying center customers and their needs and defining center priorities prior to drafting the mission statement and goals.
- Prioritizing the intelligence function to address threats posed in specific fusion center jurisdictions.
- Integrating intelligence-led policing to support customer needs, define tasks, and prioritize functions.
- Utilizing vision statements and/or guiding principles to focus efforts.
- Using the center mission to promote the organization and support grant requests and funding.
- Including the mission statement in the Memorandum of Understanding (MOU) (see Guideline 5).
- Including five to ten points that outline the benefits of public safety and private sector participation in the fusion process.

Elements of Mission Statements

Mission statements should be clear and concise. They should include the primary purpose, priority, and roles of the center. Mission statements should communicate the essence of the organization so that stakeholders and the public are clear on the purpose and intent of the center. Ensure that the mission statement includes the name of the agency or organization, the type of agency, what the agency does, and whom the agency serves. It is critical that the appropriate time and commitment be devoted to developing an adequate mission statement. A good mission statement will provide strategic vision and direction for the center.

Once the mission statement is created and approved, it should not require revision very often. The goals and objectives developed by the center should all be linked to the mission statement. These will be the short-term measures used to gauge whether the center is fulfilling the stated mission. However, if the mission statement becomes inappropriate, irrelevant, or outdated or if the center's direction changes, the mission statement should be revised accordingly.

³² www.communitypolicing.org/goal.html.

Example Mission Statements

Upstate New York Regional Intelligence Center (UNYRIC)

To advance the efficient, timely, and accurate exchange of information between all New York state law enforcement agencies. The UNYRIC focuses on all aspects of criminal activity in the 54 counties outside the New York City area and interacts with law enforcement agencies nationwide.

Arizona Counter Terrorism Information Center (ACTIC)

To protect the citizens by ensuring the resiliency of critical infrastructure operations throughout Arizona by enhancing and coordinating counterterrorism intelligence and other investigative support efforts among private sector and local, state, tribal, and federal law enforcement agencies.

Rockland County Intelligence Center (RCIC)

To provide intelligence to law enforcement agencies based upon the collection, evaluation, and analysis of information that can identify criminal activity. This intelligence can be presented in the form of:

- Strategic intelligence, which addresses existing patterns or emerging trends of criminal activity.
- Tactical intelligence, which pertains to a specific event that can be used immediately.

Georgia Information Sharing and Analysis Center (GISAC)

To serve as the focal point for the collection, assessment, analysis, and dissemination of terrorism intelligence relating to Georgia.

State Terrorism Threat Assessment Center (STTAC)—California

To coordinate the collection of antiterrorism intelligence data, the dissemination of that intelligence to law enforcement agencies, and the use of antiterrorism intelligence resources.

Sample Mission Statements

The following are sample templates that centers may use when developing a mission statement:

The fusion center is a public-private partnership, consisting of local, state, tribal, and federal law enforcement and public safety agencies and the private sector. It acts as an information sharing gateway with the intent to assist law enforcement [homeland security agencies or agencies tasked with homeland security functions] to detect, prevent, and solve crimes.

The fusion center is a public-private partnership among local, state, tribal, and federal law enforcement and public safety agencies and the private sector. It collects, evaluates, analyzes, and disseminates information and intelligence to the law enforcement community [homeland security agencies or agencies tasked with homeland security functions] in a timely, effective, and secure manner.

Available Resources on Fusion Center CD

- *A Staircase to Strategic Planning: Mission*, The Community Policing Consortium, www.communitypolicing.org/mission.html