

**IOWA
DEPARTMENT OF PUBLIC SAFETY**

STRATEGIC PLAN



**Stephan K. Bayens
Commissioner**

2021-2026

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I. DEPARTMENTAL VISION, MISSION AND CORE VALUES

Iowa Department of Public Safety Mission Statement

To serve the people of Iowa by providing public safety services with leadership, integrity and professionalism.

Iowa Department of Public Safety Vision Statement

To ensure Iowa remains a safe and prosperous place to live and visit by providing exemplary public safety services.

Iowa Department of Public Safety Core Values

Courtesy
Service
Protection

II. PLANNING PROCESS

Commissioner Stephan Bayens tasked members of the Department with crafting this Strategic Plan. Because of the vast and nuanced work performed by members of the Department, both sworn and non-sworn staff members were relied upon for their wealth of knowledge and expertise. In looking to the future, we must not neglect the rich tradition and foundational guideposts left by those who came before us.

This strategic plan is intended to reflect the goals of the Department for the calendar years 2021 through 2026. It will be reviewed and revised as needed in conjunction with the preparation of the Department's annual agency performance plan.

III. ASSESSMENT

The capability of the Department of Public Safety to accomplish its mission is a function of internal factors, resource availability and allocation of those resources, and an array of external factors. To create this assessment, the following strengths, limitations, opportunities and concerns were identified:

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none">• Expertise• Personnel• Leadership• Responsiveness• Cooperation• Tradition• Commitment• Use of technology• CALEA accreditation• Continuity of Operations	<p style="text-align: center;">Limitations</p> <ul style="list-style-type: none">• Aging work force• Budget constraints<ul style="list-style-type: none">○ Hiring○ Training○ Equipment○ Overtime• Legal barriers• Aging infrastructure
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none">• Diversity (demography & skills)• Construction of new/renovated facilities & facility partnerships/co-location• Regulatory assistance• Federal funding• Public-private partnerships• Partnerships with other agencies• Adoption of improved technology• Intelligence led policing	<p style="text-align: center;">Concerns</p> <ul style="list-style-type: none">• Catastrophic natural disasters/pandemics• Technology used by criminals• Peace Officer Retirement funding• Federal funding declines• Equipment procurement• Targeting of law enforcement

A. THE EXTERNAL ENVIRONMENT

The Iowa Department of Public Safety is a state executive department with statewide jurisdiction to address law enforcement and public safety concerns.



- Iowa's population grew 3.6% from 3,046,871 in 2010 to an estimated 3,155,070 in 2019.
 - Iowa's demographic makeup is as follows
 - 90.6% white alone
 - 6.3% Hispanic origin
 - 4.1% Black alone
 - 0.5% American Indian and Alaska native alone
 - 2.7% Asian alone
 - 0.2% Native Hawaiian and other Pacific Islander alone
 - 2.0% reported being two or more races
 - In 2019, 23.0% of the population was under 18 and approximately 17.5% was over age 65.
 - 92.1% of the population had graduated from high school and 28.6 % of those 25 or older held a bachelor's degree or higher.
- Iowa's population tends to be domestically stable as 85.2% have lived in the same home for more than one year and 71.1% of all Iowans own their own home.
- Micropolitan and rural populations have dropped while metropolitan populations have risen.¹ This population shift has a direct impact on the work of the Department of Public Safety as rural and micropolitan communities tend to have fewer public safety resources available and must rely more heavily on the state for emergency response, investigative, and fire safety support. The Department is ready to assist more densely populated areas with these same resources, but those areas of the state have more robust local police and fire support. The rural tradition of the state remains a critically important part of the Department of Public Safety's mission. Regardless of where a person may live or visit in Iowa, the Department of Public Safety's goal is to be capable of responding as soon as possible with all necessary resources.

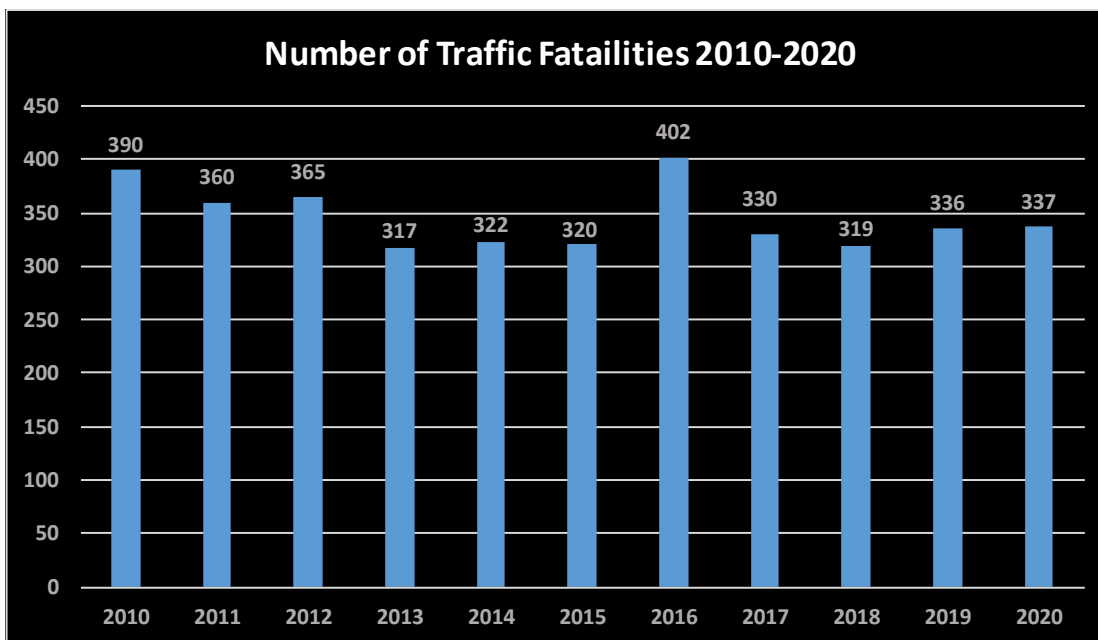
B. CHALLENGES AND THREATS

Traffic

A major responsibility of the Department, specifically of the Iowa State Patrol and the Governor's Traffic Safety Bureau (GTSB), is highway safety throughout the state. Iowa has continued to experience an increase in the number of vehicle miles traveled annually with

¹ David Peters, Sociology Technical Report 1052, Iowa State University Department of Sociology (May 2017)

the state of Iowa having just over 33 million vehicle miles traveled in 2019. Over the last five years, Iowa has averaged 345 traffic fatalities per year, including 2016 which saw a substantial jump in traffic fatalities to 402. Iowa averaged 331 fatalities when removing this outlier from the equation. In recent years, the Iowa State Patrol and GTSB have focused resources and initiatives to bring the number of fatalities below 300. This remains a goal of the Department moving forward.

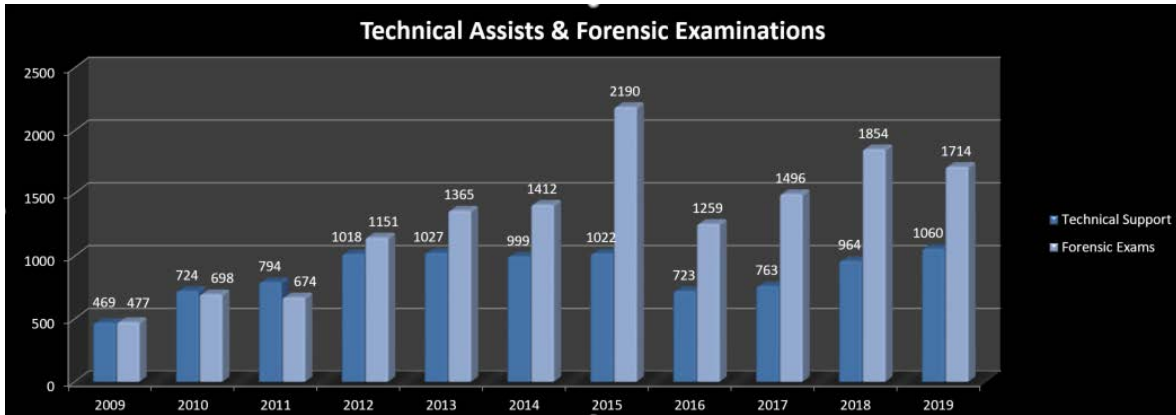


Cybercrime and Child Pornography

As Iowa has worked to ensure that all areas of the state have reliable access to high speed internet, we have seen a large jump in the number of internet crimes within the state. The Cyber-Crime Unit in the Division of Criminal Investigation conducts complex analysis and retrieval of vital evidentiary information from digital sources seized during criminal investigations, and participates in the Iowa Internet Crimes Against Children (ICAC) Task Force.

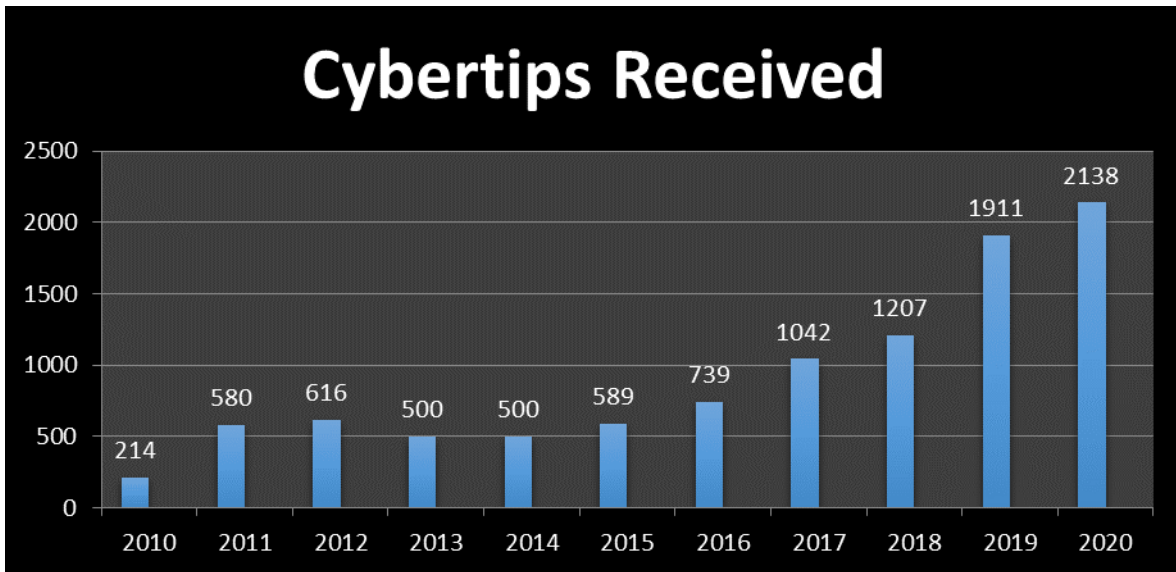
The Cyber-Crime Unit has seen exponential growth in the number of cases it investigates, the number of forensic examinations it conducts, and the number of cases in which it provides technical assistance. Those trends are expected to continue as Iowans become more dependent upon technology for communication, business, and leisure activities.

The table below identifies the number of requests for technical support and forensic exams over the last ten years. The need for these services has increased steadily over the last four years.



The Internet Crimes Against Children Task Force is designed to counter the emerging threat of offenders using the Internet or other online technology to sexually exploit children through cyber enticement and child pornography. Personnel assigned to the task force investigate these cases in addition to evaluating and responding to cybertips.

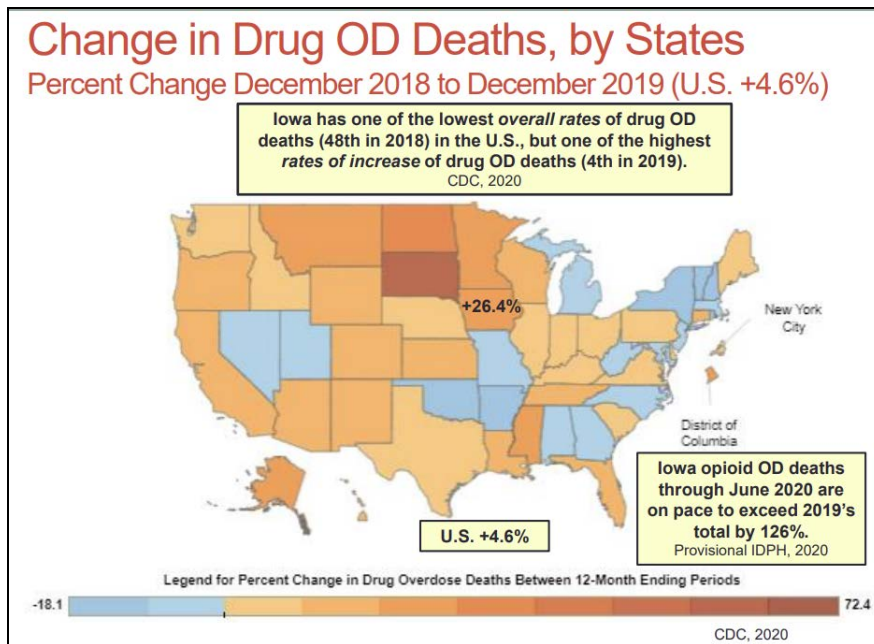
The table below identifies the number of cybertips received by the Iowa ICAC Task Force over the last ten years. Tips have increased each year since 2014 with the most staggering increase (77%) over the last two years.



Drugs

Iowa is at the crossroads of significant drug trafficking corridors (Interstate 35 and Interstate 80). Large quantities of methamphetamine continue to flood the state of Iowa while other illicit substances, to include cocaine and marijuana, remain problematic in Iowa. Opioids,

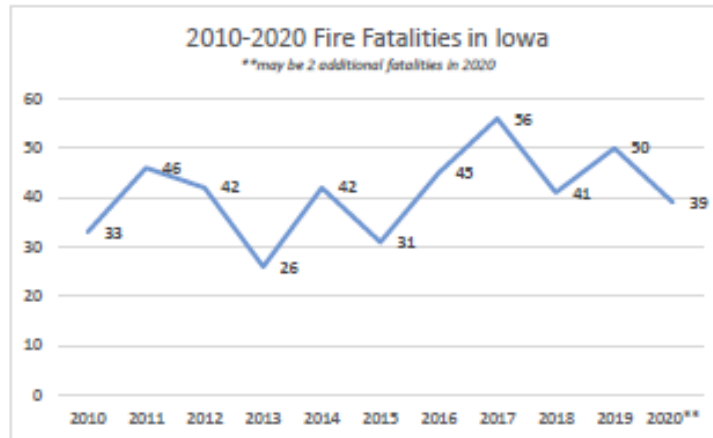
heroin, fentanyl and the diversion of pharmaceutical drugs continue to contribute to drug overdose deaths across the state. According to the CDC, Iowa has one of the lowest overall rates of drug overdose deaths (48th in 2018) in the US, but one of the highest rates of increase of drug overdose (OD) deaths at 26.4% in 2019 (4th in 2019).



Iowa has been identified as having multi-national drug trafficking organizations and gang-involved drug distribution networks dispersed throughout the state. Record numbers of firearms seizures from drug traffickers continue to add to the threat of violence in our state.

Fire Investigations and Inspections

Fire deaths have trended upwards over the last five years with a total of 39 fire deaths in CY2020. Efforts to educate the public on the use of smoke detectors and fire prevention have saved dozens of lives. The table below shows the number of fire deaths in Iowa over the last ten years.



Highlighting fire risks remain important given the threat these risks pose to life and property. Flammable and combustible liquids, particularly when also stored in bulk, present risks of leaks, spills, and fires. Iowa has significant flammable and combustible liquid storage facilities, and more recently, Iowa has become a major producer of biofuels. Ethanol plants produce flammable liquids on a commercial scale, while biodiesel plants use flammable liquids in bulk.

In many areas of the state, liquefied petroleum (propane) is widely used for heating. Properly used, propane is a relatively safe, clean-burning fuel. However, it presents major fire safety hazards if misused or if the equipment or piping are improperly installed or used. Current regulations of flammable and combustible material reduces the risk of death or injury. The same is true regarding building code requirements that are designed to ensure safety.

C. INTERNAL ASSESSMENT

The Department of Public Safety is the law enforcement agency for the state of Iowa. The Department is headquartered at the Oran Pape State Office Building on the Capitol Complex at 215 East 7th Street in Des Moines and has other facilities located throughout Iowa. The Department of Public Safety employs more than 900 individuals, including approximately 600 sworn peace officers.



Overview of the Department

<p>DPS Operations</p> <ul style="list-style-type: none">• Division of Criminal Investigation• Iowa State Patrol• Division of Narcotics Enforcement• State Fire Marshal• Division of Intelligence and Fusion Center• Administrative Services	<p>Training</p> <ul style="list-style-type: none">• Basic Academy for DPS Sworn Personnel• Fire Service Training Bureau<ul style="list-style-type: none">◦ Central Training Facility (Camp Dodge)◦ 11 Regional Training Facilities• In-Service Training
<p>Licensing and Certification</p> <ul style="list-style-type: none">• Private Security• Private Investigation• Bail Enforcement• Manufactured Housing and Modular Buildings• Alarm System Contractor & Installer Certification• Fire Extinguishing System Contractor Certification• Electrical Licensing• Commercial Explosives• Above Ground Flammable and Combustible Liquid Storage Tanks• Buildings• Fire Safety	<p>Services & Programs</p> <ul style="list-style-type: none">• Iowa Online Warrants and Articles (IOWA) System• DCI Criminalistics Laboratory• State Police Radio System• DCI Computer Forensics• Weapons Permits• Sex Offender Registry• Uniform Crime Reporting (UCR)• Governor’s Traffic Safety Bureau• Criminal History Record Checks• Building and Fire Code Plan Review and Inspection• Electrical Inspections• Law Enforcement Intelligence Network• Safety Education• Security of Capitol Complex

IV. CORE FUNCTIONS

The Department has identified the following Core Functions:

Investigation and Enforcement - This includes many of the activities traditionally associated with law enforcement, such as patrolling the state's highways, investigating major crimes, gaming enforcement, maintaining the Iowa Sex Offender Registry, and enforcing Iowa's drug laws.

Regulation and Compliance - This includes activities that are often described as "regulatory," such as fire prevention inspections, code enforcement, and licensing activities.

Information Management - This includes criminal intelligence, criminal history records, uniform crime reporting, public information activities, and management of the Statewide Interoperability Communications System, and the Iowa Missing Persons Information Clearinghouse.

Education and Training - This includes the Fire Service Training Bureau, the Volunteer Fire Fighter Training and Equipment Fund, the Department of Public Safety Recruit Academy, and public safety education to the public.

Resource Management - This includes the Department's internal management of its resources as well as specialized services for external customers, such as the administration of the Public Safety Peace Officers' Retirement, Accident, and Disability System and the Iowa On-Line Warrants and Articles (IOWA) System.

V. GOALS, PERFORMANCE MEASURES AND STRATEGIES

GOALS

- Reduce preventable injuries and deaths
- Suppress criminal activity through intelligence-led policing
- Increase effectiveness by growing partnerships throughout Iowa
- Increase efficiency with technology
- Reduce/minimize costs of compliance with government requirements
- Promote integrity and excellence in the workforce

GOAL 1: Reduce preventable injuries and deaths

Measures: Traffic fatality rate
Fire fatality rate
Percent of cybertips vetted for investigations within one business day
Number of drug trafficking organizations disrupted and dismantled

Strategies:

- Reduce the number and severity of traffic crashes by enforcing traffic laws and providing driver safety education specifically as it relates to impaired driving and distracted driving.
- Reduce deaths, injuries, and property loss from fires and other hazards related to buildings by
 - Conducting plan reviews and inspections to ensure safe construction and operation of state facilities, health care facilities and schools and installation of manufactured homes
 - Training fire service personnel
 - Providing fire prevention education and promotion
 - Working with electricians and electrical contractors and conducting inspection of electrical installations

- Ensure safety of children by
 - Identifying drug endangered children and referring them for appropriate services
 - Investigating allegations of Internet-based child victimization and exploitation
 - Ensuring rapid public access to information concerning missing children
 - Enforcing child restraint requirements
 - Providing Internet safety education
 - Providing safety education classes on relevant issues

- Prevent overdose deaths by targeting heroin and prescription drug trafficking

GOAL 2: Suppress criminal activity through intelligence-led policing

Measures: Rate of reported violent criminal offenses in Iowa
 Number of suspicious activity reports submitted

Strategies:

- Investigate criminal activity based on Departmental jurisdiction and priorities
- Coordinate with agencies to collect, share and act on reports of suspicious activities with a criminal nexus
- Provide services to support the investigation and collection of information about criminal activity in Iowa
- Facilitate information sharing technology services that benefit law enforcement agencies (Criminal Justice Information System, Computerized Criminal History, Sex Offender Registry, Automated Fingerprint Identification System)
- Facilitate the sharing of information with the public and with private sector organizations, consistent with the law (Computerized Criminal History, Sex Offender Registry, Public Information Officers, Uniform Crime Reports, intelligence assessments)

GOAL 3: Increase effectiveness and efficiency through coordination with public and private partners

Measure: Number of coordinated special traffic enforcement projects

Strategy:

- Proactive, coordinated projects focused on enhancing traffic safety

GOAL 4: Use technology to improve effectiveness and efficiency

Measures: IOWA system users certified or recertified

Percent of Iowa law enforcement agencies reporting crime data to the Department of Public Safety

Percent of technical updates to National Instant Checks System program access in the IOWA system implemented within deployment dates.

Strategies:

- Facilitate information sharing technology services that benefit law enforcement agencies.
- Facilitate the sharing of information with the public and with private sector organizations, consistent with the law.
- Incorporate emerging technologies and develop innovative uses for existing technologies to enhance departmental effectiveness.

GOAL 5: Reduce/minimize costs of compliance with government requirements

Measure: Total costs avoided by firms, organizations and individual members of the public

Identification of Iowa Administrative Code sections where cost savings may occur

Strategies:

- Complete comprehensive review of department administrative rules to eliminate redundant and unnecessary requirements.
- Evaluate licensing and certification programs to enhance effectiveness and reduce costs
- Establish administrative fees so that costs of program administration match fees charged
- Ongoing review of available resources making adjustment as necessary to ensure efficient and effective deployment of those resources

GOAL 6: Promote integrity and excellence in the workforce

Measure: Percentage of compliance with accreditation standards

Strategies:

- Maintain high and consistent standards when hiring employees by
 - Applying consistent methodology when conducting background investigations of all prospective employees
 - Requiring completion of rigorous pre-employment testing and evaluation along with completion of training academy by peace officer recruits
- Ensure that the Department maintains all policies required for accreditation, with thorough documentation and proof of implementation and compliance
- Ensure that members of the Department receive all required training and that documentation is maintained
- Ensure that all complaints against Department employees are documented and investigated in a timely manner

Summary

The long-standing tradition of excellence at the Iowa Department of Public Safety reflects a commitment to professionalism in law enforcement. The strategic planning process helps the Department to solidify gains and plan for future actions to maintain the high standards that Iowans expect, while being effective and efficient. Strong law enforcement helps to maintain low crime rates, promote growth, and ensure a safe and prosperous place to live.