

IOWA DEPARTMENT OF PUBLIC SAFETY

STRATEGIC PLAN



**Eugene T. Meyer
Commissioner**

October, 2008

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I. Departmental Vision and Mission Statements and Core Values

Iowa Department of Public Safety Vision Statement

Iowa will continue to be a safe and secure place to live, work, and play.

Iowa Department of Public Safety Mission Statement

Provide public safety and criminal justice services that allow Iowa citizens and businesses to enjoy personal freedoms and economic growth opportunities in safe communities.

Iowa Department of Public Safety: Guiding Principles and Core Values

Teamwork
Integrity
Professionalism
Service

I. PLANNING PROCESS

In September, 2007, Commissioner Eugene Meyer, the directors of the Department's divisions and the chiefs of the bureaus within the Office of The Commissioner appointed members of a Strategic Planning Committee to draft a new strategic plan for the Department. It has been several years since the Department's strategic plan was updated, so the Committee started with a charge to draft a new plan. The Committee met three times to develop the plan; some elements were developed as a group, while others were completed as individual assignments to Committee members. The Committee provided a draft of the plan to Commissioner Meyer for review by the Commissioner, Division Directors, and Chiefs of the Bureaus within the Commissioner's Office. This plan reflects the modifications which resulted from the review.

II. ASSESSMENT

OVERVIEW

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 assist in organizing this assessment, the Strategic Planning Committee undertook an informal "SLOT" analysis, a brainstorming session to identify perceived "strengths, limitations, opportunities, and threats affecting the Department's future operations. The results of that analysis are presented in the following table:

<p style="text-align: center;">Strengths</p> <p style="text-align: center;">Expertise Reputation Personnel Leadership Responsiveness Cooperation Tradition Commitment Use of technology</p>	<p style="text-align: center;">Limitations</p> <p style="text-align: center;">Tradition Aging work force Budget constraints Hiring Training Equipment acquisition & replacement Overtime Federal funding decline Communications system Voice & data interoperability Legal barriers Aging infrastructure</p>
<p style="text-align: center;">Opportunities</p> <p style="text-align: center;">Diversity (demography & skills) Interoperability – voice & data Construction of new/renovated facilities & facility partnerships/collocation Regulatory assistance Federal funding Public-private partnerships Partnerships with other agencies Adoption of improved technology Redundancy of communication systems CALEA certification COOP/COG</p>	<p style="text-align: center;">Threats</p> <p style="text-align: center;">Possible budget reductions Catastrophic natural disasters Loss of emergency voice/data communication Technology use by criminals</p>

THE EXTERNAL ENVIRONMENT

The Iowa Department of Public Safety is one of the executive departments of Iowa state government. It serves the whole state of Iowa. The characteristics of the State of Iowa are a major component of the environment in which the Department of Public Safety operates and which it serves.

THE STATE OF IOWA

Iowa is located in the upper Midwest region of the United States, between the Mississippi and Missouri rivers on the east and west, the State of Missouri on the south and the States of Minnesota and Wisconsin on the north. In addition to Missouri, Minnesota, and Wisconsin, Iowa is bordered by Illinois, Nebraska, and South Dakota. In all, Iowa contains 55,869 square miles.

POPULATION

As of the 2000 census, Iowa recorded a population of 2,926,324. This figure ranked Iowa 30th among the 50 states in population, and Iowa's 2000 population represented an increase of 5.4 percent between 1990 and 2000. By 2007, Iowa's total population was estimated by the U.S. Census Bureau to have increased to 2,988,000 which would represent an increase of about 2.1 percent between 2000 and 2007.

While Iowa's overall population has been nearly stable during this decade, underlying changes are occurring. Population has been shifting, particularly from many of the state's most rural counties to the state's metropolitan areas. The most dramatic increase has been in Dallas County, on the west side of the Des Moines Statistical Metropolitan Area, which is estimated to have experienced an increase of nearly 34 per cent in its population between 2000 and 2006. Several other counties experience growth of over eight per cent. On the other extreme, no county experienced a population loss of as much as ten per cent, but two counties had losses of over eight per cent. The result of these shifts is that Iowa's population is becoming more metropolitan and particularly suburban and less concentrated in rural areas.

There are also changes occurring in the state's ethnic makeup. By the time of the 2000 Census, Latinos had replaced African Americans as the state's largest ethnic or racial minority and the increase in the percentage of Iowa's population which is Latino has continued. Although Latinos still accounted for less than four per cent of Iowa's population in 2006, the numbers of Latinos estimated to reside in Iowa rose nearly 38 per cent between 2000 and 2006. African Americans accounted for about two and one half per cent of Iowa's population in 2006; Iowa's African American population increased over 15 per cent from 2000 to 2006. And, while Iowans of Asian heritage accounted for about 1.6 per cent of Iowa's total population in 2006, there was a 22 per cent increase in Iowa's Asian population between 2000 and 2006. When Latinos are excluded from the count, there has been an actual small decrease in Iowa's white population during this decade. The result of these changes is that, while Iowa remains quite homogeneous, with the white non-Latino population accounting for over 90 per cent of Iowa's total estimated population in 2006, the racial and ethnic makeup of Iowa is slowly becoming more heterogeneous.

In 2000, Iowa's median age was 36.6 years, compared to a national median age of 35.3 years. By 2005, Iowa's median age was estimated to have risen to 37.7 years, while the national median age was estimated at 36.2 years. In 2005, Iowa has the third highest percentage of residents over 85 in its population of all the states and the fourth highest percentage of the states of residents over 65.

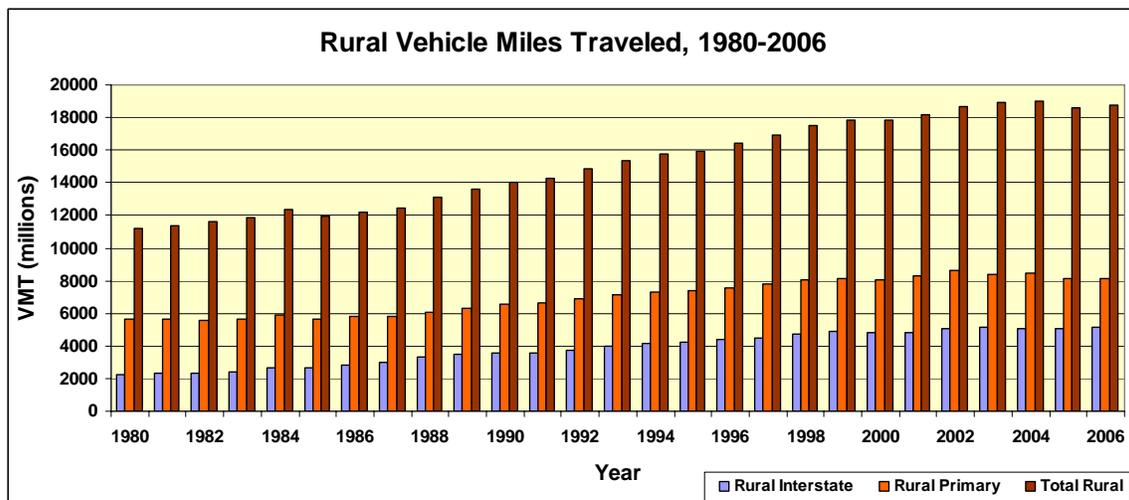
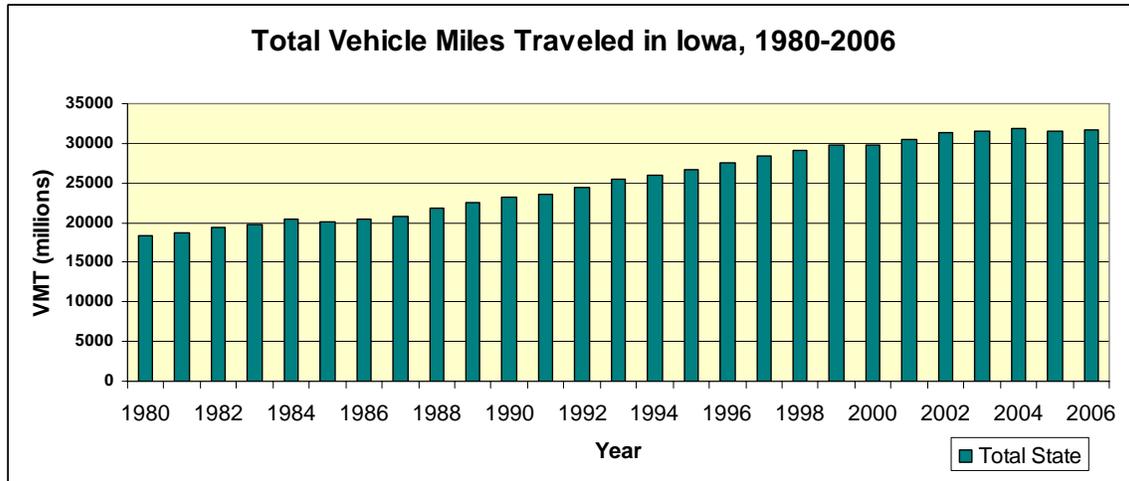
Iowa has long enjoyed a deserved reputation as a state that values education and has supported excellent schools. In 2000, nearly 87 percent of Iowans had a high school diploma or more education, and slightly over 21 percent had a four-year college degree or more. In comparison, about 80 percent of the U.S. population had at least a high school diploma, and over 24 percent had a bachelor's degree or more.

ECONOMY

Iowa is traditionally identified as a rural state with an economy based upon agriculture. There remains a good bit of truth to this view. But many more Iowans now live in urban than in rural areas, and there have been more urban than rural Iowans since 1960. And Iowa's farm population has declined even more sharply than its overall rural population, with Iowa Workforce Development projecting further declines in agricultural occupations in Iowa. While agriculture and agriculture-based industries remain important to Iowa's economy, information-based sectors have become increasingly important. These include information processing services and financial services, including credit card processing, telecommunications, and insurance. Insurance, in particular, has become a particularly significant industry in Iowa, and the state capital, Des Moines, is a major insurance center. In addition, Iowa's economy has developed a significant energy production sector, including biofuels production and manufacturing related to renewable fuels, such as wind turbine production. These developments may provide some counter to the general trend of movement of jobs and people away from rural areas.

TRAVEL AND TRANSPORT

In 2004, there were 113,838 miles of publicly-owned highways and roads in Iowa, which makes it the 12th ranked of the 50 states in total number of highway and road miles. Travel on Iowa's highways has been steadily increasing, and this is especially true of travel on the state's rural interstate highways. The following graphs track the overall change in traffic on Iowa roads overall and on rural roads overall and on rural roads, by type.



In the 26 years between 1980 and 2006, total travel on Iowa's highways, roads, and streets increased by over 73 percent. Overall, vehicle miles traveled on the state's rural highways and roads increased 68 percent during this period. However, travel on Iowa rural interstate highways increased 130 percent between 1980 and 2006.

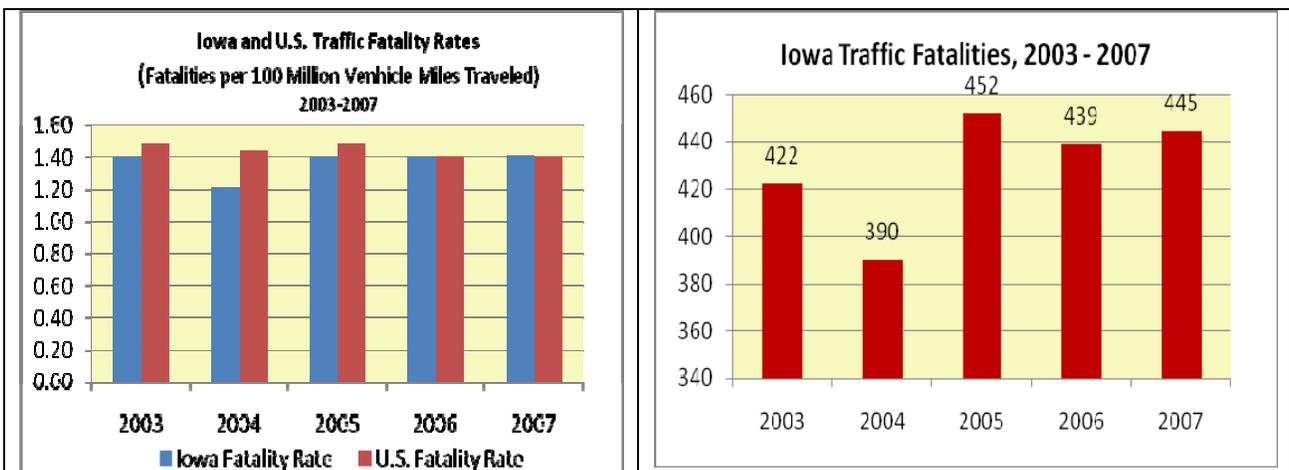
PUBLIC PERCEPTIONS OF THE DEPARTMENT AND OF LAW ENFORCEMENT

The Iowa Department of Public Safety has historically enjoyed a positive public image and broad public support from the citizens of Iowa. The Iowa State Patrol, the largest and most visible division of the Department, has historically received very high marks from the citizens of Iowa. When Iowans polled by the *Des Moines Register* were asked to rank a list of institutions affecting their lives in 2002, the Iowa State Patrol ranked third only to God and to the military. In similar polls conducted in 1977 and 1989, the State Patrol ranked second. Although the 2002 poll showed the Iowa State Patrol having dropped to third among the institutions Iowans were asked to rank, the scoring of the latest poll indicated an actual increase in the positive nature of perceptions Iowans have of the State Patrol from the earlier polls.

CHALLENGES AND THREATS

TRAFFIC

A major responsibility of the Department, and especially of the Iowa State Patrol, is dealing with the challenges to the safety of the public posed by motorists on the state's roads. The following chart compares overall national and Iowa traffic fatality rates (fatalities per 100 million vehicle miles traveled) since 2003. During this period, Iowa rates have been quite comparable to national rates. Over 400 people die annually in motor vehicle crashes in Iowa, as shown in the second chart below.



CRIME

There have been a variety of attempts to evaluate the relative "quality of life" in American states in recent years. Iowa continues to rank at or near the top of American states in "quality of life" evaluations. This is attributable, at least in part, to Iowa's low crime rate. The following charts track comparisons of Iowa's overall index crime rate and violent index crime rate with corresponding national rates since 2000. While consistently comparing favorably with the country as a whole both on overall crime rate and on violent crime rate, the contrast is more marked for violent crimes. In 2005, Iowa's violent crime rate was about 60 percent of the national violent crime rate, and Iowa's overall crime rate was nearly 20 percent lower than the national crime rate. Over time, the violent crime rate in Iowa has edged toward the national rate, even though Iowa's rate remains significantly lower than the national rate. This means that Iowa's relative advantage in this regard has been decreasing over time.

TOTAL INDEX CRIME RATES

1996 - 2005

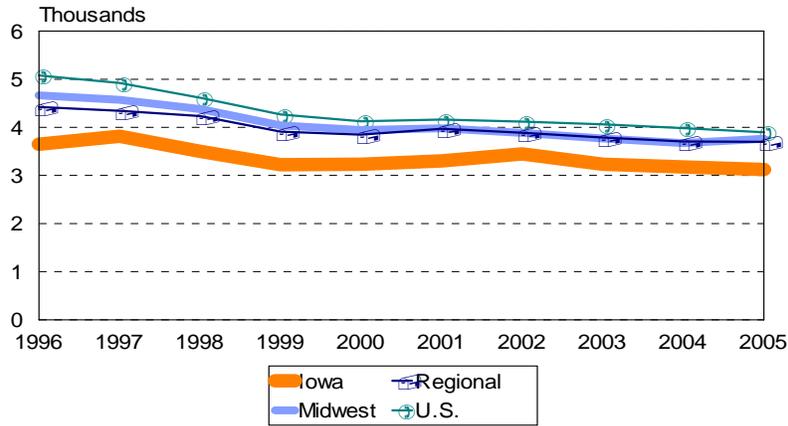


FIGURE 2

VIOLENT CRIME RATES

1996 - 2005

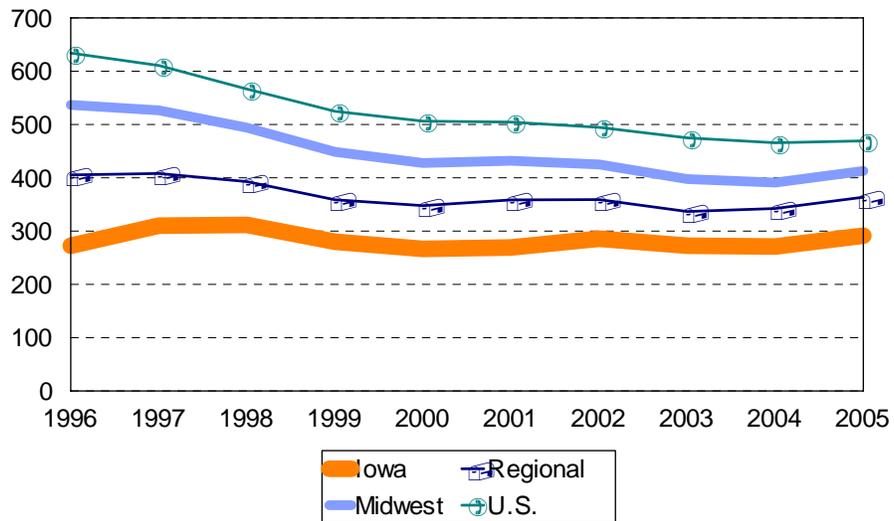


FIGURE 3

TERRORISM

After the terrorist attacks of September 11, 2001, the federal government's focus on terrorism and the establishment of the United States Department of Homeland Security have had an impact on state governments as well. The Department of Public Safety now houses the Iowa Intelligence Fusion Center within the Intelligence Bureau. National standards for the development of state fusion centers will continue to affect the growth and development of the Fusion Center, which connects with federal, state and local agencies, and monitors potential terrorist activities within the state. The Fusion Center houses federal agents and analysts, and will continue to strengthen its connection to other state fusion centers.

Iowa does not have many targets that would be likely to draw interest from the primary international terrorist groups, but there are risks of extremist-inspired international terror attacks within the state and the risk of financial support activities. An Iowa man was indicted in 2007 in connection with allegations of funding sent to Iraq.

Iowa also is at risk for domestic terror attacks. Animal rights extremist activities focused on fur farms in the late 1990s through 2002, and in 2004, laboratories at the University of Iowa were targeted by the Animal Liberation Front, causing \$450,000 in damages. No indictments in the case have been brought.

Right-wing extremist group activities waned after the terrorist attacks of September 11, 2001, but increases in activity have been noted more recently. Individual threats also are a risk in the state. An Iowan was arrested in 2007 after fifteen bomb threats were mailed to financial institutions across the United States. Bomb threats at schools have shown seasonal increases in recent years, but acts of school violence do not appear to be increasing.

FINANCIAL CRIME

Financial crime often goes undetected or unreported, but appears to be increasing nationwide, and Iowa is no exception. Identity theft, consumer frauds, and larceny offenses are common in Iowa and elsewhere. More complex financial crimes also have been investigated and prosecuted, including cases involving money laundering.

Money laundering is the means by which criminal organizations, such as drug trafficking networks, terrorist organizations, and other profit-motivated criminal enterprises sanitize ill-gotten gains and convert them into "clean" assets. Without a money laundering capability, criminal and terrorist organizations would be marginalized, neither able to sustain and expand their illegal activities, nor invest in and corrupt legitimate businesses or government.

Concerns about money laundering activity within the state remain strong because of increases in the use of money service businesses (such as wire transfer exchange businesses) and Internet financial services, as well as an increase in the number of gaming facilities in the state, and a growing elderly population that is often susceptible to financial fraud. Terrorist and other criminal financing may rely on money laundering of drug proceeds, consumer and other frauds.

Although the state does not have a team dedicated to money laundering prosecution, the DCI has focused on money laundering violations in gaming facilities, and state prosecutors have gained experience in prosecuting money laundering and financial crime cases, and state and federal prosecutors regularly coordinate money laundering prosecutions.

GAMING

Iowa's gaming industry has experienced explosive growth over the past 17 years. In 1991 there were just 5 regulated riverboat casinos and 4 racetracks in operation; now there are 17 state licensed casinos in Iowa. The Division of Criminal Investigation Gaming Bureau, created in 1989 to insure public confidence and trust in Iowa's expanding gaming industry, has experienced significant growth in terms of resources and personnel in response to this expansion.

The Gaming Bureau has increased from just 12 agents in 1989 to nearly 120 sworn and non-sworn positions today. Field assignments include staffing at all of the 17 state licensed casinos as well as 4 agents assigned full time to investigate complaints related to non-casino styles of gaming.

Prior to the early 1980's, legal gaming in Iowa was almost non-existent. In 1983 Iowa's pari-mutuel statute was enacted, followed by the lottery statute in 1985, and the riverboat gambling law in 1989. Today, Iowa's gaming laws specify the duties of the Division of Criminal Investigation in conducting backgrounds, investigating gaming crimes, and carrying out other enforcement provisions relative to casinos, racing venues, the Iowa Lottery, and various forms of social and charitable gaming. Rigorous enforcement of Iowa's gambling laws and regulations have been successful in maintaining the integrity of Iowa's gaming industry.

Criminal investigations have increased as well with the growth of the gaming industry. The Gaming Bureau conducts criminal investigations at the licensed gaming sites, involving such offenses as theft, counterfeiting, assault, public intoxication, cheating at a gambling game, underage gambling and possession of alcohol, possession of controlled substances, forgeries, child endangerment, and OWI. In other states gambling operations have become targets for organized criminal operations when cash flows associated with high stakes gaming have made it attractive for illicit activities. A recent shift from a time consuming regulatory duty, that of inspecting slot machines, (now accomplished employees of the Iowa Racing and Gaming Commission) has allowed the opportunity for agents to spend more time conducting proactive investigations of crimes such as money-laundering and structuring. In May, 2006, the gaming bureau began training agents on how to identify and investigate these types of crimes. Gaming Bureau personnel currently are working closely with federal law enforcement agencies in targeting individuals suspected of laundering illegal proceeds in casinos.

The Gaming Regulation Bureau has established a surveillance inspection team in the interest of enhancing uniformity in the application of surveillance rules. In the recent past, four new casinos have opened or expanded their facilities. At the same time new closed circuit television (CCTV) digital technology has been gaining increasing acceptance in the area of casino surveillance. The surveillance team's diligence and creativity has greatly improved an outdated inspection and approval process for video surveillance systems. It was the first in the world to utilize an established digital testing procedure known as ROTAKIN in a casino surveillance system application. An article about the team's success using this procedure appeared in the April 2006 edition of "International Gaming and Wagering Business".

Internet gambling, while illegal, is becoming more and more popular with the worldwide internet gambling market estimated as a \$14 billion industry. To combat this growing problem the Division of Criminal Investigation has trained an agent to training to learn to investigate this type of crime. This agent is actively working in this area and will work with other law enforcement agencies nationwide to investigate and prosecute companies and individuals who promote illegal Internet gambling.

DRUGS

In recent years, Iowa has been one of a handful of states in which the “methamphetamine explosion” has occurred. Trafficking in meth in Iowa is manifested in two distinct forms. The most visible form has been the occurrence of large numbers of “meth labs,” with attendant concerns about possible explosions, fires, and hazardous materials residues. Also, transportation of methamphetamines into and through the state is widespread, a problem which has become more pronounced in the years since the terrorist attacks on the World Trade Center and the Pentagon in 2001, as security measures for air transportation have increased. The passage of Iowa’s “pseudoephedrine law” resulted in very significant declines in the presence of clandestine methamphetamine laboratories. However, trafficking of methamphetamine in Iowa and transport into and through the state remains a serious concern. To address the issue of transport into and through the state, the Iowa State Patrol maintains two drug interdiction teams of troopers who focus on intercepting drugs being transported through the state.

Methamphetamine, while of great significance in Iowa, has not displaced other illicit substances. Cocaine, heroin and marijuana remain problems in Iowa and more recently “club drugs”, such as ecstasy (MDMA) and date rape drugs such as Rohypnol and GHB have warranted attention.

TECHNOLOGY AND CRIME

As offenders become more sophisticated in the use of technology to commit crimes, it is imperative that law enforcement increase its technological capacity, as well. This includes improvements in hardware, software and equipment, as well as skills training for Department personnel.

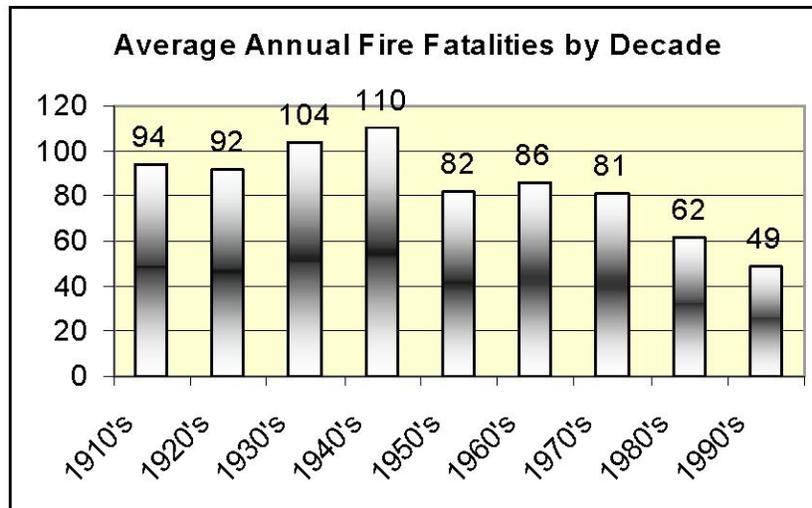
The Department must have the technological capacity to gather and process information needed to investigate and prosecute criminals who have developed high level technological skills. It also must have the equipment, personnel and training needed to perform forensic examination of computers and computer systems.

Federal funding to address homeland security has been used to purchase equipment that is available for use by local, state and federal law enforcement agencies in their cooperative efforts. In order to use the equipment effectively in these joint efforts, it is necessary to maintain the equipment in working order, and to train personnel to use the equipment and to ensure compliance with legal restrictions that protect individual liberties.

Another lesson from the terrorist attacks on September 11 is the need to focus on interoperability in communications among first responders. Interoperability is vital to the capacity to issue alerts and warnings, as well as to respond to criminal or disaster events throughout the state. The Department must coordinate with many agencies to improve the capacity to communicate with local, state and federal agencies who may be involved in law enforcement, fire and rescue. Private sector partners also must be included in both planning and response efforts. In addition, the Department has purchased equipment that can assist in locating missing children as part of the Amber Alert system.

FIRE

In recent years, Iowa has lost between 33 and 62 persons to fire deaths yearly. Known property loss in fires in the state averaged around 90 million dollars annually between 1995 and 2004 (the last year for which data are available). In the decades since the establishment of the office of the State Fire Marshal in 1911, the risk of death from fire in Iowa has declined over time, as shown in the graph below. However, while the long range trend is fire fatalities is one of substantial improvement, annual trends are less consistent. In the last four calendar years, there were 46 fire fatalities in 2004, 48 in 2005, 33 in 2006, and 30 in 2007. However, in 2008 through September, there have already been 36 fatalities, a pace which, if sustained throughout the remainder of 2008, would result in a number of fatalities comparable to those experienced in 2004 and 2005.



NEW AND EXPANDED RESPONSIBILITIES

The responsibilities of the Iowa Department of Public Safety have been becoming more varied and complex in recent years, as evidenced by the descriptions of several of the challenges and threats discussed here. In addition, the department has been tasked with several significant new and expanded responsibilities in recent years, including the following:

- Development and implementation of plans and policies for ensuring interoperability of emergency communications systems in the state.
- Licensing or certification of a variety of occupations, including
 - Electricians and electrical contractors
 - Alarm system contractors and installers
 - Fire extinguishing system contractors
 - Fire sprinkler fitters
- Inspections of electrical installation in state facilities and all other installations in locations without local inspection programs.
- Statewide implementation of requirements for energy conservation in construction.
- Implementation of inspections of construction projects to ensure compliance with State Building Code requirements.
- Development of sustainable design standards for construction projects.
- Development and enforcement of standards for reduced ignition propensity (“fire safe”) cigarettes.
- Administer funding for and oversee the development of 11 regional emergency responder training centers. The Fire Marshal is also required to establish an inspection program for these facilities.

Each of these new or expanded responsibilities will require additional resources to effectively implement. In some cases, the resources which will be devoted to an initiative will be substantial; for example, implementing the electrical inspection program is anticipated to require the employment of a minimum of 25 inspectors and may require as many as 75 inspectors.

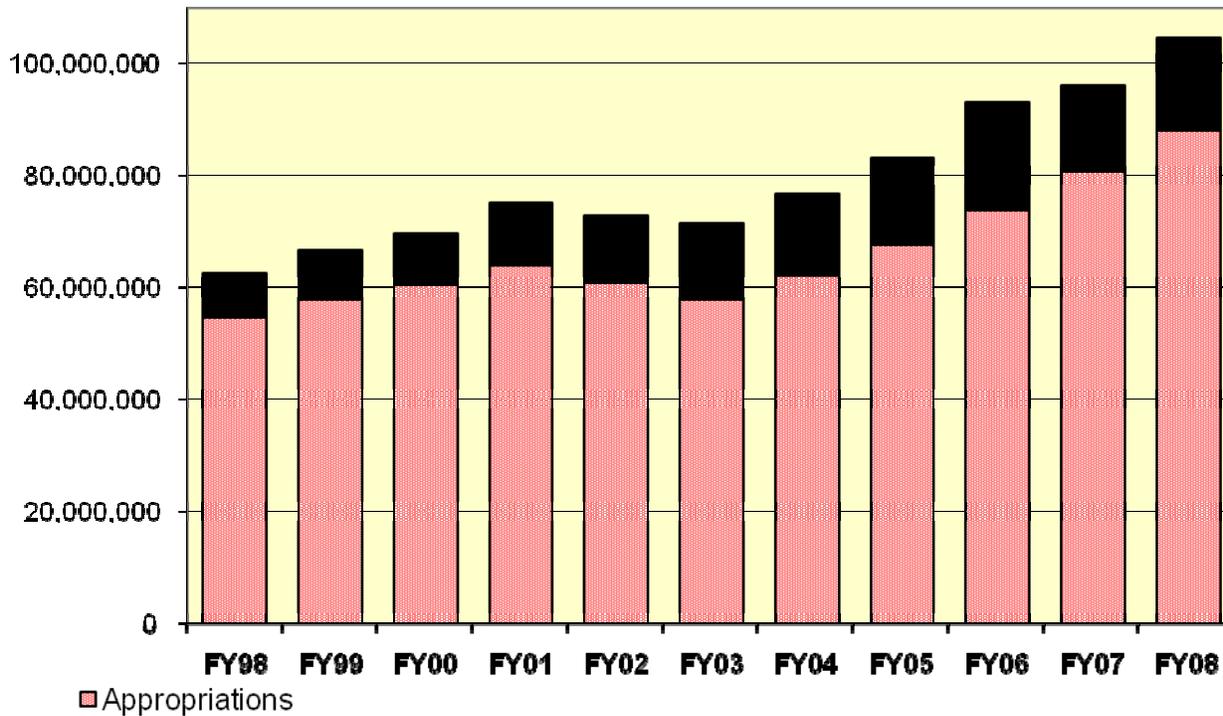
In addition, proposals for additional responsibilities for the department continue to surface, including expansion of the “all-felons” DNA database to include persons convicted of aggravated misdemeanors.

- **INTERNAL ASSESSMENT**

The Department of Public Safety is a state Executive Branch department with an annual general fund budget in excess of eighty-four million dollars and nearly 1,000 employees. The department, which is headquartered in the State Public Safety Headquarters Building in Des Moines, maintains facilities in 100 locations around the state. Other major physical assets of the department that contribute directly to realization of the department's mission include the State Police Radio System, the Iowa On-line Warrants and Articles (IOWA) System, the departmental wide-area network and associated personal computers; other specialized computers; vehicles; scientific equipment utilized by the Division of Criminal Investigation Criminalistics Laboratory, and firearms carried by the department's peace officers.

Resources Available to the Department

**DPS Appropriations and Other Revenue
by Fiscal Year**



With the actions taken by the Governor and Legislature during fiscal years 2007 and 2008 the department made modest strides in recovering from the reductions to general fund appropriations experienced in the early 2000's. At its most recent low point in FY 2003, the department was appropriated \$58.0 million in state general fund allocations. The total of general fund appropriations for fiscal year 2008 is \$88.1 million. Of the \$25.1 million increase in general fund appropriations, \$15.3 million has been made available to pay for increases in employee salaries negotiated by the three employee organizations to which departmental personnel are members. Of the remaining \$9.8 million made available, \$7.7 million has been for the creation of new programs, such as the Fusion Center, or expansion of existing programs, such as the enforcement of gaming laws. The improved state revenue trend experienced in recent years, and thereby the improvement of resources made available to the department has allowed the department to begin rebuilding the ranks of critical peace officer and civilian positions. These positions were previously held vacant to compensate for increases in wages and other expenses while the Department experienced decreases in appropriations.

A significant increment in "other revenue" received by the Department is anticipated starting in FY 2009, with the implementation of the statewide electrical inspection program by the Fire Marshal Division. The program will be entirely fee-supported, as is the electrician licensing program, which was implemented in FY 2008.

PERSONNEL

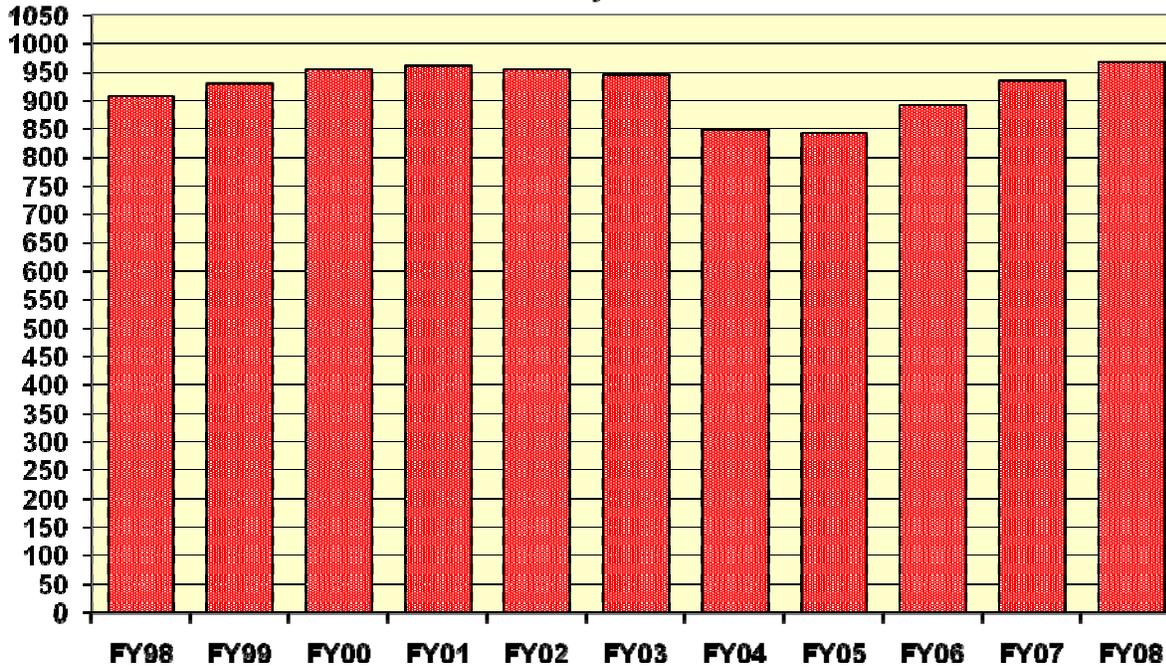
Recruitment, hiring, and retention of quality individuals to positions within the Department are perennially critical issues for any law enforcement agency. Retaining the trust of the public hinges on the credibility and integrity of the employees of the Department. Peace officer positions with the Iowa Department of Public Safety are exempt from the state's Merit Employment System. Peace officers are recruited and hired by the department through a process operated by the Plans, Research, and Training Bureau within the Commissioner's Office. Civilian employees are hired from lists of qualified applicants developed by the Human Resource Enterprise of the Iowa Department of Administrative Services. Each new employee hired by the Department is required to pass a rigorous background investigation conducted by the Department.

The Department's budget reductions during the early years of this decade necessitated the elimination of more than 120 positions, a number comprised of both civilians and peace officers. Through management of the workforce, successful short-term federal grant applications, and with the assistance of the Governor's Office and the Legislature, the Department was able to make the reductions without the need for layoffs.

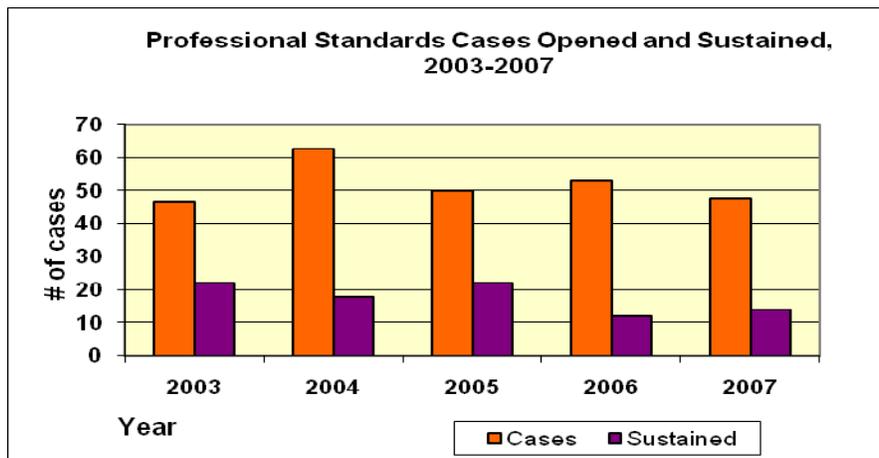
During this period of reshaping the workforce the Department was authorized for new positions related to growth in the gaming industry, creation of a fusion center for criminal intelligence, and enhancement of the State's Sex Offender Registry. In terms of the overall numbers, both sworn and civilian, the Department has a slightly higher number of employees as compared to the previous high of fiscal year 2001. Of the 108 newly authorized positions since FY01 a total of 93 are for new or expanded programs such as those mentioned above.

The Department is still very much in need of regaining those positions lost since FY 2001. The sworn ranks of the State Patrol are down 58 uniformed officers when compared to FY 2001 and the plain clothes divisions, when discounting new programs and expanded efforts, are still down 16 investigative positions when compared to FY 2001. The ability to regain those positions is limited by the unavailability of state resources and competing needs in other sectors of state government.

**Iowa Department of Public Safety
FTE's
by Fiscal Year**



As is traditional with law enforcement agencies, the Department maintains a function within the Commissioner's Office (now called "professional standards") to investigate all complaints received concerning the conduct of the Department's employees. The following chart shows data on complaints received and the results of the investigations of those complaints since 2003. Some data has been collected from other state law enforcement agencies about complaints received and the results of the investigations of those complaints to gain some idea of how the data for the Iowa Department of Public Safety compares to similar data from comparable agencies. This data is not drawn from a representative sample of other agencies, so any conclusions drawn are only suggestive. In addition, it was obtained with assurances that the agencies that provided it would not be identified. The rate of complaints received per employee was somewhat lower for the Iowa Department of Public Safety than for other state law enforcement agencies surveyed.



FACILITIES

The department is headquartered in the Department of Public Safety State Office Building in Des Moines. When the department moved into this partially new and partially renovated building in the spring of 2007, it marked the first time that the main offices of the Commissioner's Office and bureaus, the Iowa State Patrol, the Division of Criminal Investigation, the Division of Narcotics Enforcement, the State Fire Marshal's Office and the Division of Administrative Services were collocated since the 1980's. In addition to general offices, this modern facility contains a multimedia classroom, conferences rooms, gaming training room, secure situation room, and physical fitness room.

In March of 2005, the Iowa DCI Criminalistics Laboratory moved into the new multi-agency Iowa Laboratories Facility (ILF) located on the Des Moines Area Community College Campus in Ankeny. ILF is a 175,000 sq. ft. complex comprised of four laboratories representing four different state agencies. The laboratories are the DCI Laboratory, the University of Iowa Hygienic Laboratory, the Iowa Agriculture and Land Stewardship Laboratory, and the Iowa State Medical Examiners Office and Autopsy Suite. The DCI Criminalistics Laboratory is a 56,700 sq. ft. facility composed of eleven case processing areas including: trace evidence/arson and explosives, latent prints/footwear/tire impression identification, questioned documents, evidential breath alcohol, toxicology, controlled substance identification, firearms/tool marks, DNA, photography, crime scene/vehicle exam, and the evidence room. The laboratory currently employs 57 individuals (1 lab administrator, 3 criminalist supervisors, 44 criminalists, 6 evidence technicians, 1 photographer, and 2 office support workers). This facility is state-of-the-art for crime laboratory design, allowing significant improvements in worker safety, evidence security, and analytical capability and efficiency. The location of the laboratory on the south side of Ankeny, near the intersection of Interstates 80 and 35 provides easy access for persons delivering evidence to the laboratory.

The state's central training center for fire fighters, the Fire Service Training Bureau, is located on the Iowa State University campus in Ames. Partial funding has been received for planning and construction of a new facility, also in Ames.

The department's facilities include 15 Iowa State Patrol Post buildings around the state, several of which include offices for employees from other divisions as well. There are six state police radio base stations, of which two are located in Patrol post buildings. In all, the Department owns or rents space at 100 locations around the state.

The Iowa State Patrol manages many of the facilities occupied by the various components of the Department. Today's patrol posts are occupied by officers from other divisions of the department which increases the facility design requirements including office space, interview/interrogation rooms and secure storage space for evidence. Increased reliance on business and operational technology creates the need for improvements in electrical systems and telephone and data communications systems on aging facilities. Also, due to the redesign and relocation of roadways some of the department's older offices no longer have a desired high visibility locations.

Throughout the past decade the State Patrol Division has been able to replace or remodel facilities located in Fort Dodge and Davenport (1996), Des Moines (1999) and Osceola (2000). Continued replacement of facilities which were constructed mainly in the 1960's is needed.

There are currently several significant facilities projects underway:

- A new Iowa State Patrol District 8 Headquarters building has been approved with \$2.1 million funding allocated. It will be located in Mason City and will house all four DPS law enforcement divisions. Ground-breaking shall take place in early summer 2008 and it is scheduled for completion in February 2009. An energy audit of the plans has been completed and determined that the design exceeds EO 41 energy conservation requirements.
- A facility expansion project for the Iowa State Patrol District 3 Headquarters in Council Bluffs is underway. An allocation of \$353,784 from forfeiture funds has been approved for this project. Project completion target date is fall of 2008.
- Major maintenance repair and improvements to the Iowa State Patrol District 2 Headquarters building, Osceola, has been approved for \$200,000, and a request has been made for repair and improvements to Iowa State Patrol District 15, Des Moines, for \$ 965,000. These repairs or improvements are health and safety related.

The following additional future major facility projects have been identified:

Replace District 9 Facility, Cedar Falls
Replace District 15 Facility, Des Moines
Replace District 14 Facility, Ottumwa
Improvement of Property and Evidence Rooms in Various Facilities
Replace District 5 Facility, Cherokee
Replace District 10 Facility, Oelwein
Replace and relocate District 11 Facility, Cedar Rapids

Research is also ongoing to identify any practical opportunities for consolidation of existing district and communications facilities.

Technology Infrastructure

IOWA System

The IOWA System is a computer network that provides access to a wide variety of information to police departments, sheriff's offices, and other city, county, state and federal criminal justice agencies throughout Iowa. Such data includes wanted/missing persons, stolen vehicles and articles, protective orders, sex offenders, identity theft, motor vehicle registration files, driver licenses, probation and parole data, and criminal histories. The network also provides a gateway to other states through the National Crime Information Center (NCIC) and Nlets, the International Justice and Public Safety Information Sharing Network, providing inter-state and international access to law enforcement information.

Currently more than 200 agencies in Iowa with more than 2,450 actual computer devices have IOWA System access. During Fiscal Year 2007, well over 56 million messages were processed through the IOWA System. To ensure the accuracy and completeness of the information contained in the system, compliance audits are conducted at IOWA System terminal agencies.

Additionally the IOWA System provides:

- timely homeland security alerts to law enforcement and emergency management agencies
- Amber alert notices to law enforcement agencies
- timely notices of crimes and criminal activities to law enforcement officers
- information to law enforcement for the everyday performance of their duties such as the investigation of motor vehicle crashes, responding to crimes in progress, and traffic stops
- timely reporting of severe weather and road conditions
- the ability to electronically transmit crash reports, citations and OWI reports
- the mechanism for sheriffs to access the National Instant Criminal Background Check System (NICS) to process background checks for persons applying for permits to carry weapons and permits to acquire handguns
- timely information to criminal intelligence analysts and drug task forces

The operation of the IOWA System is fundamental to ensuring effective law enforcement at all levels in the state. It is a major concern that there is no redundant infrastructure to ensure continued availability of law enforcement information in the event of a catastrophic event affecting the system or widespread system failure resulting from any other source.

Department of Public Safety Network

In partnership with the Iowa Communications Network (ICN), the department has deployed a dedicated T-1 network for use by law enforcement and criminal justice agencies. The telecommunications network provides IOWA System and IAFIS live-scan fingerprint booking station service to users. The high-speed lines are essential to meet federal encryption requirements and also allow for the processing of images.

Although this network serves the current criminal justice and public safety needs of Iowa users, it does not adequately provide for a catastrophic network failure. To this end, a complete redesign of the network is necessary to include as much redundancy as is possible with available resources.

The department further utilizes this network to provide DPS employees with statewide access to departmental data bases, network storage areas, e-mail and access to the IOWA System. As of May, 2008, the department's internal users totaled 1001.

Transition to a World Wide Web browser interface for applications will ease training associated with current database interfaces and make all the database applications on the network more user-friendly. Future desktop software may require personal computers to have the ability to operate using Microsoft Windows Vista Business. It is recommended that all personal computers be replaced every four years. Due to the lower costs of new PC hardware achieved by special pricing accomplished through multiple agencies purchasing through one reduced-bid contract, a four-year cycle should be achievable.

Radio Communications

Iowa State Patrol Communications is a network of six Communication Centers and 28 repeater/tower sites providing statewide mobile voice communications for more than 1,000 state law enforcement officers (Department of Public Safety, Department of Transportation, and the Department of Natural Resources). In addition, ISP Communications provides services for numerous federal, county, and local law enforcement officers and agencies.

During 2006, Iowa State Patrol Communications handled 14,697 toll-free help line calls, 26,775 wireless 911 calls, and processed 3,533,517 IOWA System inquires. This amounts to an average of 9,794 transactions per day. This does not include the number of radio transmissions conducted, events logged, or administrative calls handled.

In response to homeland security issues arising from terrorist attacks on the United States in 2001, Iowa State Patrol Communications has been identified as the lead agency in coordinating statewide notification in the event of Federal Aviation Administration emergency broadcast. ISP Communications serves as the point of contact for dissemination of information pertaining to statewide or national emergencies for the state of Iowa.

The infrastructure of the radio system is aging and in need of rebuilding; in addition, replacement of the system to allow for compliance with new federal requirements by 2013 is mandatory. Overall, all radios in vehicles, hand held radios, and tower site equipment will need to be replaced. A plan to accomplish this over a four year period has been developed.

Equipment

The Department of Public Safety has 693 official vehicles, with model years ranging from 1977 to 2008. The mileage at which vehicles are replaced varies between 95,000 and 165,000.

The Iowa State Patrol has an inventory of nearly 1100 firearms, including more than 500 handguns.

The DCI Criminalistics Laboratory also enjoys the latest in scientific instrumentation and equipment available to forensic laboratories. Keeping current with the latest technologies in forensic science involves a large ongoing investment in instrumentation and equipment. Historically, these purchases have been primarily made utilizing funding from the various federal grants that are available to the lab. Over the past several years, these grants have become fewer and more focused towards only certain areas of the lab. In an effort to provide funding for lab instruments and equipment throughout the lab, and for training of lab personnel, the criminal court surcharge under Iowa Code 911.1, subsection 1, was increased in 2005 from 30% to 32% with the intent to use the additional 2% for the criminalistics laboratory fund. This additional funding will be essential in years to come, to ensure the lab continues to benefit from the latest advancements in forensic science technology and training. The Laboratory has not received full funding available from the increased surcharge.

All Iowa State Patrol vehicles are equipped with in-car cameras. Transition to digital technology for the is equipment is necessary, especially as servicing and parts for older analog equipment becomes unavailable.

III. 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, and narcotics enforcement.

- Regulation and Compliance

This includes activities which are often described as "regulatory," such as fire prevention inspections, code enforcement, licensing activities, gaming enforcement, the Iowa Sex Offender Registry, and the Iowa Missing Persons Information Clearinghouse.

- Information Management

This includes criminal intelligence, criminal history records, uniform crime reporting, public information activities, and management of the state police radio system.

- Education and Training

This includes the Fire Service Training Bureau and the Volunteer Fire Fighter Training and Equipment Fund.

- Resource Management

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

IV. GOALS, STRATEGIES, AND PERFORMANCE MEASURES

GOAL: Reduce preventable deaths and injuries

- Strategies:
 - Continue to enforce Iowa's traffic laws, emphasizing occupant restraint use and enforcement of Iowa's speed limits and drunk and drugged driving laws.
 - Conduct fire inspections to ensure compliance with safety requirements in health care facilities and schools.
 - Enforce building code requirements for state construction and other buildings and facilities subject to the State Building Code through review and approval of construction plans and by implementing a building code inspections program for original construction.
 - Implement licensing of electricians and electrical contractors and inspections of electrical installations.
 - Provide hostage negotiations and other tactical services when needed.
 - Provide training to emergency responders directly and through cooperative agreements with community colleges and regional emergency response training centers.
- Performance Measures

- Total traffic fatalities per 100 million vehicle miles traveled.

CY 2003	CY 2004	CY 2005	CY 2006	CY 2007
1.4	1.2	1.4	1.4	1.4

- Percent of total traffic fatalities which are alcohol-related

FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
29.5	20.0	19.5	23.0	25.0

- Percent of drivers and front seat passengers using seat belts

2004	2005	2006	2007	2008
86	86	90	91	92

GOAL: Reduce and disrupt the supply of illicit drugs

Strategies:

- Continue to conduct investigations of major drug trafficking operations.
- Continue to provide laboratory analysis support to state and local narcotics investigators throughout Iowa.
- Continue to provide intelligence support to narcotics investigations throughout Iowa, including multi-jurisdictional task forces.
- Continue to emphasize interdiction of drug traffickers on Iowa highways
- Continue to investigate major instances of diversion of prescription drugs for illicit uses.

Performance Measures

- Purity of samples of methamphetamine analyzed by the Division of Criminal Investigation Criminalistics Laboratory

CY 2003	CY 2004	CY 2005	CY 2006	CY 2007
23	34	54	39	41

- Number of drug trafficking organizations disrupted

CY 2003	CY 2004	CY 2005	CY 2006	CY 2007
NA	83	111	96	80

GOAL: Investigate and suppress criminal activity

Strategies:

- Provide highly skilled investigative assistance to local and federal law enforcement agencies in complex criminal investigations as requested.
- Provide specialized forensic laboratory assistance to local, state, and federal law enforcement agencies as requested.
- Provide intelligence information and analysis to local, state, and federal law enforcement agencies to assist in criminal investigations.
- Investigate selected “cold case” homicides.
- Investigate cases of suspected criminal activity at or near gaming facilities.
- Investigate cases of alleged failure to comply with the requirements of the Iowa Sex Offender Registry.
- Provide information from the I.O.W.A. System to aid in investigations
- Provide technical support and equipment to law enforcement for surveillance operations.
- Investigate cases of suspected Internet-based crime against children.

Performance Measures:

- Percent of major criminal investigations resolved.

FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
NA	NA	60	55	71

GOAL: Provide Infrastructure and Resources to Support the Criminal Justice System in Iowa

Strategies:

- Provide police radio services to state, local, and federal law enforcement in Iowa.
- Provide data communications services to support state, local, and federal law enforcement in Iowa.
- Provide automated fingerprint identification services to Iowa law enforcement, including expanded deployment of livescan fingerprinting locations and increased access to the automated fingerprint identification system..
- Provide intelligence information and analysis to Iowa law enforcement.
- Maintain criminal history records for Iowa to support law enforcement and the court system.
- Provide support for the rapid dissemination of missing persons information.
- Maintain registration information for convicted sex offenders and provide ready access to that information.
- Expand the current support provided to criminal justice agencies in the area of cyber crimes through technical assistance, forensic examinations, investigative support and providing training to assist criminal justice agencies in the investigation and successful prosecution of cyber crimes.
- Continue to enhance the Internet Crimes Against Children task force initiative to include an expanded collaboration of affiliate partnerships throughout the State of Iowa.
- Provide educational support to criminal justice agencies regarding criminal history collection, maintenance and dissemination; sex offender registrations, fingerprint collection and identification, operation and support of livescan fingerprinting terminals and missing persons information resources.
- Continue to collect, maintain, and publish reported crime statistics from all Iowa law enforcement jurisdictions.
- Research and implement applications of new and emerging technologies to improve investigative techniques and outcomes.

Performance Measures:

- Percent of time Iowa State Patrol Communications radio system is operational:

FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
NA	99	98	98	99

GOAL: Contribute to Iowa's Ability to Detect, Prepare for, Prevent, Protect Against, Respond to, and Recover from Terrorist Attacks

Strategies:

- Provide Fusion Center services to collect, maintain, analyze, and disseminate intelligence information regarding terrorist threats, including coordination and information sharing with appropriate non-law enforcement entities.
- Provide support for effective responses to critical incidents.
- Provide bomb detection and disposal services to all Iowa law enforcement and fire services, directly and in cooperation with certified bomb disposal units of local law enforcement agencies.

Performance Measures:

- Percentage of Iowa law enforcement agencies which participate in the Iowa Law Enforcement Intelligence Network (LEIN) and have at least one officer certified to participate in LEIN.

FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
NA	NA	99	94	97

GOAL: Continue to Support Development of Excellence in the Workforce

Strategies:

- Conduct thorough background investigations of all prospective employees before final offers of employment are extended.
- Provide training to recruit peace officers in excess of minimum standards promulgated by the Iowa Law Enforcement Academy
- Provide regular in service training to all peace officer members of the Department
- Provide specialized technical training to employees as required to maintain excellent job performance.
- Conduct thorough investigations of all complaints received regarding conduct of employees of the Department.

Performance Measures:

- Background investigations of prospective employees conducted

FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
NA	NA	NA	NA	NA