

**IOWA  
DEPARTMENT OF PUBLIC SAFETY**

**STRATEGIC PLAN**



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Commissioner**

**Revised  
January 2014**

I. Departmental Vision, Mission, Values	3
II. Planning Process	4
III. Assessment	5
IV. Core Functions	12
V. Goals, Strategies, and Performance Measures	13

## I. Departmental Vision and Mission Statements and Core Values

### **Iowa Department of Public Safety Vision Statement**

Committed to ensure that Iowa continues to be a safe and prosperous place.

### **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: Guiding Principles and Core Values**

- Courtesy
- Service
- Protection
- Integrity
- Professionalism

## **I. PLANNING PROCESS**

This strategic plan is intended to reflect goals of the department for the fiscal years FY 2012 through 2014; it will be reviewed and revised as needed in conjunction with preparation of the department's annual agency performance plan.

This plan is supplemented by the following additional plans and documents:

- Annual agency performance plan
- Annual agency performance report
- Workload assessments of major units of the department, updated every three years
- Annual capital improvement plan
- Annual infrastructure improvement report

Action planning is implemented through the annual agency performance plan, which includes specific goals and measures designed to implement the overall goals of the departmental strategic plan.

## II. 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 assist in organizing this assessment, the Strategic Planning Team identified perceived strengths, limitations, opportunities, and concerns affecting the Department's future operations. The results of that analysis are presented in the following table:

<p style="text-align: center;"><b>Strengths</b></p> <p>Expertise          Reputation          Personnel          Leadership          Responsiveness          Cooperation          Tradition          Commitment          Use of technology          CALEA accreditation          Continuity of Operations/Continuity of Government</p>	<p style="text-align: center;"><b>Limitations</b></p> <p>Aging work force in the Department          Budget constraints          Hiring          Training          Equipment acquisition &amp; replacement          Overtime          Communications system          Voice &amp; data interoperability          Aging infrastructure</p>
<p style="text-align: center;"><b>Opportunities</b></p> <p>Diversity (demography &amp; skills)          Interoperability – voice &amp; data          Construction of new/renovated facilities          &amp; facility partnerships/collocation          Regulatory assistance          Public-private partnerships          Partnerships with other agencies          Adoption of improved technology          Redundancy of communication systems          Intelligence-Led Policing</p>	<p style="text-align: center;"><b>Concerns</b></p> <p>Catastrophic natural disasters          Loss of emergency voice/data communication          Technology used by criminals</p>

## A. THE EXTERNAL ENVIRONMENT

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

- Iowa's population grew 4.1% from 2,926,324 in 2000 to 3,046,355 in 2010.
  - The 2010 census showed that Iowa has a population of
    - 91.3% white
    - 5% Hispanic origin
    - 2.9% black
    - 0.4% American Indian and Alaska native
    - 1.7% Asian
    - 0.1% native Hawaiian and other Pacific Islander
    - 1.8% reported being two or more races
  - In 2010, 23.9% of the population was under 18, and about 14.9% were over age 65.
  - About 89.6% of the population had graduated from high school, and about 24.2% had college degrees.

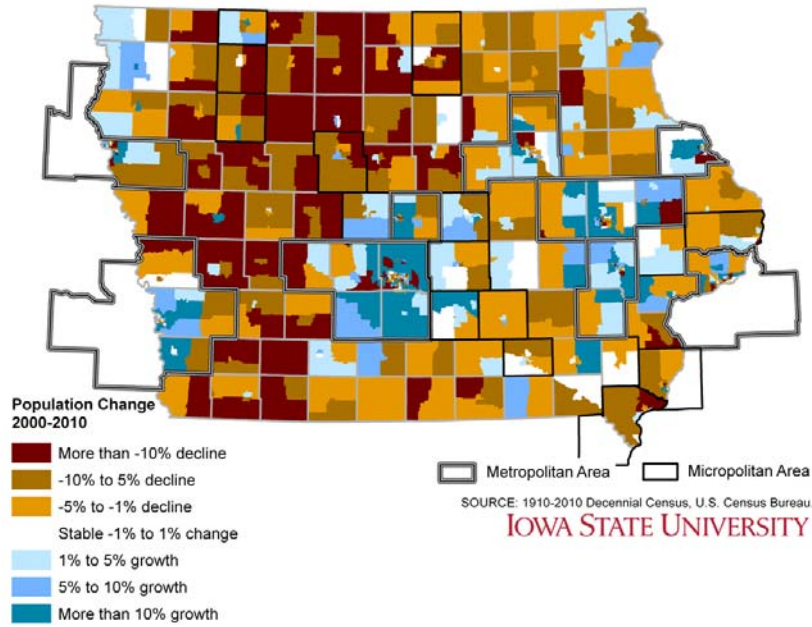


- The Iowa population shows stability. About 84% have lived in the same house for more than one year, and home ownership rates are about 72.9% of all Iowans.
- In the past decade, Iowa has seen less rural and more metropolitan population growth.<sup>1</sup> Rural and metropolitan populations are relatively well dispersed throughout the state. Trends indicate that the state is likely to move toward greater regionalization, which may have an impact on public-safety service delivery and traveled miles. The rural tradition of the state remains a critically important part of the Department of Public Safety's mission. If regionalization of the state increases, the importance of the Department's resources in more rural areas of the state also increases. Often, the Department is the first to arrive on scene in rural areas where local law enforcement resources are limited, and also coordinates with local agencies on an array of law enforcement actions. Residents and travelers depend on law enforcement officials for protection from crime, response to travel hazards and accidents, and assistance during inclement weather.

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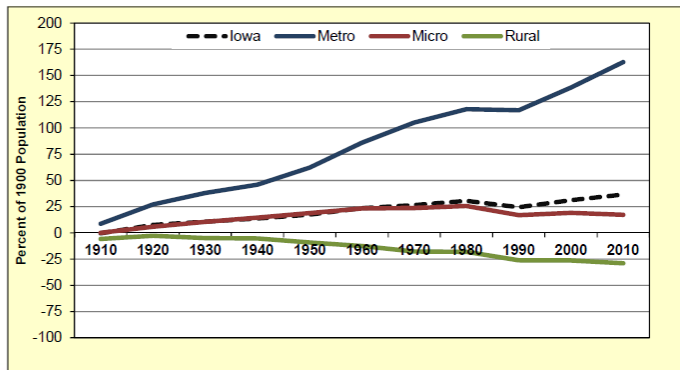
<sup>1</sup> David Peters, Iowa State University Department of Sociology (November 2011)

## Population gains and losses over 10 years



In 2010...  
56.6% metro  
17.0% micro  
26.5% rural

Peak Years ...  
2010 metro  
1980 micro  
1920 rural

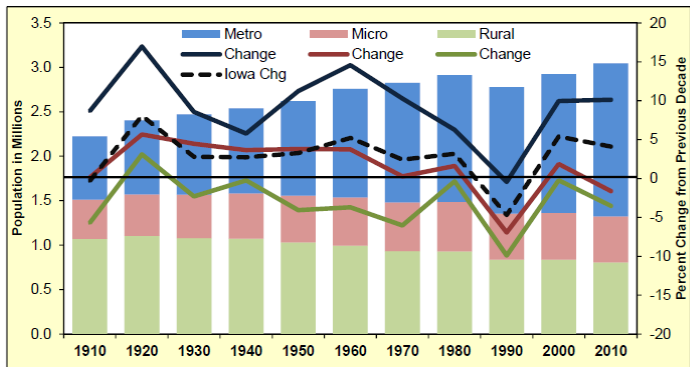


Sociology

IOWA STATE UNIVERSITY

1910-2010 ...  
36.9% Iowa  
141.7% metro  
17.0% micro  
-24.6% rural

2000-2010 ...  
4.1% Iowa  
10.1% metro  
-1.6% micro  
-3.5% rural



Sociology

IOWA STATE UNIVERSITY

- Comparisons with other states show that Iowa ranks well on several measures that are important to the goals of the Department of Public Safety:<sup>2</sup>
  - In 2011, Iowa ranked as the second-most livable state, based on 43 factors that included household income, crime rate, sunny days and infant mortality
  - Iowa ranked sixth in the safest neighborhoods in the United States
  - Iowa was named the fifth-best state to raise a child, by the Annie E. Casey Foundation
  - Iowa had the third-highest high school graduation rates in the country in 2011
  - Iowans pay one of the lowest combined average auto insurance premiums of any state
  - Iowa's unemployment rate generally has been lower than the national rate
  
- Iowa's primary industries are agricultural commodities (first in production of corn, soybeans, hogs, eggs; and a major producer of beef, milk and chicken); food processing manufacturers (meatpacking, corn oil cornstarch, corn sugar, cereal), machinery production (farm machinery and household appliances); insurance and financial services; renewable energy and bioscience, and information technology.

## **Challenges and Threats**

### **Traffic**

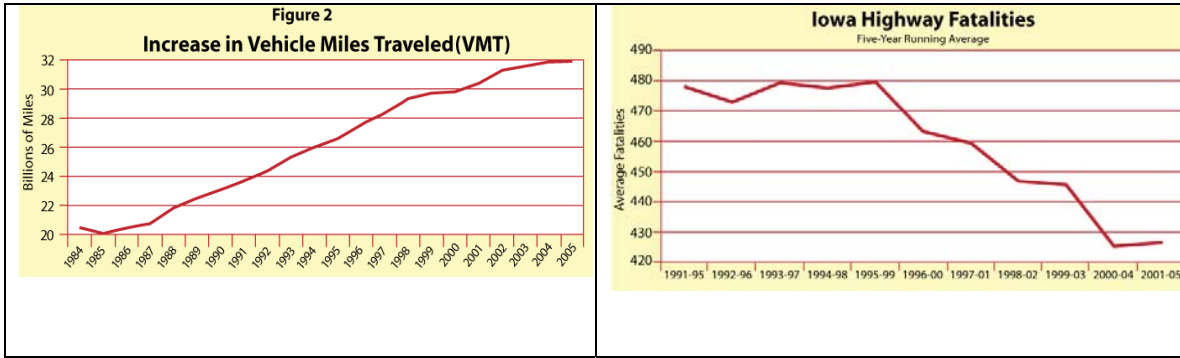
A major responsibility of the Department, and especially the Iowa State Patrol and Governor's Traffic Safety Bureau (GTSB), is dealing with the challenges to the safety of the public posed by motorists on the state's roads. Although Iowa has experienced a dramatic increase in vehicle miles traveled, the trend in traffic fatalities has declined:<sup>3</sup>

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<sup>2</sup> State of Iowa, <http://www.iowalifechanging.com/business/qualityoflife.aspx>

<sup>3</sup> Iowa Department of Transportation, "The Iowa Comprehensive Highway Safety Plan," [http://www.iowadot.gov/traffic/chsp/plan\\_future.html](http://www.iowadot.gov/traffic/chsp/plan_future.html)

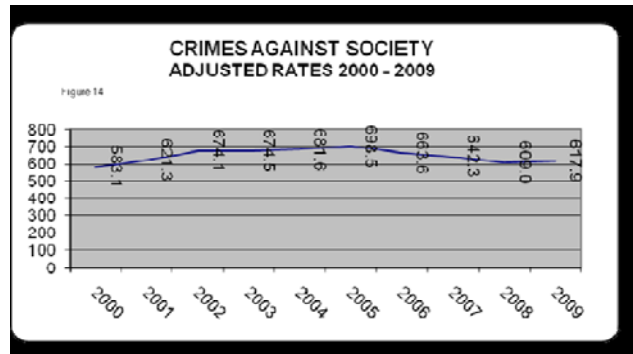
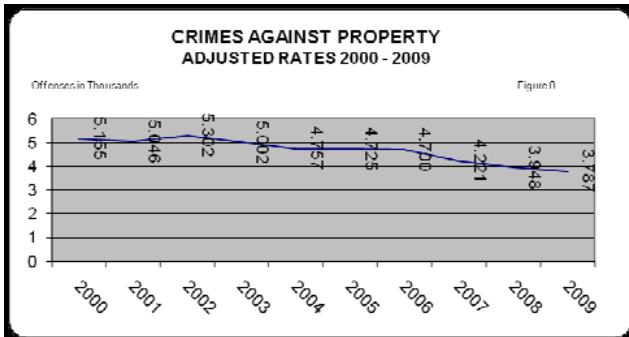
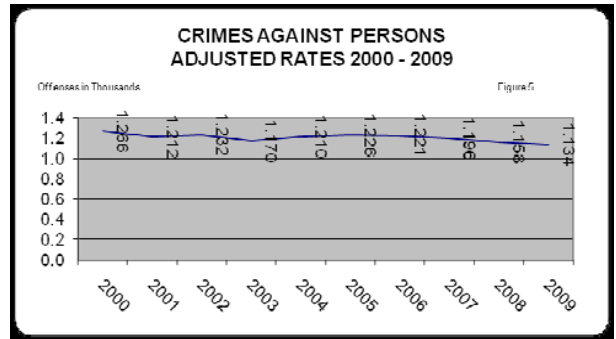




**Crime**

Iowa has long enjoyed one of the lowest crime rates in the country, especially with regard to reported violent crimes, though the issues faced in the coming decades may be somewhat different from the past. Growth in internet usage and an aging population – in Iowa and nationwide – may result in increased risks for financial crimes

- Crimes against persons, crimes against property, and crimes against society have declined since 2006<sup>4</sup>

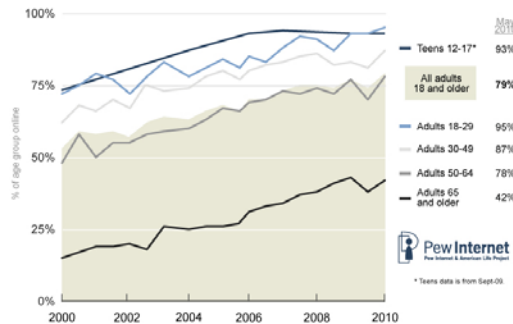


<sup>4</sup> These terms are used in the Uniform Crime Report. Crimes Against Persons include murder, sexual assault, aggravated assault, simple assault and kidnapping. Crimes Against Property include robbery, burglary, larceny, motor vehicle theft, fraud and vandalism. Crimes Against Society include drug/narcotic violations and weapons laws.

## Cybercrime and Child Pornography

Along with steady growth in Internet usage,<sup>5</sup> reports of Internet crimes have grown dramatically since 2000, when the national Internet Crime Complaint Center (IC3) was established. Nationwide, the number of complaints has risen from about 5,000 in 2001 to nearly 122,000 in 2010.

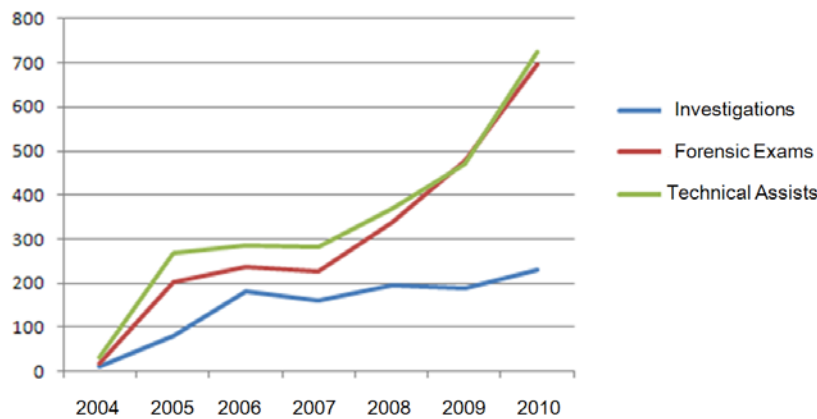
Change in internet use by age, 2000-2010



An analysis of the IC3 complaints in 2010 showed that the vast majority of Internet crime perpetrators are from outside of Iowa, but Iowans are being financially victimized.<sup>6</sup> More than 1700 complaints came from Iowa in 2012, with total losses in excess of \$3 million.<sup>7</sup>

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 ICAC 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.

Internet Crimes Against Children  
2004 – 2010



<sup>5</sup> Pew Internet & American Life Project, Change in Internet Access by Age Group, 2000-2009, available online: <http://www.pewinternet.org/Infographics/2010/Internet-access-by-age-group-over-time.aspx>

<sup>6</sup> Internet Crime Complaint Center Annual Report 2010.

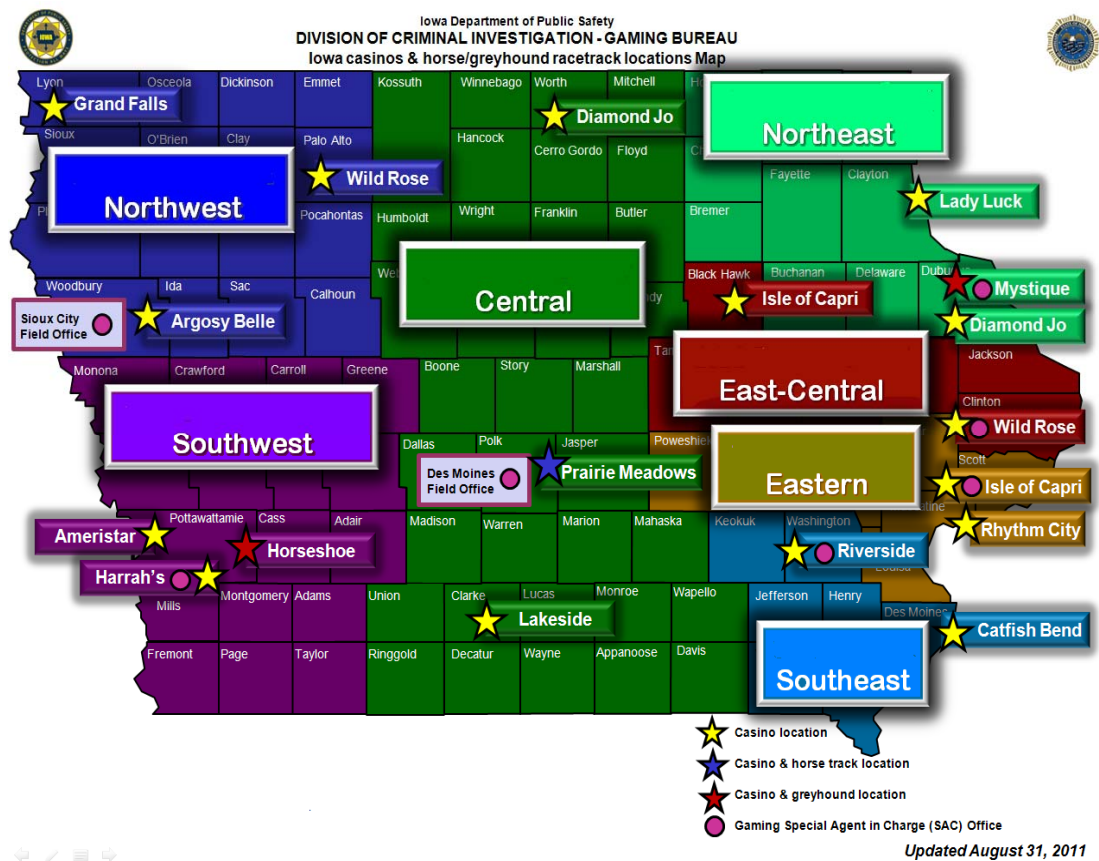
<sup>7</sup> Internet Crime Complaint Center Annual Report (2012).

The ICAC Task Force has seen an 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 to increase as lowans become more dependent upon technology for communication, business and leisure activities.

## Gaming

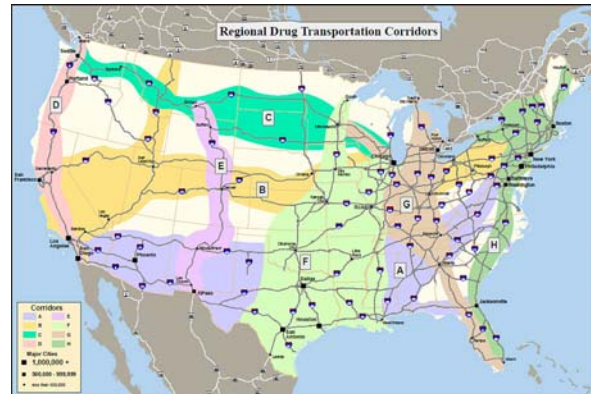
Iowa has legalized gaming via casinos, racetracks and lotteries, and the Division of Criminal Investigation enforces gaming laws and regulations. Gaming facilities can be the target for organized criminal operations when cash flows associated with high stakes gaming have made it attractive for illicit activities, such as skimming or money laundering.

The Division of Criminal Investigation sworn personnel are on site at the various facilities on a daily basis, and also conduct background investigations designed to promote the integrity of the gaming industry in Iowa.



## Drugs

Iowa is at the crossroads of significant drug trafficking corridors, as Interstates 35 and 80 intersect.<sup>8</sup> Methamphetamines, while of great significance in Iowa in recent years, have not displaced other illicit substances. Cocaine, heroin, and marijuana remain problems in Iowa, and recently, synthetic substances, such as “bath salts” and synthetic cannabinoids, as well as the diversion of pharmaceutical drugs, have become potential concerns.

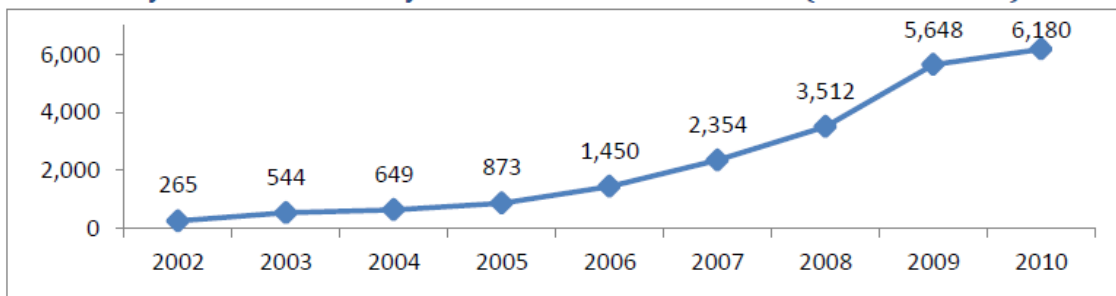


Iowa also has been identified as having gang-involved drug distribution networks, which are dispersed throughout the state. Changes in Mexican drug cartels have shifted drug trafficking routes, which in turn are likely to have an impact on drug trafficking in Iowa. Violence levels have increased dramatically in Mexico, but similar increases have not yet been noted in Iowa.



Drug trends also show an increase in the diversion of prescription drugs for abuse by teens and adults. The Iowa Poison Control Center has noted a dramatic increase in the number of calls received regarding painkillers (Hydrocodone and Oxycodone) in the past decade.

**Hydrocodone and Oxycodone ID Calls from Iowans (Iowa SPCC-CYs)**



Source: [Iowa Statewide Poison Control Center](#)

The ability of law enforcement officials to address drug diversion plays a significant role in drug trafficking and drug usage in the state. Nationwide and statewide

<sup>8</sup> US Department of Justice, National Drug Threat Assessment 2010 (Feb. 2010)

trends suggest that diversion plays an increasingly important part in drug trafficking efforts.

### **Fire Investigations and Inspections**

Fire death trends have declined, though each year, 30 to 50 people die as a result of fires in Iowa. Efforts to focus on the use of smoke detectors and fire prevention have saved dozens of Iowans lives.

Attention to fire risk is important to Iowans because the potential for fire and explosion is significant. Flammable and combustible liquids, particularly when also stored in bulk, present risks of leaks, spills, and fires. Iowa has long had 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 as a raw product.

In many areas of the state, liquefied petroleum (propane) is widely used for heating and water 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 installations used with propane are improperly installed or used. Current regulation 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.

### **Terrorism and Homeland Security**

Terrorist threats continue throughout the United States, including Iowa. The nature of the threat has evolved over the past decade, which requires flexibility and continued attention by law enforcement officials who monitor threats and respond to terrorist plans and actions. The threat of an attack from homegrown violent extremists is ever present, and Iowa is not immune to that threat.

### **INTERNAL ASSESSMENT**

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



### Overview of the Department

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

### III. CORE FUNCTIONS

The Department has identified the following Core Functions:

- **Investigation and Enforcement**

***This includes*** assistance to other agencies, patrolling the state's highways, investigating major/violent crimes, gaming enforcement, compliance with Sex Offender Registry, investigation of intentionally set fires, proactively responding to terrorism threats, narcotics enforcement, capturing necessary data to prevent

criminal activity, along with numerous other law enforcement functions and special operations such as Weapons of Mass Destruction tactical response, intelligence capabilities, explosive disposal and mitigation, clandestine lab response, crisis negotiation, and Child Abduction Response Team (CART).

- **Regulation and Compliance**

***This includes*** activities which are often described as “regulatory,” such as fire prevention inspections, code enforcement, and licensing activities.

- **Information management**

***This includes*** providing the secure technology needed for changing law enforcement needs while maintaining sensitive criminal intelligence, criminal history records, uniform crime reporting, public information activities, and management of the Iowa State Patrol Communications System, licensing databases, and the Iowa Missing Persons Information Clearinghouse. The Department coordinates with law enforcement agencies across the nation to make sensitive information available to law enforcement agencies quickly, lawfully and appropriately. Information management must be implemented effectively in an emerging environment of cyber threats to government systems.

- **Education and Training**

***This includes*** the ongoing education and training to first responders and law enforcement by the divisions of the Department of Public Safety, the Department of Public Safety Recruit Academy, leadership and ethics training provided by partnerships with IACP, FBI, CALEA, Northwestern University Center for Public Safety, and academic organizations. Public education and safety messages on cyber bullying, stranger awareness, drug resistance, driver safety education and public safety messaging.

- **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 and the information systems in the Intelligence Fusion Center.

#### **IV. GOALS, STRATEGIES, AND PERFORMANCE MEASURES**

##### **GOALS**

- **Reduce preventable injuries and deaths with targeted initiatives**
- **Suppress criminal activity through intelligence-led policing**
- **Increase effectiveness and efficiency through coordination with public and private partners**
- **Use technology to improve effectiveness and efficiency**
- **Reduce/minimize costs of compliance with government requirements**
- **Promote integrity and excellence in the workforce**
- **Rapid response to requests for assistance**

##### **GOAL 1: Reduce preventable injuries and deaths with targeted initiatives**

**Measure:** Traffic fatality rate  
Fire fatality rate  
Drug related arrests  
Homicide/Violent Crime Investigations

##### **Strategies:**

- **Reduce the number and severity of traffic crashes by enforcing traffic laws in targeted areas and providing driver safety education.**
- **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
- Reduce the number of people victimized by drug use and violence by providing enforcement, public education, prescription drug drop offs and targeted response to emerging drug trends.
- 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
  - Encouraging smoke alarms to be installed in homes of children from kindergarten to 6<sup>th</sup> grade.
  - Ensure that safety messages regarding abduction and strangers are incorporated in the Iowa State Patrol Safety Education Officer school program.
  - Coordinate with other agencies to address bullying and cyberbullying in schools.

#### **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
- Prevent law enforcement officer injuries and deaths through deconfliction

### **GOAL 2: Suppress criminal activity through intelligence-led policing**

**Measures:** Rate of reported violent criminal offenses in Iowa  
 Number of suspicious activity reports submitted  
 Number of drug trafficking organizations disrupted/dismantled

#### **Strategies:**

- Investigate criminal activity
- Proactively focus on organized criminal activity

- **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.**
- **Provide analytical support services to law enforcement based on departmental priorities**
- **Provide forensic laboratory services and computer forensic services**
- **Strategic targeting of primary drug trafficking and criminal organizations**

**Intelligence-led policing, along with Departmental priorities, will guide initiatives that enhance our own efforts by engaging the public and private sectors in preventing crime. We will detect, deter and disrupt criminal activity by collaborating with public and private partners. With public safety as our primary mission, our efforts are enhanced when the public is engaged and encouraged to work with law enforcement.**

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

#### **Measure:**

- **Number of coordinated special traffic enforcement projects**

#### **Strategies:**

- **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 (NICS) program access in the IOWA system implemented within deployment dates**
- **Local reporting through the National Fire Incident Reporting System (NIFRS)**

**Strategies:**

- **Facilitate information sharing technology services that benefit law enforcement agencies (Criminal Justice Information System, Computerized Criminal History, Sex Offender Registry, Automated Fingerprint Identification System), and National Ballistic Information Network (NIBN)**
- **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)**
- **Incorporate emerging technologies and develop innovative uses for existing technologies to enhance departmental effectiveness**
- **Expansion of DNA sampling to comply with the law**

**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 through legislative processes while not compromising safety.**
- **Establish administrative fees that are reflective of program administration costs**
- **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: Proof of required accreditation standards**

- **Maintain high and consistent standards hiring of employees by**
  - **Recruiting top quality individuals for careers in the Department**
  - **Applying consistent methodology to conducting background investigations of all prospective employees**
  - **Requiring completion of rigorous pre-employment testing and evaluation and 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**
  
- **Invest in employees by providing and encouraging participation in specialized training and education to enhance employee effectiveness**
  
- **Ensure that all complaints against department employees are documented and investigated in a timely manner**

### **Summary**

The long-standing tradition of excellence in 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. Effective law enforcement helps to maintain low crime rates, promote positive community growth, and ensure a safe and prosperous place to live.