

# SAFE COMMUNITIES

## State Fusion Center

The demand for intelligence information by the State and local government officials has broadened considerably in recent years. Officials who are responsible for homeland security in our State must have accurate, reliable, and timely information to understand the nature and extent of the threats, vulnerabilities, and risks facing Iowans. In response to these demands, the Department of Public Safety and Homeland Security and Emergency Managements partnered together in 2005 to form the State Fusion Center. The Center "fuses" traditional criminal intelligence gathering, analysis, and dissemination with the broader intelligence needs to serve homeland security efforts as a partnership among local, state, and federal agencies, as well as the private sector. Governor Vilsack and Lt. Governor Pederson recommend \$665,000 in FY2007 to continue the State Fusion Center operations.

## Criminal Justice Information System

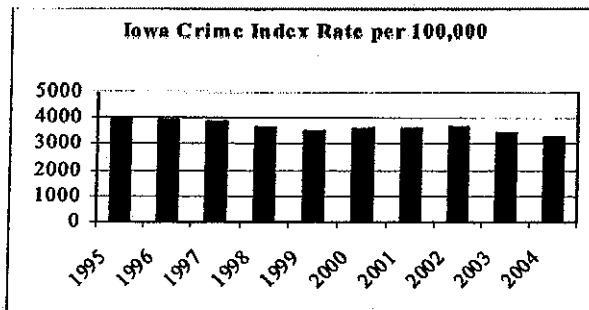
Iowa's Criminal Justice Information System (CJIS) integration initiative intends to develop a statewide, seamless, real-time information sharing system to allow criminal justice agencies to exchange information electronically within the criminal justice community. Currently, there are three established, real-time, criminal justice exchanges processes in place. Governor Vilsack and Lt. Governor Pederson recommend \$2.6 million in FY2007 to fund Criminal Juvenile Justice Planning Agency's CJIS efforts to allow as many as fifteen agencies within the criminal justice community to have the capacity to participate in automated exchange processing.

## Criminal Science Investigation

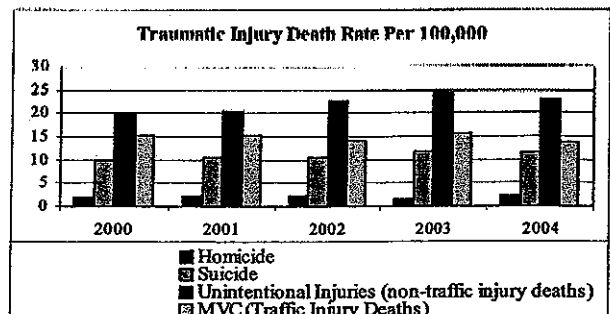
Criminal investigations serve as a vital and versatile resource for the entire Iowa criminal justice system through prevention, education, crime detection and prosecution. Services include analysis and comparative studies of evidence, fingerprint identification, firearms identification, questioned documents studies, internet crimes, and criminalistics lab work. Governor Vilsack and Lt. Governor Pederson propose an additional \$652,000 in FY2007 to continue and expand operations of an all-felons DNA database. This will assist law enforcement agencies, leading to more effective criminal investigations.

## Other Safe Communities Highlights

- \$300,000 to the Department of Public Safety to upgrade software for the Iowa Sex Offender Registry
- \$2.4 million to the Department of Corrections for Global-Positioning-System monitoring and treatment of sex offenders.
- \$722,000 to the Department of Corrections to increase treatment of mental health needs in Iowa's prison
- \$8.4 million to the Department of Corrections for one-time equipment costs and to operate the expanded special needs and mental health behavioral unit at the Iowa Medical Classification Center in Oakdale.
- \$950,000 to the Department of Correction to reduce recidivism by increasing supervision in the community based corrections system
- \$4.8 million pass through increase to the Judicial Branch budget



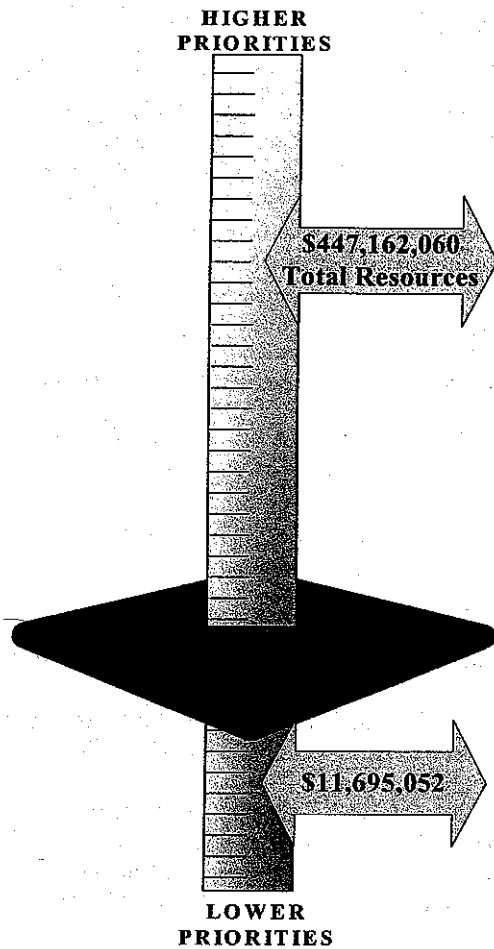
Data Source: FBI, "Crime in the United States"



Data Source: Iowa Department of Public Health, Center for Health Statistics, vital Statistics of Iowa Publications, Table 4

[Note: the drilling platform below reflects a correction made after the hard copy version of the Budget Report was printed.]

## DRILLING PLATFORM SAFE COMMUNITIES



Funded Priorities	
\$1,254,029	Homeland Security & Emergency Management
\$6,246,184	Iowa National Guard Military Readiness and Defense
\$3,656,020	Supporting all Iowa Law Enforcement
\$1,800,399	We Think so that Law Enforcement Can Act
\$303,343,705	Dept. of Correction Current Level of Service
1,227,848	Parole Board
\$19,015,875	Criminal Sciences Supporting Iowans
\$44,427,097	What Brown Does For You
\$47,456,045	Public Defender/Indigent Defense
\$4,000,447	It's a Matter of Supply and Demand
\$3,888,654	Ensuring the Life Safety of Iowans
\$851,747	Dept. of Corrections Mental Health Transition
\$985,753	Civil Rights Enforcement, Training, Education and Outreach
\$322,417	Dept. of Corrections High Risk Caseload
\$1,172,389	Iowa Law Enforcement Academy (ILEA)
\$1,449,700	Running on Empty
\$5,113,412	Dept. of Corrections IMCC Six Months Operating Costs
\$950,339	Dept. of Corrections Re-Entry Process
Unfunded Priorities	
\$750,000	Dept. of Corrections Basic Life Care
\$1,750,000	Dept. of Corrections Education
\$1,443,666	Criminal Investigations for the Iowa Criminal Justice System
\$827,725	Taking a Megabyte out of Crime
\$514,956	Homeland Security Regionalization
\$1,483,156	Keep'em Alive and Injury Free Until 25
\$103,193	It's No Game-Iowa Must Play With a Full DEC
\$293,449	Enhancing the Life Safety of Iowans
\$3,376,519	Dept. of Corrections IMCC One Time Costs
\$1,000,000	Military Service Member Home Buyer Benefit Program
\$152,388	Iowa Law Enforcement Academy (ILEA)

The mechanics of Purchasing Results work like this:

### **1. Results Areas and Indicators**

Governor Vilsack and Lt. Governor Pederson start the process by listening to Iowans. That input forms the basis for **Results Areas and Indicators**, which identify the overall results Iowans want, with indicators that tell us how well we are doing. Aligned with the seven legislative budget subcommittees, the main Result Areas are:

- 1. Education**
- 2. Health and Human Services**
- 3. Economic Development**
- 4. Justice**
- 5. Agriculture and Natural Resources**
- 6. Transportation, Infrastructure, and Capitals**
- 7. Administration and Regulation**

An example of an Indicator, in this case for Education, is the percentage of 4<sup>th</sup> grade students achieving "proficient" or higher in reading.

### **2. Buying Teams and Requests for Results**

The Governor and Lt. Governor then ask Buying Teams to help them purchase results in each of the Result Areas. Each Buying Team, which consists of staff from the Office of the Governor and Lt. Governor and the Department of Management, issues a **Request for Results (RFR)** to the sellers.

Each RFR, which is very much like a Request for Proposals (RFP), guides sellers. *"This is what we want to buy. These are the priorities. Here are the strategies we think work best."* Each RFR consists of the Indicators, a Strategy Map, and Purchasing Strategies for that Result Area.

### **3. Offers**

With the RFRs as their guide, state agencies prepare **Offers** for the Buying Teams. Each Offer is just that, an offer to provide quantified results for a given price. The Buying Teams encourage agencies to be creative, collaborate with others, and submit any offer they want, as long as it responds to an RFR. Existing activities are not exempted. Agencies know that if they want to do something in fiscal year 2007, it has to be in an Offer. Each Offer consists of a Description, Justification, Performance Measures, and Price with Revenue Source.

### **4. Purchasing Priorities**

The Buying Teams evaluate the Offers, negotiate with sellers for better deals, and rank the final offers in priority order as recommendations to the Governor and Lt. Governor. Each Buying Team has an allocation of the total appropriated revenues and can see how much of their prioritized list that allocation allows them to purchase.

These lists, **Purchasing Priorities**, include all state appropriated funds and show the Offers in priority order from top to bottom, with a line drawn to show where the money runs out.

The Purchasing Priorities make the hard choices clear. Higher priority Offers rise above the line and are recommended for funding. Lower priority Offers slip below the line and cannot be funded with the money available. For each Purchasing Priorities list, a brief **"Impact Narrative"** describes what happens for Iowans when the priorities are funded.

## Next

Purchasing Results provides a better framework for budget choices. Decision makers can engage sellers in discussions about Offers. They can reorder the priorities by moving Offers up or down the Purchasing Priorities. They can decide how many dollars should be available overall and how many should be allocated to each Result Area. Ultimately, they decide which Offers provide the best value for Iowans.

## JUSTICE BUYING TEAM REQUESTS FOR RESULTS

### Result:

- Enhancing community safety and promoting equality in our justice system.

### Indicators:

- Crime Index Rate
- Availability of real time data transactions across justice data systems
  - Number of established real time data exchange processes.
- Traumatic Injury Death Rate
  - Crime Fatalities
  - Non-Traffic Injury Deaths
  - Traffic Injury Deaths

The first indicator measures what is more commonly known as serious crime. The index includes: violent crimes of murder, forcible rape, robbery and aggravated assault and the property crimes of burglary, larceny and motor vehicle theft. This data is collected by the FBI under the Uniform Crime Reporting (UCR) Program and reported by DPS.

The second indicator addresses the exchange and use of criminal justice information by state and local law enforcement agencies, prosecutors, courts, corrections, other justice agencies and the public. Rather than build separate data silos for individual justice agencies an integrated criminal justice system will ensure efficient access to reliable data that will achieve justice system goals.

The third indicator relates to the number of Iowans that die due to a traumatic injury. Included are fatal injuries that are accidental, avoidable, or crime related. This is known as the Injury Mortality Rate, which is reported for each state by the CDC's National Center for Health Statistics and generated by DPH.

### Strategy Map:

The Strategy Map focuses on three main strategies to create safe communities. Those strategies include prevention, response and recovery, and preparedness. The Map places an emphasis on creating a safe environment to raise Iowa families. An essential component that reaches across each strategy is creating an efficient, reliable, and integrated criminal justice information systems, which provides proper safeguards to ensure that all information is secure and individual privacy is protected.

**Prevention:**

Taking steps to reduce the potential for harm due to crime, abuse, emergencies or other incidents offers the best opportunity to create safe communities. A well-rounded approach will achieve both long-term and short-term results. Beginning with a focus on Community Involvement, citizens living in their own community are best able to lay the groundwork for keeping neighborhoods safe. Creating adult self-sufficiency, with an emphasis on offenders reentering society, reduces risks. Multiple studies, such as the Public Health's Outcome Monitoring System emphasize the effectiveness of prevention strategies in reducing crime and abuse. Engaging the community and citizens in this effort, including establishing safe behaviors and activities, are the remaining essential components in creating safe communities through prevention efforts.

**Response and Recovery:**

Successfully responding and recovering from incidents that endanger public safety is critical to minimize injury and the potential for subsequent harm. It includes successfully managing the crises at hand to minimize further harm as well as recovery efforts. It specifically requires assistance to victims, to assist in their future protection and restoration. Finally, the bedrock of any safe community requires an equitable, timely and complete justice process that insures a balanced and appropriately weighted response that is basic to our very rights.

**Preparedness:**

Being prepared is a critical tactic to lessen the hazardous effects of a crises, disaster or emergency. Allocating time and resources to become prepared will bring families in crisis or a community that is hit with a disaster back to the quality of life they had prior to the emergency. Collaboration between federal, state and local authorities is essential for communities to be prepared. The most effective strategies to prepare a community include planning, training, and providing adequate resources.

## Purchasing Strategies:

*The Justice Buying Team is seeking offers that:*

- ❑ Emphasize prevention through state and local partnerships and leveraging non-state funds.
- ❑ Encourage information sharing, increase accuracy and timeliness of the information shared across the justice community.
- ❑ Community-based, community-integrated, transparent system to encourage a more secure environment.
- ❑ Encourage voluntary compliance with laws that reduce the need for enforcement
- ❑ Invest in offender reentry strategies that reduce recidivism.
- ❑ Focuses on a restorative justice process.
- ❑ Increases coordination and communication across federal/state and local resources that expands community capacity to respond to disasters and crises.
- ❑ Focus on education to decrease traumatic death and preventable injury.

### All Offers Should:

1. Be innovative and bold in implementing Vilsack-Pederson priorities and values. Ensure that the many innovative and bold initiatives we have begun are fully and well established.

*This is not the old business as usual. Offers should continue ideas and improved services that produce results in the most effective and innovative ways. Offers are not limited to the services the State of Iowa currently provides the way we currently provide them. If an offer includes a service the State currently provides, the offer should improve upon those services. Adapt best practices to Iowa.*

2. Use the principles of smarter sizing, smarter spending, smarter management and smarter leadership.

*The State of Iowa must work smarter to produce better results with the available resources. Some principles that will do that include:*

- *Consolidating services in a smart way;*
- *Buying services competitively;*
- *Using flexibility to produce accountability;*
- *Giving Iowans choices;*
- *Giving money to Iowans, rather than institutions;*
- *Making administrative systems allies, not enemies;*
- *Improving work processes and productivity;*
- *Improving the availability, quality, use, and sharing of data;*
- *Purchasing prevention, not remediation;*
- *Separating steering and rowing;*
- *Producing voluntary compliance;*
- *Targeting subsidies;*

- *Purchasing less mistrust; and*
  - *Blending or braiding revenue streams.*
3. Divest lower value strategies so that there is more money to invest in higher value strategies.  
*The State of Iowa cannot simply continue to provide all of the services it currently provides, because many of those services do not directly relate to the results Iowans want most. To provide those results, the State must target its resources toward services and programs that will directly impact those result areas. Investments must also target populations, regions or aspects of a delivery system that most need attention.*
  4. Encourage collaboration and partnerships.  
*The State of Iowa cannot do everything alone. Iowans want state departments to work with each other, as well as other levels of government, non-profits, and the private sector. The State's investments must build upon and work with community based organizations and initiatives. Partnerships require incentives. The State cannot construct a budget based on the hope that partners will fund a portion of the service, if those deals have not been discussed with the partners.*
  5. Show measurable results.
  6. Build on organizational core competencies.  
*When offers are made to fund existing state services, they should build upon that service's strengths. Offers should improve upon the areas that Iowans expect and want from state government, not abandon the core service.*
  7. Promote cultural competence.  
*Diversity is important to the future of Iowa. Offers should welcome and serve diverse populations.*