

Commissioner's Planning Guidance

IOWA
PEACE
OFFICER
MEMORIA

Department of Public Safety



2013

Commissioner's Message

I am profoundly honored to serve as your Commissioner. With this leadership role, I pledge to all of you my very best. As I am new to the department, I may not have had the opportunity to work with everyone in the organization. Many of you I have, and I look forward to building upon these positive relationships, as well as developing new ones.

In my time here at Public Safety I've come to believe this is one of the finest law enforcement organizations in the country. Our Divisions of Narcotics Enforcement, Criminal Investigation, Intelligence, Fire Marshal, State Patrol, Administrative Services and the Governor's Traffic Safety Bureau are recognized not just in Iowa, but across the country for their dedication to excellence. I understand this reputation was built by those who served long before you and me. But our reputation is also maintained and strengthened by sworn and non-sworn employees who come to Public Safety every day, dedicated to hard work and excellence.

In the coming months and years we will enjoy many successes and endure great challenges. I believe in every challenge lies an opportunity to grow and I know that together we will overcome adversity through mission-driven hard work and adherence to Public Safety's core values. Each one of us plays a critical role in meeting our mission: serving the citizens to save lives. Because lives are at stake, our focus must remain constant and sharp.



“A position of command does not define one’s leadership abilities - it reveals them.”

- Commissioner J.A. Farrow

As technology evolves, vital resources shift, and the state's population diversifies, Public Safety will have a unique opportunity to show our integrity, values, and worth to the citizens of Iowa. To take advantage of this unique moment in history, I have initiated, and will remain committed to, proactive and on-going strategic mapping. This strategic work will always be guided by Public Safety's mission and core values, as well as by our responsibility to support local Police Departments and Sheriff's Offices.



In the following pages you will find my expectations for our management team and the organization as a whole. I expect Department leaders to vigorously and enthusiastically enforce our policies, procedures, and the values which shape Public Safety.



The higher the rank you hold, the more I will expect. We must aggressively and resolutely strive for excellence in everything we do. We must face problems as a department, putting the full force of our resources, staff, and talent toward implementing positive solutions.

Within 30 days, supervisors across Public Safety must review this guidance and discuss it with their staff. I also expect each employee to provide honest feedback and ideas on how we can continually achieve success. We can only move forward together through open and honest dialogue. I look forward to receiving your input.

Commissioner London speaks at Peace Officer Memorial Ceremony.

A handwritten signature in black ink, appearing to read "Brian London".

Commissioner Brian London

Mission Statement

All Departmental personnel are committed to serving the people of Iowa by providing integrated public safety services with leadership, integrity, and professionalism.

The Public Safety mission is accomplished through six departmental goals:

- **Reduce preventable injuries and deaths with targeted initiatives**
Loss of life and personal injury that results from a variety of criminal activity will be minimized through enforcement, education, and statewide collaboration.
- **Suppress criminal activity through intelligence-led policing**
Collaborate with local, state, and federal public safety agencies to protect Iowa through law enforcement and crime prevention. A highly organized and cooperative public safety community creates an environment in which criminals know they are not welcome.
- **Reduce/minimize cost of compliance with government requirements**
Leadership will continually look for ways to increase the efficiency and effectiveness of Department operations. Public Safety will regularly evaluate resources and partnerships with other agencies.
- **Promote integrity and excellence in the workforce**
Employees in every work unit will be empowered to maximize service to the public. Work will be completed with attention to detail, adherence to a high degree of excellence and with a never-ending commitment to upholding integrity.
- **Increase effectiveness and efficiency through coordination with public and private partners**
Leverage limited resources by teaming up with partners from both the public and private sectors. By exploring new partnerships and expanding existing partnerships, we can better serve the people of Iowa.
- **Use technology to improve effectiveness and efficiency**
Today's technology will be outdated tomorrow. We need to be prepared for rapid change that will affect all aspects of our work. When used appropriately, technology can save time and resources, provide accurate and complete analysis of information that is understandable and readily available.



Planning Guide Themes

1. Save lives and provide the highest level of safety, service, and security.
2. Reaffirm organizational values: Courtesy, Service, Protection, Prevention, Integrity, and Professionalism.
3. Maintain a high level of readiness when the Governor calls.
4. Position Public Safety for the future by anticipating and meeting new challenges.
5. Align personnel with department goals to maximize success and achieve objectives.
6. Recognize employees as our greatest asset.



Oran Pape State Office Building.

Save lives and provide the highest level of safety, service and security.

There are just over three million residents in the state of Iowa, living across more than 55 thousand square miles and working in more than 80 thousand businesses. Each and every one of these residents deserve our best preventative and protective services. Though population centers may shift and diversify, Special Agents and Troopers will remain focused on ensuring Iowans live, work and play in safe communities.

Available data reveals in 2011:

- 7,826 incidents of violent crime reported to Iowa law enforcement, including 46 murders
- 71,361 incidents of property crime reported to Iowa law enforcement
- 360 people died in motor vehicle crashes
- 412 meth labs seized by law enforcement
- 528 incidents of arson reported
- 46 fire deaths



Emergency responders at a 30 car crash on I-35.

The span of enforcement responsibility for Public Safety covers each of the above crimes, and many, many more. As Iowa's largest law enforcement agency, Public Safety provides assistance to local governments and allied agencies when these crimes occur. No matter the size of the community, maintaining positive working relationships with local police, sheriff, and fire agencies is critical to protecting life, limb, and property.

However, we must not rely solely upon local agencies to first identify crime and then request our assistance. Criminals operate in multiple cities and counties. Public Safety should work across jurisdictional boundaries and break down this institution's cultural norms to better identify, investigate and prevent ongoing criminal

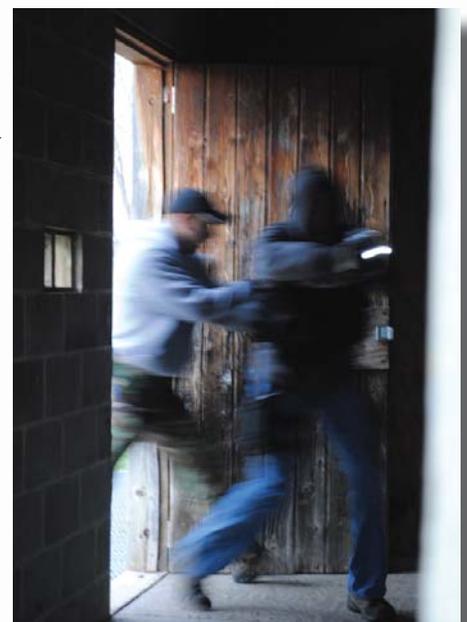
activity. It is critical that each and every sworn and non-sworn employee embrace a proactive approach to crime reduction and enforcement of the law. The recent launch of the Iowa Financial Investigation Team (IFIT) and the Bait Car Project are excellent examples of supervisors and employees taking a proactive approach to law enforcement. Teams focused on cyber crime, human trafficking and cold cases are coming in the future. Ideas like these are always welcome.



State Patrol leadership with Lt. Governor Kim Reynolds and Nationwide executives at the launch of the statewide Bait Car Project.

As supervisors you are in integral part of this organization. Your continued efforts to develop, support and motivate your employees is essential to achieve our goal of saving lives. Together, we must:

- Continue to work in conjunction with our local law enforcement and fire partners.
- Re-emphasize enforcement efforts to achieve unprecedented success.
- Be innovative to proactively prevent injury and death.
- Support victims, to re-instill a sense of safety and prevent re-victimization.
- Remain faithful to our mission of excellence in service to Iowans.



Narcotics agents train for high-risk entry, search.

Align personnel with department goals to maximize success and achieve objectives.

Among emergency response professionals and the citizenry, Public Safety has a reputation for professionalism and excellence. In order to maintain this reputation and fulfill our vision of keeping Iowa a safe and prosperous place, supervisors and front-line employees must take bold steps. Every work unit must re-focus its efforts and personnel on Public Safety's mission: "All Departmental personnel are committed to serving the people of Iowa by providing integrated public safety services with leadership, integrity, and professionalism."

In order to align personnel with department goals and to successfully meet our mission, we must:



Academy recruits train for future work at Public Safety.

- Demand individual performance based on foundational principles of professionalism:
- Respect for all
- Hard work and dedication to excellence
- Civility through successes and struggles
- Fairness in decision making
- Ethical conduct
- Equitable treatment of all

- Encourage decision making at the lowest possible level:
 - Develop, empower and mentor leaders in every office of every division across the state.
 - Be proactive. Identify problems and solutions quickly, and take action.
 - Instill our core values of Courtesy, Service, Protection, Prevention, Integrity and Professionalism in all employees.
 - Encourage employee participation and

The best way to have a good idea is to have a lot of ideas.

-Linus Pauling

suggestions; be receptive and responsive to employee input.

- Foster a “bottom-up” approach to strategic planning to obtain “buy-in” from all employees and meet department goals.
- Regularly evaluate current challenges and available resources to expand capabilities:
 - Remain alert to emerging issues and patterns within and outside Public Safety.
 - Proactively address issues before they emerge as crises.
 - Focus personnel on those areas which will best achieve department objectives.
 - Collaborate between divisions to identify and harness appropriate resources.
- Evaluate strengths and weaknesses of every employee and work unit. Every member of the department should ask:



Public Safety Agents, Troopers secure the area after executing a search warrant for drugs, money.

- What am I doing well?
- What can I improve upon?
- In my daily work, what should I be doing that I currently am not?
- What am I doing that I should not be doing?
- How can my skills best be utilized to meet Public Safety’s goals?
- What can I do to support the efforts of my co-workers?

Reaffirm our organizational values.

To reaffirm the organization's mission, we must ensure employees clearly understand and incorporate our values into their daily service of Iowa's citizens. Leaders must ask themselves: Do we communicate our mission in our day-to-day activities? Do we convey the importance of our duty to the public through our actions, and with purpose and integrity?

Supervisors must regularly discuss with employees Public Safety's guiding principles and core values.

Courtesy: Our employees must be polite and respectful while demonstrating willingness to serve and protect. Being approachable, pleasant and demonstrating an ease of communication are essential skills for Public Safety employees.

Service: Employees must demonstrate far more than a willingness to execute their defined governmental duties. Rather, employees should demonstrate the highest level of selflessness as they perform their duties. We must constantly strive for improved service resulting in improved performance and effectiveness.

Protection: Public Safety must train and prepare for exceptional responses when mobilizing for emergency incidents. We must help our local, state and federal law enforcement partners prepare for public events. Protecting our citizens and visitors is essential and must occur proactively with ongoing review of policies and procedures, and after-action assessments.

Prevention: Intelligence-led policing works only when Public Safety priorities are identified clearly. When employees proactively seek out the information based on priorities, we can be better at detecting, deterring, disrupting criminal activity.

Integrity: Uprightness of character and soundness of moral principle, absolute truthfulness and honesty are mandatory. Integrity does not stand alone; without integrity, members of the department cannot execute their duties effectively. With integrity, a public servant pos-



Fire Marshal performs formal fold with fellow firefighters.

sesses the building blocks necessary to execute our mission and adhere to our values.

Professionalism: We will recruit and train the highest quality employees. New and long-standing members will receive high quality training coupled with relevant and up-to-date policies and procedures. This will ensure Public Safety invests in our greatest resource-our people. Promoting professionalism in every activity will aid us in meeting public needs and preparing for the future.



We must not allow any person, act, or influence to impinge upon our core values.

On a daily basis, managers are tasked with leading a team, assessing risk, and inspiring a common vision. A manager must answer to the team for liability incurred, and the failure to communicate purpose and direction.

As we prepare to serve together, you must convey the importance of the role each person plays in achieving our noble mission. I will remind you at every corner to recognize leadership potential by promoting the skills of each of our employees. I will request you actively listen to your subordinates, nurture their strengths for the future, and recognize their successes and their progress.

As leaders within Public Safety and communities across the state we must:

- Advocate and reaffirm our mission, core values.
- Remain loyal to Public Safety, our mission, and the people of Iowa.
- Ask the hard questions, accept difficult answers, and work to mitigate risk.
- Individually and organizationally, accept responsibility for our victories, as well as areas of needed improvement.
- Ensure our behavior is proper and our actions transparent.
- Promote, coach and mentor.
- Request and encourage employee support and development.

Once you give up your integrity, everything else is a piece of cake.

-Commissioner Brian London

Maintain a high level of readiness when the Governor calls.



Iowa State Capitol

Every year the state experiences a multitude of storms, floods, droughts, and other emergencies requiring Public Safety's involvement. As an emergency response agency with a statewide presence and significant incident command capabilities, our personnel often play a primary role in multi-jurisdictional responses to such emergencies.

The Governor will regularly call upon us to respond to emergencies and disasters of all kinds. With this knowledge, Public Safety will continually look for ways to more effectively respond to emergency incidents utilizing all department assets. We must strive for preparedness in order to fulfill the public's and the Governor's expectations of our organization.

In the wake of September 11th, the school shooting in Colorado or Connecticut, bombings in Oklahoma or Boston, response to manmade disasters has come into critical focus. No peace officer can predict the destructive path of a tornado, but every peace officer can use his or her training to help detect and prevent manmade terror. Public Safety should remain ever vigilant, improving counterterrorism and homeland security-related programs. Seek out and share with your co-workers the vital, public safety related information you gain each day working on the road, at the crime scene, while under cover, or inspecting critical or high profile facilities across the state.

It is essential that we ensure our personnel are properly equipped, trained, and ready to pre-



Aerial image of 2010 Lake Delhi flooding taken from a Public Safety aircraft.

vent, respond to, and recover from natural and man-made emergencies. Therefore, our leaders and managers must:



- Take ownership, accountability, and responsibility for departmental readiness and personnel readiness. Exercise these skills often.
- Instill in our personnel an awareness of Public Safety's leadership role in emergency incident management in Iowa.
- Ensure personnel take part in, and meet requirements for emergency incident exercises as outlined in policy and in line with Public Safety's strategic plan. Proactively provide homeland security and emergency management training to our personnel.

Sometimes getting to a new place means standing an old problem on its head.

-A. Stone

- Ensure our personnel meet National Incident Management System and Standardized Emergency Management System training requirements.
- Submit field information reports (FIRs) regularly to support proactive intelligence gathering aimed at securing the homeland.
- Seek funding opportunities and new technologies to enhance Public Safety's readiness to respond to emergencies.
- Assess, regularly update and exercise emergency response plans to ensure personnel can recover from, and resume essential Department functions after a major emergency or disaster.

Prepare Public Safety for the future.

Public Safety should leverage its current strengths, anticipate future vulnerabilities, promote opportunities for change, and remain in a continuous state of “transformation.” The world around us is ever evolving. We must ensure this agency evolves to meet new challenges, modernize our approach to business, and develop relationships with newly emerging stakeholders. Now is the time to be bold and innovative. We all know resources are finite and there are competing interests within and outside Public Safety, but the opportunities for growth are endless. It is our job to evaluate the agency’s and public’s future needs in order to most effectively deploy resources before they are needed. This is how we will grow into a modern law enforcement agency prepared for 21st century challenges.

We must be willing to adapt our strategies, techniques, tactics, and procedures to meet new challenges facing the department:



Public Safety staff monitor the execution of search warrants, arrests from the virtual command center.

- Our people are our greatest strength. Keep your people constantly informed and mentor them. As our policies and procedures evolve to meet future needs, educate and enforce these policies which uphold the Department’s high standards.
- Embrace new technology to maximize service to the public and increase efficiency. Citizens expect government to modernize as quickly as they individually modernize.



- Encourage active participation in collective law enforcement efforts, like task forces. Partnerships expose Public Safety to alternate perspectives and insight into emerging trends on local and national levels. They also help us leverage limited resources for a more coordinated and effective performance.
- Consider the long-term ramifications of your strategic, tactical, and practical decisions. Will your decisions be relevant in three years? Five years?
- Reach out to your peers and solicit ideas. Find out if local or federal agencies have already identified an innovative solution, technology or tactic that can address our own needs and goals. If no one else has identified an effective response, be ready to find solutions within this department.

An empowered organization is one in which individuals have the knowledge, skills, desire, and opportunity to personally succeed in a way that leads to collective organizational success.

-Steven Covey

- Promote communication and teamwork. There are hundreds of tools available to us when communicating across the department: email, smart phones, tablets, instant messaging, and many more. Use these tools to your advantage. Don't just share information, collect feedback.
- There is a wealth of information available to every employee within Public Safety; use it. You will be increasingly expected to support future work and planning with relevant data. Know the factors which impact the organization and the public. Find ways to quantify your work, track it over time, assess it regularly, and share it.

Recognize employees as our greatest asset.

There are nearly 1,000 employees who comprise the Iowa Department of Public Safety. Our mission, values, and vision must be embraced by every staff member in order to reach our goals.

As our staffing levels have declined and the “Baby Boomers” head toward retirement, Public Safety is faced with losing a tremendous amount of expertise and experience. We have a responsibility to capture the knowledge and experience of our senior members and then cross-train those who will assume the responsibility of maintaining the public’s trust.

Likewise, Public Safety has yet untapped potential and talent. Many of our young Troopers, Special Agents, Inspectors, and civilian employees have never known a world without cell phones and the internet. We must find ways to recognize and leverage their cultural and technological knowledge. Our motivated and innovative young employees have many contributions to make. As a department, we must encourage their input and involve them in decision making to demonstrate how much we need and value their perspective.

When budgets begin to tighten, training is often the first expense cut. This cannot be our mentality at Public Safety. True leaders invest time in their subordinates. It’s time to embrace learning at every level. Every staff member should take responsibility for their continuing education and every supervisor should support these efforts. Is there a software program, piece of equipment, or job function you wish to master? Never hesitate to ask for training. Leadership at Public Safety will find a way to provide training that helps staff meet mission critical goals. We have great opportunities to be



Agents training at Annual Arson School.

students, as well as teachers.

We must foster leadership through comprehensive coaching and mentoring programs to ensure Public Safety's reputation will withstand the test of time. Therefore, our leaders and managers must:



- Remove the obstacle of time by mentoring and coaching staff for maximum potential.
- Foster leadership through comprehensive coaching and mentoring programs, and constant communication.
- Utilize resources which best suit the task at hand.
- Support internal and external training opportunities.
- Set a foundation for active listening and innovation.
- Instill accountability by communicating expectations and following up.
- Listen to personal and professional challenges; offer friendship and encouragement.
- Share critical knowledge and experience.
- Leverage teamwork-oriented philosophies.

Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful.

-Albert Schweitzer

A Reputation for Excellence & Professionalism.

The integrity and reputation of the Department of Public Safety is measured by the actions of each and every officer and civilian employed here. Though individually we may occasionally falter, collectively we maintain a very high standard of excellence. This is a benchmark by which others measure their success. All employees, both sworn and non-sworn, bear responsibility in meeting our mission and adhering to our core values.

The public and our colleagues see this professionalism because we are courteous and knowledgeable in our interactions. As public servants, society gives us significant power over the lives of individual citizens. Officers must live by their oath. Civilians also must honor the spirit of that oath. Our loyalty and teamwork demonstrate our commitment, and we can all benefit by encouraging that type of commitment among our colleagues across the state.



Honor Guard members post the colors at annual Peace Officer Memorial Ceremony.



Far too many people still fall victim to crimes against property or person, for us to be comfortable with the status quo. Saving lives is a difficult task, but it is a noble aim and the reason Public Safety plays a critical role in the future prosperity of this state. Citizens expect and deserve to have Public Safety take a proactive approach to law enforcement, execute mission-focused work, and remain dedicated to excellence in service.

We have many good leaders in our organization. More than ever before, we need you to step forward to inspire and lead our department to a higher level of achievement. Don't let external pressure, internal dynamics or even tradition prevent you from doing the right thing and leading this department into the future. Be creative. Be innovative. Be flexible and open-minded.



I know my style of leadership or the direction I'm taking this agency may be different from what you have experienced before. But I promise you I have nothing but admiration for the work you do and great confidence you'll far exceed my expectations. I know you're all capable of great things. I expect you all know and will remember that there is more than one way to achieve success. And only when we work together as a department, will we succeed.

We cannot solve problems by using the same kind of thinking we used when we created them.
-Albert Einstein

We honor our employees and salute our Public Safety mission through excellence in leadership and management. Over the long term, the examples we set and what we do are paramount. As leaders, it is our duty and our privilege to faithfully serve all Iowans and the employees of the Department of Public Safety.

A handwritten signature in black ink, appearing to read 'Brian London', written in a cursive style.

Commissioner Brian London



“Don’t let external pressure, internal dynamics or even tradition prevent you from doing the right thing.”

-Commissioner Brian London