VT Department of Public Safety

Modernization Strategy

Challenges

- Population (recruitment)
  - Stagnant or declining, especially in the 25-45 core workforce demographic
  - Aging population & shrinking school enrollment
- Cost and complexity of government, development, etc.
- Workforce / businesses struggling to find workers – including all public safety roles
- Overall scale – a state the size of a mid-sized U.S. city
- Years of budget and resource challenges
- Increasing complexity of the operating environment
- Antiquated systems / information technology / connectivity models
- Recent history of increasingly complex and fragmented policy making, sometimes based on small components of systems, viewed without full context

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VT Department of Public Safety

- Division of Emergency Management

- Division of Fire Safety

- Division of VT State Police

- Radio Technology Services

- VT Center for Crime Information

- VT Forensic Laboratory

- The relative scale of DPS and the supply side of our investment... 160 to 2.5 ....

- The strategies that follow, which are under consistent development, can be used as guideposts to frame decisions, investments - in effort and resources - and to inform legislative priorities and policy development.

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Operational Principles

COLLABORATION
Cross-department, interagency, and partner collaboration

Balance in policy & decision making.

COMMUNICATION
Inside and outside the Agency

Institutionalize process not people.

STATEWIDE PRIORITIES
Affordability
Economic development
Protecting the vulnerable

Use a marketing "lens."
Simplicity not complexity.

INNOVATION
Embrace and encourage innovation, efficient (LEAN) process, and well planned projects.

Create operational frameworks for decision making and success.

DATA
Data-driven decision making. Determine what data is needed and how to collect it.

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DPS Strategic Priorities (DRAFT)

- Provide increasing levels of support to public safety operations statewide
- Simplify organization of assets and service delivery to provide more unified mechanisms support enhancements to other components of the systems.
- Enhance and modernize training to support ever-increasing complexity in the operating environment.
- Develop a modern foundation for criminal justice data collection and analysis that can better inform resource deployment and assessment of outcomes.
- Develop and standardize statewide alternative justice "off ramps." Embed social workers trained in mental health and substance abuse intervention with first responders.
- Develop an overall strategy for public safety modernization that can help guide future policy development

Background & History

- Current fragmentation of effort and investment built on antiquated, complex systems and technology

- Numerous legislative initiatives with interest this session on the part of the legislature and the Governor to modernize

- 21st century expectation of twice as good in half the time with half the cost

- 50 year retrospective review of reports
  - 22 reports located (without significant effort & excluding DPS-specific reports not prompted by outside request)
  - Common themes among the reports were easily identifiable
  - **Consolidation, alignment of effort**

- 120+ days of conversations with public safety professionals around Vermont

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What follows is the current working DRAFT construct for public safety modernization

Ideas, input, and modifications are welcome. These are preliminary ideas to start the exploration, based on 50+ years of historical work.

Modernization Strategies

4. INFORM & SUPPORT THE DEPLOYMENT OF A STATEWIDE CRIMINAL JUSTICE, PUBLIC HEALTH, and COMMUNITY SAFETY SYSTEM

3. MODERNIZE STATE SUPPORT OF COUNTY, MUNICIPAL, & NON-PROFIT PUBLIC SAFETY ASSETS

2. MODERNIZE THE ORGANIZATION & ALIGNMENT OF STATE PUBLIC SAFETY ASSETS

1. MODERNIZE INTERNAL DPS ORGANIZATION, BUDGET, & ALIGNMENT OF EFFORT

1. Modernization of internal DPS systems

- Budgeting
  - Facility planning
  - IT
  - Capital/asset planning
- Core information technology ranging from billing and accounts receivable to emergency management and computer aided dispatch-records management to record keeping and beyond.
  - Includes modern connectivity infrastructure and security models
- Internal organization of systems and effort

2. Organization of State public safety assets

- Elevate all of public safety operations to a unified cabinet level via an Agency of Public Safety

- Efficiency and enhancement of resources by sharing
  - Facilities (reduction in duplication of IT connectivity, maintenance, plowing, etc)
  - Vehicles and equipment
  - Information technology
  - Administrative support (from basic assistance to billing)

- 5 LE organizations must retain their individual identities, memorialized in statute

2. Organization of State public safety assets

- Enhanced investment in and coordination of statewide public safety training
  - Administration provided by DPS/APS with direction set by VCJTC and FSTC
- Consolidation of communications effort while maintaining Board oversight for 911
- Agency of Public Safety – see next slide

- Memorialize board roles statutorily

Agency of Public Safety Model

- Historic version have failed

- $, and organization

- Some models have suggested as many as 8 departments

Agency of Public Safety Model 2020

- Department of Fire Safety
- Department of Law Enforcement
- Division of Support Services

Department of Fire Safety (Commissioner)

- Inspection Division

- Investigation Unit

- Prevention & Safety Unit

- Technical Response Unit
  - HazMat Team
  - USAR/Swiftwater Team

Department of Law Enforcement (Commisioner)

- Fish & Wildlife Enforcement – Colonel

- Liquor Enforcement – Chief

- Motor Vehicle Enforcement – Colonel

- Vermont State Police – Colonel

- Memorialize roles in updated statutory framework to ensure continuity

- Future - Capitol Police – Chief (offer or assistance to the Legislature / Chief)

Support Services Division (Deputy Secretary)

- Administrative Division

- Communications Division – 911, PSAPs, Radio Technology Unit

- Emergency Management Division (note direct line to Governor during emergencies)

- Fleet Services Division

- Forensic Lab Division

- Training Division – FSTC, VCJTC, Training Facilities

- VT Crime Information Center (+ Sex Offender Registry)

3. Modernize statewide public safety support

- Training – work collaboratively to modernize our training models

- Model policy development

- Information Technology
  - Connectivity
  - Data collection to inform resource needs and policy development
  - 3 areas of modernization (do, $, don't do)
  - + VEWS – warrants and apo's
  - CAD/RMS

- Social work, mental health 1st response resources (expanded pilot)

- Dispatch future

- Facilities, future asset sharing – including firearm storage solutions

4. Criminal Justice & Public Health System Modernization

STAGE 4: COURTS / CORRECTIONS - JAILS

STAGE 3: ALTERNATIVE SANCTIONS

Municipal tickets, diversion, reparative boards, specialty Courts

------- *BEHAVIOR CROSSES FROM DISORDER & SERVICE RESPONSE TO CRIME* ------

STAGE 2: OUTREACH & INTERVENTION

Street outreach teams, mental health & substance abuse/social work outreach; job training; youth centers; pre-arrest restorative justice

STAGE 1: EDUCATION & PREVENTION

All of this becomes a single framework

- Develop predictable systems that can be replicated, measured, and produce good/reproducible results

- Develop a tool set that can be deployed statewide in every county

- As a lens for policymaking to ensure that the areas we are looking to spend money, time, resources, and effort fit in a system-wide view of the assets we are working to deploy

- Rather than chasing individual policy fragments, work to develop and deploy a mindfully constructed system to deliver community safety and health

- Small savings in many areas can be aggregated for larger impact on areas of identified priority – training, IT, recruitment, etc.

A few examples of work begun in the last 6 months

- IT systems modernization
  - New statewide computer aided dispatch & records management system
    - Enables sweeping upgrades to data analysis capability while combining multiple, disparate systems into one = reduced employee workload
  - Statewide adopting of VEWS – electronic warrant and abuse prevention order tracking
  - Accelerated shift to cloud hosting / software as a service
- Updated planning for future facilities
- Multi-agency collaboration to develop statewide model policy
- (Very) preliminary discussions of training modernization
- Budget modernization – from more granular analysis to capital planning