

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

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
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- 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.

Operational Principles

COLLABORATION

Cross-department, interagency, and partner collaboration

Institutionalize process not people.

INNOVATION

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

Balance in policy & decision making.

STATEWIDE PRIORITIES

Affordability
Economic development
Protecting the vulnerable

Create operational frameworks for decision making and success.

COMMUNICATION

Inside and outside the Agency

Use a marketing “lens.”
Simplicity not complexity.

DATA

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

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



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 (Commissioner)

- Fish & Wildlife Enforcement – Colonel
 - Liquor Enforcement – Chief
 - Motor Vehicle Enforcement – Colonel
 - Vermont State Police – Colonel
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- 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

DRAFT FOR DISCUSSION & FEEDBACK 12-17-19

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