

Gambling Control Division

Goals and Objectives:

Short Term: Zero – 2 years

1. Prepare and respond to legislative changes.

Objectives –

- Research known legislative topics such as negative VGM tax credit.
- Gather information necessary to prepare fiscal and operational notes.
- After session, develop a plan to address all legislative changes through a review of administrative rules, forms, processes, training, etc.

Timeframe –

- Completion by the end of July 2023.

Measurements –

- If requested, provide accurate and developed testimony for all gambling bills introduced.
- Prepare timely fiscal notes as requested.
- Develop a thorough plan to address all statutory changes to gambling laws.

2. Evaluate Division efficiency and resource allocation.

Objectives –

- Conduct a thorough and ongoing review of the processes Montana gaming businesses go through for application and permitting.
- Review each GCD sections efficiency and address concerns.
- Evaluate whether resource allocation aligns with the public policy objectives.
- Review statistics on violations and determine if education resources are allocated properly.
- Reassign or train employees as needed to meet efficiency goals.
- Ensure division employees regard customer service and education as one of the division's primary objectives as they balance regulatory obligations.

Timeframe –

- This will be an ongoing process, but initial review, assessment, and follow up will be complete by the end of 2023.

Measurements –

- Completion of resource allocation analysis.
- Case flow, case days and the overall processes time frames will be maintained or reduced.

3. Enhance the live game tax reporting and collection process.

Objectives –

- Review the division's method of soliciting live game tax reporting to determine the effectiveness. Make changes as needed.
- Automate reminder emails.
- Document the procedure to handle instances of noncompliance.

- Audit live game tax collections and distributions to ensure accuracy.

Timeframe –

- Completion by the end of 2023.

Measurements –

- Reduced incidents of late tax filing or noncompliance.
- Staff time processing live game tax each year is reduced.
- Consistent approach is used in cases of noncompliance.

4. Develop a solution to address the division's MOU with DOR and the percentage they contribute to our budget.

Objectives –

- Submit a decision package (2023 Session) to change the funding percentage from DOR Alcoholic Beverage Control from 29% to 40% of our overall budget.
- Complete a cost-of-service analysis to identify areas that may need to be addressed. (Increased auditor work / Off Premises locations)
- Monitor the effects of implemented changes from DOR.
- Hold GAC Funding Subcommittee meetings.
 - Provide statistical information.
 - Propose options.
 - Discuss ideas.
- Develop a proposal.
- Involve various stake holders to gain buy-in regarding the proposed solution.

Timeframe –

- Completion by the 2023 legislative session.

Measurements –

- Passage of the DP to change the funding percentage.
- Presentation of the proposed solution.

5. Proactively educate licensees and the public on gambling statutes and rules and communicate with industry members regarding topics of interest.

Objectives –

- Review statistics to determine common questions, warnings, and violations.
- Create an online request form for requesting public presentations from GCD staff that will educate industry on common licensee issues.
- Explore different types of public education campaigns such as media stories, and marketing items.

- Continue presenting at industry association meetings to update and educate on current gaming topics in Montana.

Timeframe –

- While this process is ongoing, we should see completion of specific projects within the next two years.

Measurements –

- Track the number of warnings and PDAs issued by violation type.
- Track the number of hits on websites, open rate of emails, and attendance at trainings or events.
- Increase the number of public presentations we conduct.
- Positive feedback from industry on the value of the information and resources being provided.

6. Enhance training program for division employees.

Objectives –

- Identify and prioritize key areas of regulatory education and oversight.
- Design section specific onboarding training programs for new employees.
- Develop post legislation legal update training for all staff.
- Research specialized gambling training options for staff and when possible, partner with Montana industry leaders.
- Consider additional training options for alcohol and tobacco regulations.

Timeframe -

- Completion within two years.

Measurements –

- Adherence to refresher training schedule.
- Staff improve familiarity and comfort level with specialized and “hot topic” areas of gambling.
- Positive feedback from industry leaders on education.

Justice Information Technology Services Division

Goal #1: Implement a lifecycle and capital replacement strategy for DOJ systems.

Goal #2: Implement modernized IT management and support system for DOJ.

Goal #3: Transition DOJ systems to be 100% digital for business processes.

Goal #4: Update and modernize Disaster Recovery and Security Planning.

Goal #5: Develop architecture for efficient exchange of Criminal Justice Data within state agencies.

Montana Highway Patrol Division

Goals for 2022-2023



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Short Term Goals

Goal 1: Increase the Number of Troopers

Complete a needs assessment and deployment plan to present to the legislature our need to increase the number of Troopers within the Highway Patrol.

Timeframe- 2023

Measurements- Increase the number of Trooper positions

Goal 2: Transfer Crash Report Records Repository to Montana Department of Transportation

Assess and coordinate the transfer of the Highway Patrol's crash records repository to the Montana Department of Transportation.

Timeframe- 2022-2023

Measurements- The transfer of the records repository to MDOT

Goal 3: Special Response Team S.W.A.T Certification

SRT members will meet the Peace Officers Standards and Training S.W.A.T. basic certification

Timeline: Summer 2022-Completed

Measurements- SRT members successfully complete SWAT Basic training

Goal 4: Plan and Build K-9 Training Area at Highway Patrol HQ.

Utilize space at Highway Patrol HQ to build K-9 training obstacles and devices for handlers and dogs.

Timeframe- 2022-2023

Measurement- A safe functional training area for K-9 handlers and dogs

Long Term Goals

Goal 5: Replace Highway Patrol's mobile video camera systems.

Plan and coordinate the complete system replacement of Highway Patrol mobile video systems including the addition of body worn cameras. This replacement is required due to obsolescence of our current system.

Timeframe- 2023-2024

Measurements- A new mobile video system

Goal 6: Replace Highway Patrol's Conducted Electrical Weapons (Tasers).

Plan and coordinate the replacement of all Taser non-lethal weapons. This replacement is required due to obsolescence of our current Tasers.

Timeframe- 2023-2024

Measurements- Replace all obsolete Taser X2 with modern devices

Goal 7: Campus Facility Upgrade

With partial grant funding, upgrade classroom and lodging facilities at Highway Patrol HQ to improve technology use and overall function. This work enhances the facilities capacity for training MHP and other law enforcement officers.

Timeframe- 2023-2024

Measurement- working, modern technology interface throughout campus to support the learning environment for MHP academy and other law enforcement training and enhancements to existing lodging facilities that enhance student achievement while training at MHP facility.

Goal 8: Update and Enhance Facility Maintenance Equipment

Replace obsolete and defective maintenance equipment with appropriate modern replacements. These replacements are necessary to perform regular maintenance tasks, protect the facility integrity and assure the facility's safe and effective operation.

Timeframe- 2022-2023

Measurements- Equipment in use at HQ that is effective, modern and supports facility maintenance

Goal 9: Build a Secure Impound Facility at Highway Patrol HQ

Plan and coordinate the construction of a secure impound lot and suitable structure with coordination with Tort Claims for the proper storage of vehicles held as evidence.

Timeframe- 2023-2025

Measurements- A completed impound facility suitable for evidence vehicles

Goal 10: Establish a Joint Regional Training team with MLEA

Objectives – Combine and leverage mutual training capabilities between the Montana Law Enforcement Academy and Highway Patrol Division to deliver consistent, timely and relevant professional training to law enforcement professionals throughout Montana.

Timeframe – Ongoing and dependent upon increased staff to accomplish this goal

Measurements – A working training team using mutual resources of staff and equipment of the Montana Law Enforcement Academy and Highway Patrol Division.

Goal 11: Leadership

Objectives- Develop and implement an agency wide leadership program. Perform a climate assessment, develop leadership training plans for each level of in the chain of command and implement throughout all sworn personnel.

Timeframe- Ongoing-this is dependent upon funding

Measurements- Our new concept leadership program initiated and working by December 2021. Elements of this leadership program are ongoing and focused on continual development of the employee and thus never complete.

Goal 12: Radio

Objectives- Continue and strengthen statewide public safety radio system development and maintenance including staff training and advocacy for collaboration and unity among first responders.

Timeframe- Ongoing

Measurements- The statewide public safety radio system available and in use for first responder agencies to the extent available resources permit.

Goals Accomplished in 2021/2022

Goal 1: Throughout 2021 identify alternatives, funding and facility plans to improve the Highway Patrol Headquarters facility in Helena.

Objectives –Improve the headquarters facility in Helena to support staff and organizational functions for Highway Patrol Division. The current facility lacks office space, conference/training rooms needed to support the number of staff assigned to headquarters and support their various activities.

Timeframe – 2021

Measurements – Occupy a facility that meets the staff needs of headquarters personnel.

This was completed August 2021 moving to the Boulder facility.

Goal 2: Revise Commander's Evaluation for promotions within Highway Patrol Division

Measurement: By June 2021, Command staff under the leadership of Major Lavin, will revise the Commander's Evaluation with clearly defined leadership skills and behaviors and apply concrete scoring that can be reliably duplicated with consistent results.

This was accomplished September 2022 with policy and procedure revision for promotions within the Highway Patrol.

Goal 3: Civilian Evidence Technicians Supporting District Operations.

Objectives – Identify available approaches to use suitable, qualified civilian personnel to support evidence receiving, documentation, storage and security at the district level. We will identify, create or obtain appropriate position description, funding and policy revisions to authorize selected civilian personnel to enhance and support District operations specifically with evidence procedures.

Accomplished Summer 2022

Measurements – Authorize suitable, qualified civilian personnel to assist with evidence at the district level.

This project was first accomplished in the Butte District Summer 2022 and may be expanded after an evaluation period.

Agency Goals and Objectives-2025 Biennium
Montana Department of Justice

STATE'S ATTORNEYS OFFICE:

Goals.

I. Prepare and respond to legislative changes.

Objectives –

- Research known legislative topics
- Gather information necessary to prepare fiscal notes.
- After session, develop a plan to address all legislative changes through a review of administrative rules, forms, processes, training, etc.
- Work with bureau chiefs to see how newly introduced bills will affect each division.

Timeframe –

- Completion by the end of July 2023.

Measurements –

- Provide accurate and developed testimony for all introduced bills which may affect the State's Attorneys Office.
- Prepare timely fiscal notes as requested.
- Develop a thorough plan to address all statutory changes which may affect the State's Attorneys Office

APPELLATE SERVICES BUREAU:

Goals.

I. Revise the Postconviction Relief Manual for Montana Prosecutors.

Objectives-

- Work with Montana prosecutors to provide better responses to postconviction relief petitions.

Timeframe-

- Complete Revised Manual by the end of July 2023.

Measurements –

- Develop a plan for finalization and distribution of revised manual.

II. Transition current modified position to regular FTE position

Objectives-

- Secure FTE position for continuing appellate services to work towards keeping up with the case load and staff levels of the Office of the Public Defender, Appellate Division.

Timeframe-

- Completion by the end of July 2023.

Measurements –

- Measure of success will be securing the FTE position

PROSECUTION SERVICES BUREAU:

Goals.

I. **Provide Training and Assistance to Counties for Child Sexual Assault Cases**

Objectives-

- While all attorneys are proficient in complex criminal prosecutions, an objective for the Prosecution Services Bureau is to provide training and exposure to all attorneys to deal with child sexual assault cases, which unfortunately have a high demand in Montana.

Timeframe-

- Provide training and exposure on child sexual assault cases to all PSB attorneys by the end of 2024.

Measurements –

- When any of the PSB attorneys have a level of proficiency to assist any county with a child sexual assault prosecution.

CHILD PROTECTION UNIT:

Goals

I. **Update the State's Attorneys Office "DN Deskbook" templates based on 2023 Legislative Changes.**

Objectives-

- To keep current all reference material and templates available for prosecutors throughout the state.

Timeframe-

- Completion by the end of July 2023.

Measurements –

- Develop a thorough plan to address all statutory changes which may affect the Child Protection Unit as well as review of any outdated materials

II. **Develop a DN Prosecutor "Boot Camp" training module for County Attorneys**

Objectives-

- To ensure that all County Attorneys receive the latest training and information in handling DN cases

Timeframe-

- Completion by next County Attorney Association Training Conference

Measurements-

- Performance will be measured by development of training materials

CONSUMER PROTECTION BUREAU:

Goals

I. **Bring Staffing Levels up to Meet Current Need.**

Objectives-

- Hire new Bureau Chief, Staff Attorney, and Full-time paralegal.

Timeframe-

- Completion by the end of March 2023.

Measurements –

- Hire and train new staff at OCP to prosecute violations of the Consumer Protection Act

AGENCY LEGAL SERVICES BUREAU:

Goals

I. Develop Tools to Make ALSB Effective and Efficient.

Objectives-

- Ensure that all attorneys at ALSB are meeting, on average, 120 hours of billable time

Timeframe-

- Completion by the end of 2023.

Measurements –

- Develop and incentivize performance at high billable hour requirement for all ALSB attorneys

SOLICITOR GENERAL AND CIVIL BUREAU:

Goals.

I. Prepare and respond to legislative changes.

Objectives –

- Research known legislative topics
- Gather information necessary to prepare fiscal notes.
- After session, develop a plan to address all legislative changes through a review of administrative rules, forms, processes, training, etc.
- Work with bureau chiefs to see how newly introduced bills will affect each division.

Timeframe –

- Completion by the end of July 2023.

Measurements –

- Provide accurate and developed testimony for all introduced bills which may affect the State's Attorneys Office.
- Prepare timely fiscal notes as requested.
- Develop a thorough plan to address all statutory changes which may affect the State's Attorneys Office

II. Hire a Civil Bureau Chief and I-2 additional Assistant Attorneys General.

Objectives-

- Focus recruitment on quality, experienced applicants.
- Maintain mentorship with new attorneys

Timeframe-

- Have all positions filled within 12 months.

Measurements-

- Work with HR staff on job postings and scheduling timely interviews
- Ensure newly hired attorneys have all equipment ready for first day of work

III. Refocus the Solicitor bureau

Objectives-

- Direct focus on federalism work targeted at federal government

Timeframe-

- Within 12 months

Measurements-

- Review ongoing legal issues that arise at the federal level
- Continue working with other states on joint litigation

IV. Maintain the Solicitor General's Fellowship Program

Objectives-

- Focus on recruitment of quality fellows
- Develop projects and goals for fellows
- Work with other fellowship programs to discover talented young attorneys

Timeframe-

- Ongoing program

Measurements-

- Work with HR and recruitment staff to find quality candidates for the fellowship program that are eager to learn

V. Ensure all SG/Civil Attorneys have windowed office space on second floor of Mazurek Building

Objectives-

- Work with project team on design plans for potential new office renovation
- Maintain focus on wellbeing of attorneys working long hours

Timeframe-

- Throughout building project remodel

Measurements-

- Connect with DOJ and A&E staff on regular basis to ensure projected office space remains adequate for SG/Civil attorneys.

Central Services Division: Goals and objectives for 2023 Biennium

Budget/Fiscal Bureau goal:

- The budget bureau will develop a training for administrative officers, project managers, and other supervisory staff on using Amplifund (the new grant management software program), procurement basics and budgets.
- DOJ contracts will be migrated to eMacs software system for management and tracking.

Human Resource Bureau goal:

- the Human Resource bureau will negotiate with the law enforcement unions to provide consistent language for wellness, mental health, drug testing, and yearly physical testing.

Objectives-

The budget bureau will develop a training for administrative officers, project managers, and other supervisory staff on using Amplifund (the new grant management software program).

- a. The CFO will include staff in the planning, preparation, and presentation of the training.
- b. The CFO will measure progress by the number of divisions who have completed contract migration, increasing the number of trained Amplifund users, completed training for all new supervisors in procurement and budget.

The human resource bureau will negotiate with the law enforcement unions to provide consistent language for wellness, mental health, drug testing, and yearly physical testing.

- a. The HR collective bargaining specialist will work with division administrators and HR attorney to finalize standard language.
- b. The HR collective bargaining specialist will work DOA assigned union representative to ensure consistent messaging.
- c. The HR collective bargaining specialist will report progress to the AG
- d. The HR collective bargaining specialist will measure success with implementation of standardized language in all law enforcement union contracts.

Division of Criminal Investigation Goals and Objectives

2023 – 2025

Biennium

Note: All goals are in order of priority

Goal 1 Case Management System

Percentage completed: 10%

DCI has morphed into a complex organization that manages over 21 different programs serving a variety of needs. Although every modern police agency in Montana has a computerized records management system (RMS), DCI has none and continues to rely on Excel spreadsheets and handwritten records to document case files and criminal reports. Although an initial effort was made 4 years ago to partner with MHP RMS systems, the execution failed due to DCI's unique needs, different from traditional police agencies that begin RMS activity from 911 centers. DCI requires a Case Management System (CMS), not RMS, to manage cases and evidence flow.

An RFP is currently being drafted for eligible vendors to respond to. DCI has conducted research for the last 9 months on the project and worked with JITSD to identify a suitable system that meets all security requirements. Implementation of a CMS will lead to greater efficiency, reduce duplication, reduce error, permit statistical data production, and merge datasets to "connect the dots" on criminal cases.

Funding for the project has been identified but will require spending authority from the legislature.

Objectives:

- Identify suitable CMS vendor through RFP and vetting that meets the needs of DCI.
- Implement CMS for the majority of DCI criminal and investigative sections.
- Develop long-term plan for NIBRS reporting and upload archived datasets for historical tracking.

Performance Measurement:

Assess manhours expended from traditional input methods vs. electronic resources available through robust CMS. It is anticipated that field agents will reduce their time in the office and effectively submit reports and process evidence faster and more accurately through the system. Track successes of "connecting the dots" for investigations that may cross but not be at the attention of the investigators.

Goal 2 Develop long-term MLEA infrastructure funding plan for ongoing phased construction for facility and enhancement of staff services.

Percentage completed: 50%

The Montana Law Enforcement Academy (MLEA) is the only training facility in the state for all law enforcement, corrections, and dispatchers. Although the facility has seen remarkable improvement over the recent years with infrastructure upgrades, a long-term plan must be sustained to provide professional services to public safety. From indoor training facilities to technology upgrades and suitable staffing levels, the campus is a small city that requires ongoing operational support.

Objectives:

- **Increase staff.** 3 new training and 1 admin support FTE positions are required to create an additional law enforcement officer basic course that will bring the total offered each year to four. The increase is

long overdue and needed to meet the demand for the course as peace officers are required to attend within one year of date of hire. Wait lists for this course currently are typically more than eight months. The MLEA's Special Revenue Account could support the fiscal impact through appropriate legislative authority with no general fund dollars required.

- **Update technology.** The COVID pandemic demonstrated that remote learning is possible, but that MLEA is not suitably equipped to operate in a digital environment. High speed internet, digital cameras, upgraded computers, and better-quality monitors and microphones are all needed to keep pace with the current technology changes. Some ARPA, COVID Relief, and GAAP funding has supported limited modifications, but as demand grows, long-term solutions are required for ongoing sustainability, particularly to serve the rural and tribal areas who may be limited in training opportunities or access.
- **Explore partnerships with the university system to provide alternate training options for Basic LE students.** MLEA has hosted meetings with Montana State University-Bozeman and Gallatin College to explore the possibility of a college level MLEA Law Enforcement Basic Academy program. This has included offering a one-semester program to satisfy the 504-hour LEO Basic curriculum. Discussions are still underway. This also includes an equivalency program option for lateral peace officer transfers into Montana.
- **Develop a strategic plan.** A strategic plan serves as a roadmap for long term planning and vision. Regardless of turnover and leadership changes, the strategic plan will provide guidance for the future and controlled expansion. Identifying aging infrastructure early in order to prevent catastrophic failure (i.e., wastewater treatment or potable water) should be all part of the plan. MLEA will develop a long-term strategic plan for recommended implementation and effective budgeting.

Performance Measurement:

- Confirm that wait times for LEOB courses have been reduced from eight-month averages.
- Assess current spending patterns to project anticipated future costs to stay within budget.
- Annually review services provided, graduation rates, turnaround times, and course content.
- Solicit feedback and conduct customer service surveys for feedback on training and facility needs.
- Meet with CSD, A&E, and other stakeholders for input to adjust for market changes or funding impacts/opportunities.

Goal 3 Implement TeleSANE program statewide.

Percentage completed: 10%

Implement Advanced Nursing Education-Sexual Assault Nurse Examiners (ANE-SANE) Program to fund a statewide plan of recruiting, training, retaining, and certification of nurses to practice as sexual assault nurse examiners (SANEs) in Montana.

Since 2015, DOJ has taken several proactive steps to enhance the overall response to sexual assault crimes and identify gaps in the response. Unsubmitted sexual assault examination kits have played a key role in addressing how law enforcement has responded in previous cases and how Montana can have a consistent, comprehensive approach to sexual assault cases in the future. Survivors of sexual assault deserve no less. However, despite this progress, there are more issues to address and improve so that Montana can better serve victims of sexual abuse. Our rural environment limits services to sexual assault victims, creating situations where officers and victims have many miles to drive for an examination by a qualified SANE nurse. A TeleSANE program can create a virtual environment so qualified nurses can use digital video technology to

guide rural medical staff through an examination. Our goal is to create a joint effort among statewide partnerships in Montana to improve our response to survivors.

A federal grant application has been submitted, but regardless of an award, long-term sustained funding will be required when the grant expires.

Objectives:

- **Increase the number of SANE certified nurses and sites across Montana with a priority in rural communities and vulnerable populations.** Montana only has a handful of certified SANEs in the state. Victims do not have readily available access to SANE care. In many cases, victims must travel long distances to receive a forensic examination conducted by a SANE nurse. This burden may impact the victim's decision to receive medical care, an option to have evidence collected, and the likelihood of a successful prosecution.
- **Create an Advisory Council:** A multidisciplinary group that meets quarterly to provide input on statewide strengths, weaknesses, and to oversee implementation of the grant's goals and objectives. The group would be comprised of statewide partners such as the DOJ SAEK Task Force, Montana Against Domestic and Sexual Violence Coalition, Billings Clinic, Public Policy Institute of the Rockies, University of Montana, First Step Resource Center-Saint Patrick Hospital, Montana Board of Crime Control, Kalispell Regional Medical Center, Planned Parenthood of Montana, and Bozeman Deaconess Health.
- **Conduct a systems-level needs assessment:** The statewide needs assessment will assist in identifying access barriers to SANE services. This includes but is not limited to identifying criminal justice system needs related to training and working effectively with SANE and hospital systems, rape kit processing issues, identify system-level barriers to the needs of sexual assault survivor's treatment, support services, and development of a statewide assets map of SANE and SART teams.
- **Develop a registry of certified SANEs:** Currently, a statewide registry of certified SANEs does not exist. A registry that tracks certified SANEs is critical in developing a sustainable statewide training plan. Funding, through this grant, will provide Montana resources to develop and interface the registry with other systems. This will help to avoid gaps in service and meets the needs of Montanans.

Performance Measures:

- Review and annual assessment of successful investigations and prosecutions related to sexual assault.
- Strong victim/survivor response and support due to higher level of professional interaction with medical and criminal justice system.
- Determined reduced travel and investigative time on cases.

Forensic Science Division

Short Term: Zero – 2 years

1. Maintain current staffing levels to maintain adequate turnaround time and backlog

- **Objectives** – The Forensic Science Division is currently adequately staffed. Staffing changes and exploration of different work strategies have proven to show improvements in turnaround times. Plus, the ability to “flex” analysis into different roles within other sections has allowed for resiliency and assistance in other sections. The Division will continually analyze staffing levels with case/item submission levels and turnaround times.
- This will be measured by staffing levels along with backlog and turnaround times.
- **Timeframe** – On going

2. Fund Coroner Liaison position outside of expiring National Forensic Science Center grant

- **Objectives** – A Coroner Liaison position was hired through a federal grant with the objective to strengthen the relationship between the coroner and the medical examiner systems, improve the quality of death investigations, and better serve our citizens. The position has made an impact by contacting the coroners throughout the state to assess their needs and how the position can facilitate those needs. Submissions of coroner reports are monitored through an online death reporting system to assist the medical examiners by triaging the cases by collecting medical files and assisting the toxicology section with requests. The position has worked with the State of Montana DPHHS to improve the death reporting system to make user friendly and automated. The division will seek to maintain the position as it has had a positive impact on the coroner system and the medical examiners system.
- This will be measured by the acquisition of the position outside of grant funding.
- **Timeframe** – At end of grant cycle or next legislative session

3. Transition to web based JusticeTrax 3.8

- **Objectives** – The current system is 20 years old, and support is declining from manufacturer. In addition, the complexity and expectations of the Division has grown substantially through this timeframe. The FSD has spent time testing the web-based platform and is waiting on one last update to the CODIS database before the final testing. The web-based platform will increase performance and allow for interface with users through a portal where they will retrieve reports and input data for submission. This will allow the user for instant update on cases and ease workload on FSD staff.
- This will be measure by the instillation and used of the updated system.
- **Timeframe** – First half of 2023

4. Continued outreach to user agencies across the state

- It is mutually beneficial to provide trainings and outreach to user agencies throughout the state. In the upcoming year we plan on working with various organizations to provide training on evidence submission and the services we provide. The goal is that improved communications will lead to better service.
- The division will measure this goal by scheduling and executing these trainings. Getting feedback from attendees will be beneficial to understanding if the trainings are beneficial and how they can be improved.

5. Annual Forensic Science Division Report

- A summary of the laboratories results is vital in understanding trends within the state. In addition, this data can be used to justify the best use of resources allocated to the division. It is also important to get this information out to our clients and other state agencies. There is also a time saving component to this because we are regularly asked to provide statistics to groups year-round. The toxicology section has produced this report for four years and received good feedback throughout the state and nationally for providing this service.
- The division will measure this by aiming to release the report during the summer of each year. Some sections may report calendar year findings while others have different schedules based on the turn-around times.

Long Term: Zero–5 years

1. Long Range Planning for Expansion of Missoula and Billings Labs

- The Division is currently in the process of internal renovations to provide additional space for the toxicology section in Missoula. Once the renovation is complete both facilities will be at maximum capacity. The Division has been working with Architecture and Engineering with the early stages of this process for the Missoula location and will have communication with the landlord of the Billings location. Any long-range expansion of the division should include both locations and consider expanding services at the Billings location. A feasibility study has been completed on the land adjacent to the current building in Missoula and funding for a more in-depth study of the space needs for each location will be sought through Long Range Building.

2. Scanning Project and transition to a paperless system

- Currently a large amount of money is spent every year on long-term storage of casefiles and data produced by laboratory. In addition, a large amount of time is spent pulling case files and finding the necessary paper data associated with a case. We have implemented large scale scanning on some data which saves the lab many hours per year but there are many more steps needed for this to become a reality. This would be a very complex project that would need to integrate our LIMS system, instrument computers, and presumably a computer program that would automatically sort through hundreds of pages of data each day and automatically file in a computerized folder. Most sections are currently compiling their case files digitally so this project would mostly be for historic files that are in storage.