2017 – 2019 STRATEGIC PLAN

MINNESOTA BUREAU OF CRIMINAL APPREHENSION

MINNESOTA
PUBLIC SAFETY
CRIME BUREAU
16

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INTRODUCTION

To continue to provide value to Minnesotans and the criminal justice community it serves, the Minnesota Bureau of Criminal Apprehension must evolve to meet changing budgets, skill sets and the changing needs of our customers. While this Strategic Plan is a living document which will change to meet changing capabilities, limitations and needs, it will serve as the framework which will guide the decisions made and actions taken by the organization and its employees. And it will enable Bureau staff to better prepare for the challenges ahead.

As a division of the Minnesota Department of Public Safety, the Bureau of Criminal Apprehension's decisions and actions must align with the Department of Public Safety's mission.

Minnesota Department of Public Safety Mission

The Department of Public Safety is committed to protecting citizens and communities through activities that promote and support prevention, preparedness, response, recovery, education and enforcement. These objectives are achieved through a focus on saving lives, providing efficient and effective services, maintaining public trust and developing strong partnerships.

Bureau of Criminal Apprehension Mission

The Bureau of Criminal Apprehension prevents, investigates and solves crimes in collaboration with our criminal justice partners.

Bureau of Criminal Apprehension Vision

Delivering exceptional law enforcement services for a safer Minnesota.

Bureau of Criminal Apprehension Values

Integrity • Integrity is the cornerstone of public trust. This organization strives to always do the right thing.

Excellence • We value excellence in our people and our work to continually provide the best service to our partners, the Minnesota criminal justice community, and the citizens of this state.

Ingenuity • Ingenuity drives progress. We strive to continually innovate in all of our programs to provide exceptional services, assistance and processes that protect the state of Minnesota.

Partnerships • It is the mission of this organization to work in collaboration with our criminal justice partners to promote public safety.

AGENCY HISTORY AND STAFFING

The Minnesota Legislature created the Bureau of Criminal Apprehension in 1927 as a division of the Office of the Attorney General to assist Minnesota peace officers in solving local crimes and apprehending criminals. Additional field offices and the Division of Statistics were added in 1935. The Forensic Science Laboratory became operational in 1947 and the Bemidji Regional Office and Forensic Science Laboratory opened in 2001. Since its inception, the Bureau of Criminal Apprehension has adapted and grown to meet the changing needs of the criminal justice agencies it serves.

Today the Bureau of Criminal Apprehension employs more than 400 people working in five sections: BCA Training and Auditing (20), Business Shared Services (13), Investigations (135), Laboratory (118) and Minnesota Justice Information Services (132). Staff members work out of the BCA's St. Paul headquarters, Bemidji Regional Office and 11 field offices around the state.

Organizational Chart

Superintendent

Deputy Superintendent Investigations

Investigations
- Bemidji Regional Office
- Metro Regional Office
- Southern Regional Office
- Predatory Crimes
- Criminal Information and Operations – Minnesota Fusion Center
- Duty Officer/Operations Center

Deputy Superintendent Forensic Science Services

Forensic Science Services
- St. Paul Testing Laboratory
- Breath Testing/Calibration Laboratory
- Bemidji Testing Laboratory
- St. Cloud Evidence Processing Facility

Deputy Superintendent MNJIS/BCA Training and Auditing/ BCA Shared Services

Minnesota Justice and Information Services
- Criminal History and Biometric Services
- Criminal Justice Data Network
- Criminal Justice Information Applications

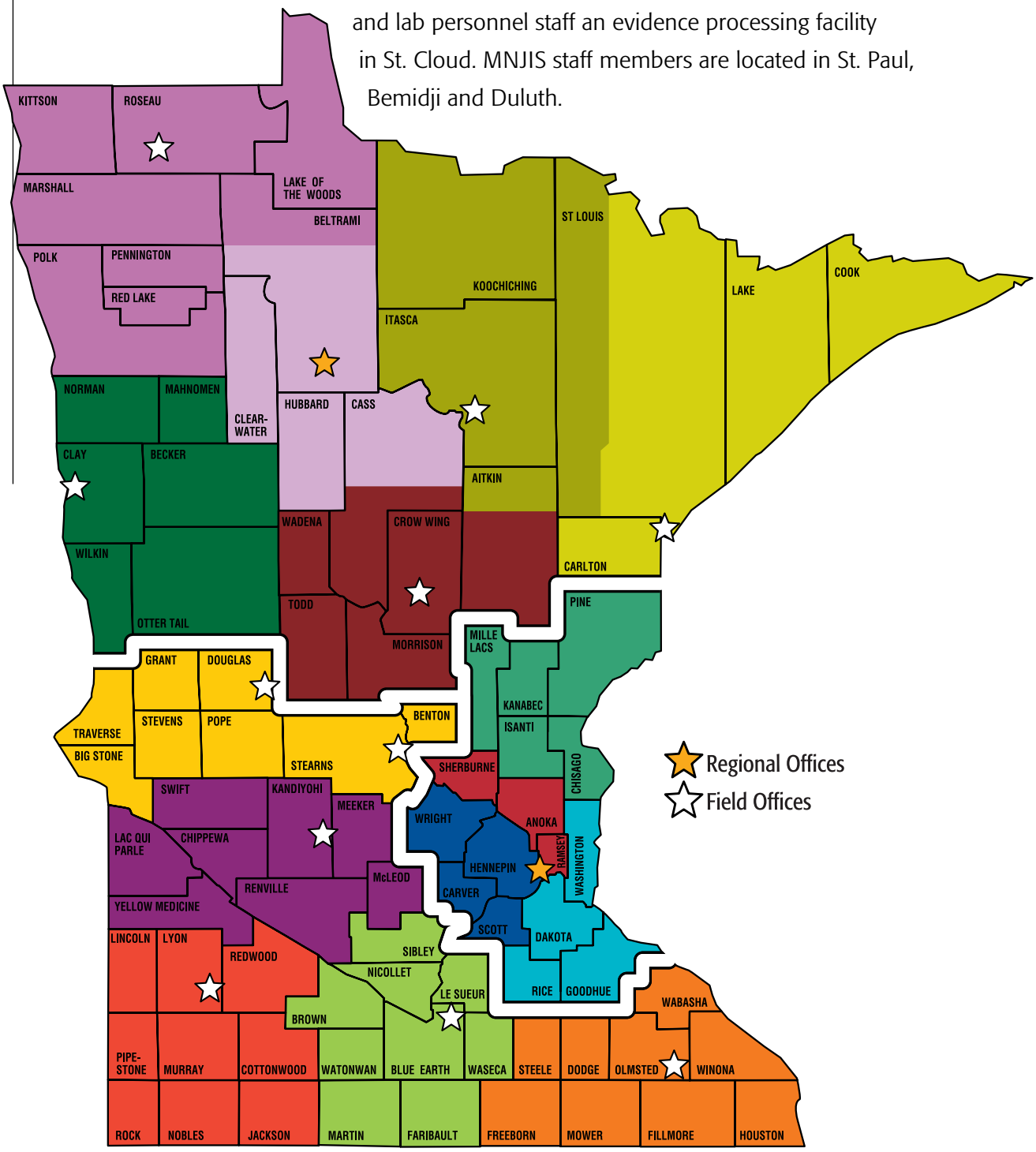
BCA Training and Auditing
- Statewide Peace Officer Training
- MNJIS Training and Auditing

BCA Business Shared Services
- Budget/Fiscal
- Grants
- Contracting
- Purchasing
- Legal
- Communications

AGENCY HISTORY AND STAFFING

Staff / Facility Locations

Bureau of Criminal Apprehension staff and offices are strategically located across Minnesota to provide timely service to local communities. Agents are positioned in regional offices in St. Paul and Bemidji and in 11 field offices. BCA forensic scientists are located in St. Paul and Bemidji, and lab personnel staff an evidence processing facility in St. Cloud. MNJIS staff members are located in St. Paul, Bemidji and Duluth.



EXTERNAL MEASUREABLE DATA

Major Acomplishments from the 2013 – 2016 Strategic Plan

The BCA will use this strategic plan to guide agency activities during the life of the document and beyond. The BCA's last strategic plan addressed goals for 2013 – 2016. Below are some of the accomplishments completed in 2013 – 2016 to meet goals identified in that plan.

- Provided sole access to Driver and Vehicle Services data to law enforcement users through MyBCA
- Made more core BCA data available with single user ID and password
- Updated BCA Security Policy
- Developed new Orders for Protection system
- Built and deployed new statewide Crime Reporting System
- Secured funding and began development of new statewide Criminal History System
- Provided partners and stakeholders with opportunities for feedback on training

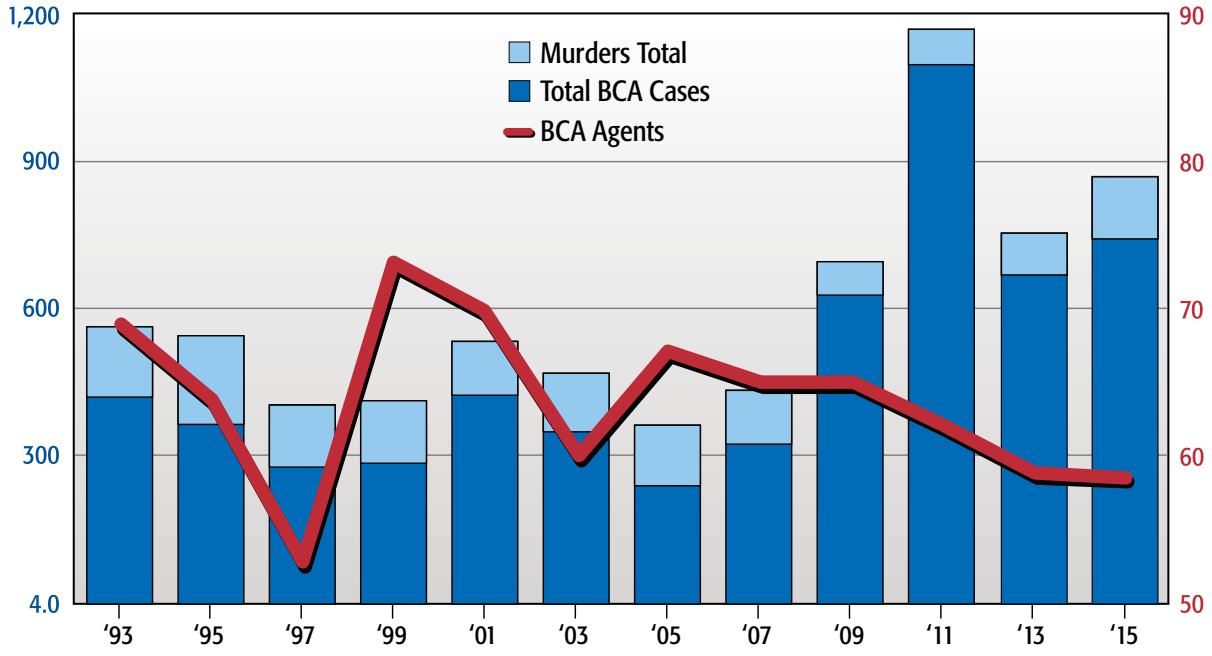
EXTERNAL MEASUREABLE DATA

- Revised Investigative Priorities Policy to reflect criminal justice agencies' changing needs
- Implemented a new time tracking system to gather data on agent activities and time spent on investigations
- Purchased and deployed mobile digital forensics vehicle to create efficiencies in evidence review processes and speed response
- Began process of pursuing accreditation for the Digital Multimedia Evidence Unit
- Secured additional resources and aligned resources to provide greater investigative capabilities in predatory crimes investigations
- Created a Financial Crimes Unit to support partner agencies and the Minnesota Financial Crimes Task Force
- Combined all information analysis and sharing functions into a single Criminal Operations and Information Section
- Evaluated (and continue to evaluate) how time is spent in relation to BCA investigation priorities
- Forensic Science Services Calibration Laboratory earned national accreditation
- Revised controlled substance evidence acceptance policy in response to current submission trends
- Case evidence submission preapproval requirement implemented
- Designated and trained six new crime scene team members
- Developed crime scene processing class for local agency personnel
- Created interdisciplinary working group for validation and training
- Established credentialing documents that identify BCA personnel at crime scenes and other off-site locations

Investigations

The BCA provides investigative, analytical and crime scene responses, as well as long term assistance with complex investigations in the areas of abductions/missing persons, cold cases, conflict of interest, crime scene, death, financial crime organizations, human trafficking, narcotics, predatory offenders. The BCA also conducts digital evidence examinations and analysis, and technical support/special operations. These are essential services that many agencies cannot support locally.

As the past half-decade has seen a steady increase in murders compared with prior decades, the number of cases for which local law enforcement relies on the BCA to lead or assist with an investigation has also seen steady growth. This trend has resulted in a dramatic increase in BCA cases.

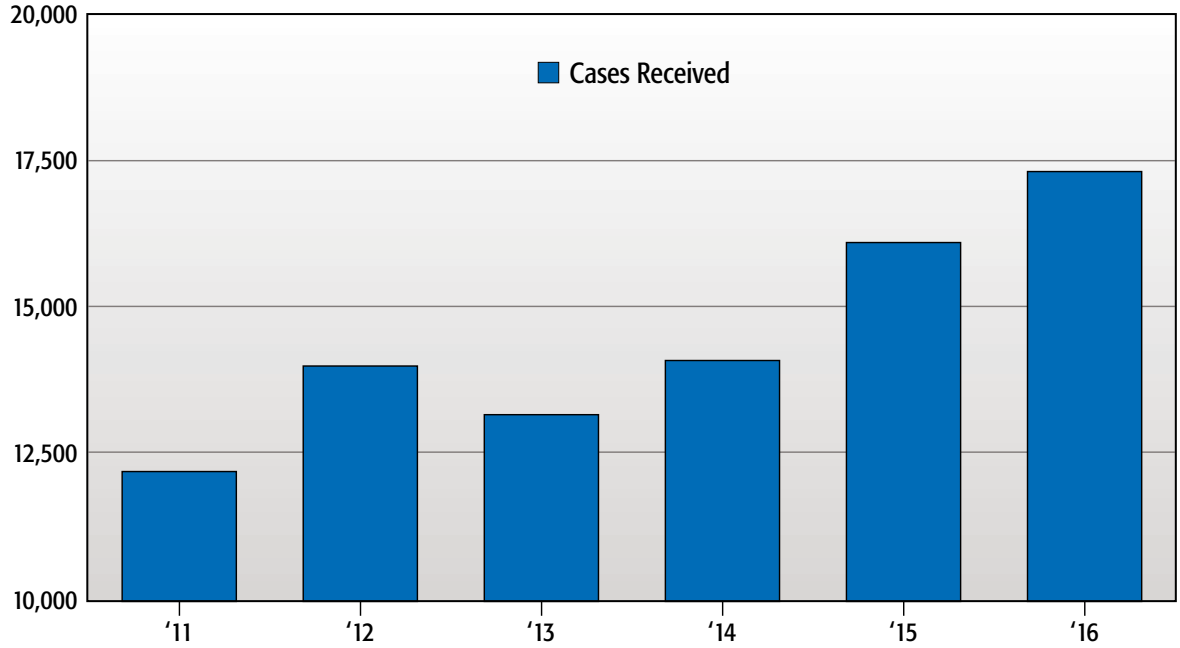


Forensic Science Services

The BCA Forensic Science Service (FSS) is the only full-service, accredited crime laboratory in Minnesota. It provides forensic science testing, crime scene response, breath alcohol instrument calibration, specialized training, and expert court testimony to all 87 counties of the state. Forensic science testing services are available for the following categories: DNA analysis, drug chemistry, latent prints, toxicology and alcohol, trace evidence, firearms and toolmarks.

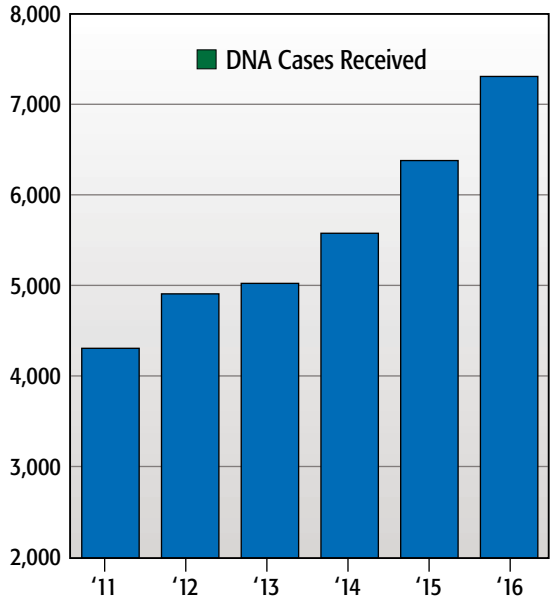
As BCA FSS testing capabilities expand, so do the number of requests by criminal justice partners for testing and expert witness services. Each case may represent a single piece of evidence or hundreds that require testing in one or more of the laboratory sections.

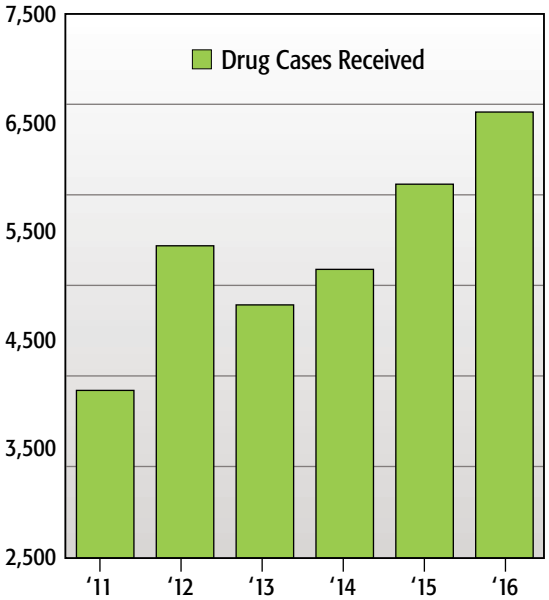
DIVISION OVERVIEW



The BCA FSS added DNA evidence testing capabilities in 1991. Since then, this area of testing has experienced significant growth. In the past six years, DNA case submissions increased by 48%. In recent years, the demand for testing of suspected controlled substances has also increased. The evolution of illicit drugs has contributed to the complexity of the cases encountered by BCA drug chemists. In the past six years, drug chemistry case submissions increased by 63%.

Increases in demand leads to an elevation in the time required to test and report cases. The BCA FSS continues to look for ways to increase capacity to meet the rising demands for service.





Minnesota Justice Information Services

The BCA's Minnesota Justice Information Services (MNJIS) facilitates the access to and exchange of criminal justice information. With a focus on data integration, MNJIS provides more than 50 information systems and tools giving criminal justice agencies more accurate and timely criminal justice information for better decision-making in the criminal justice system. MNJIS has developed several first-of-its-kind systems including a "Google-style criminal justice information search engine and a statewide database of predatory offenders. Other innovative systems and applications developed by the BCA include:

Gun Permit Background Check – a streamlined process for completing multiple searches required for a firearms permit.

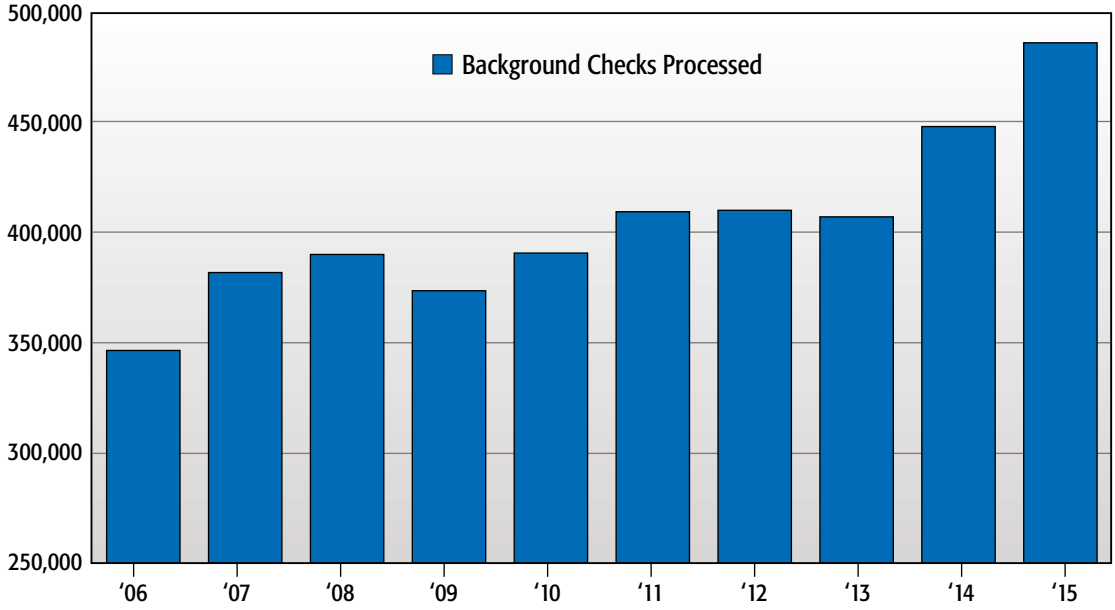
MyBCA – a single-sign-on environment where authorized criminal justice personnel can access multiple information systems using a single login and password.

Criminal History System – the state's repository of criminal history records including arrest, court disposition, probation and incarceration data, linked by fingerprint records stored electronically in the Automated Fingerprint Identification System.

Arrest photo repository – a statewide central repository of booking and arrest photos, scars, marks, tattoos and other descriptive information.

Electronic charging service – eCharging moves criminal complaint data between law enforcement, prosecution and the courts. It also processes citations, DWI administrative forms, and search warrants electronically, eliminating significant paperwork and manual data entry for these high volume processes.

MNJIS also provides many public services, including fingerprinting, questioned identity assistance, a criminal history database and background checks.



DIVISION OVERVIEW

BCA TRAINING AND AUDITING SECTION

The BCA Training and Auditing section provides advanced skills, business practices and technology training including narcotics, clandestine lab entry certification, death investigation, specialized investigative techniques, crime alert network certification, crime scene and evidence collection, missing persons response and law enforcement leadership and management. Trainers also provide instruction and conduct audits on the use of BCA systems.

Members of the criminal justice community receive this training at BCA facilities in St. Paul and Bemidji and at criminal justice partner sites. Training is also offered via web-based, online and broadcast formats. This innovative approach saves local agencies time and money.

Number of Classes and Students by Year

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Classes	167	160	132	286	220	159	185	170	190
Students	4818	3418	3449	5323	5827	4228	7031	8299	8121

BUSINESS SHARED SERVICES SECTION

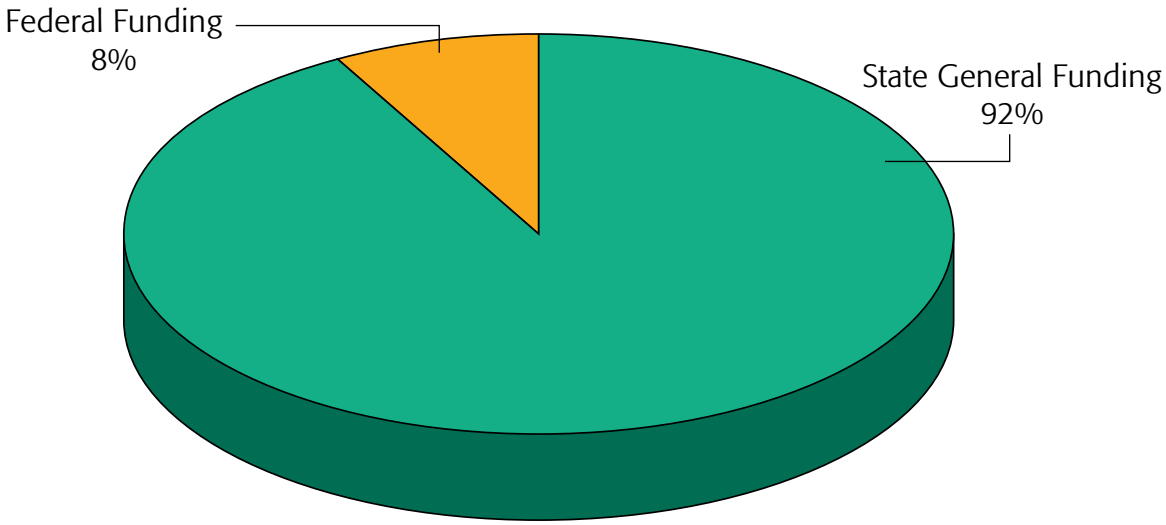
The Business Shared Services section provides services to all sections of the BCA including legal analysis, budget and fiscal services, contract and grant management, purchasing, communications support and data practices request processing.

BUDGET

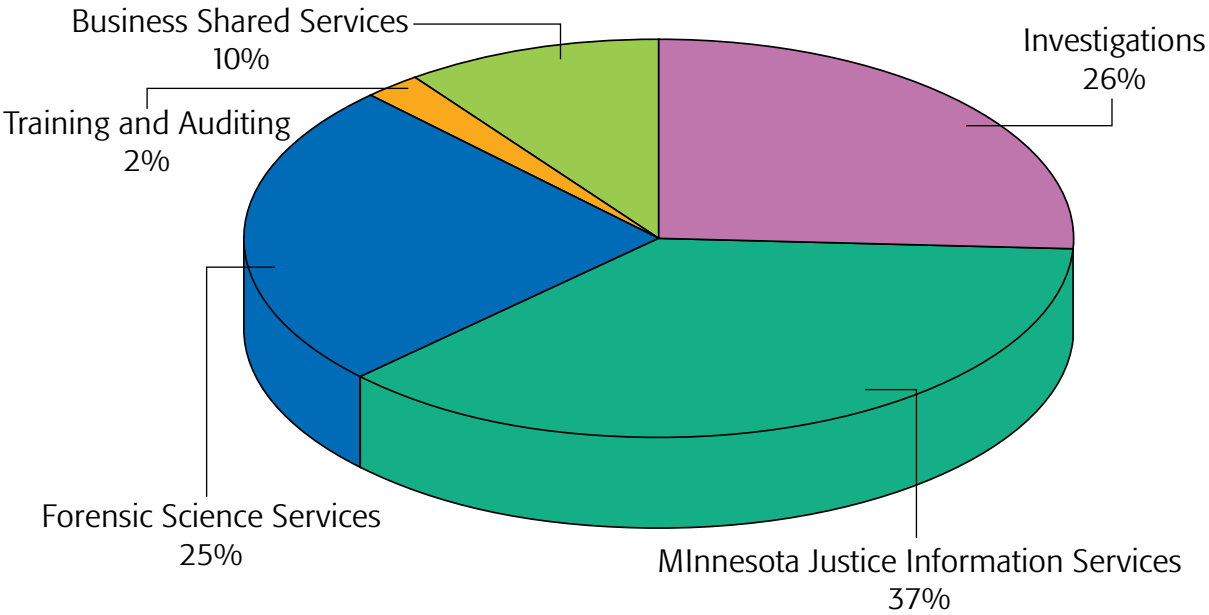
The Bureau of Criminal Apprehension has an annual operating budget of $60,527,667 made up mostly of general fund appropriations but which also includes federal funding.

Funding within the BCA is broken down by section. Technology-driven MNJIS receives the largest portion of the funding to build and maintain data systems used by Minnesota criminal justice agencies and the public.

BCA Funding Sources



BCA Funding Distribution



OVERARCHING GOALS AND STRATEGIES

Driving criminal justice data integration and information sharing

- Make access to core BCA criminal justice data more intuitive and easily accessible
- Ensure security of data maintained and disseminated and compliance with FBI Security Policy
- Replace state Criminal History System (CHS) to provide more accurate and timely criminal history data
- Transition Minnesota law enforcement agencies to National Incident Based Reporting System (NIBRS)
- Replace Predatory Offender Registration System (POR) to provide more accurate and timely predatory offender data

Designing and delivering relevant and effective professional development options for Minnesota's criminal justice professionals

- Enhance feedback and input from BCA training customers and partners
- Utilize technology to enhance existing training delivery
- Improve the quality of BCA educational training opportunities

Delivering quality forensic science services by developing innovative processes and increased capacity

- Develop and implement improved evidence submission processes
- Expand training opportunities for BCA partners in the areas of evidence handling, evidence processing, lab capabilities, and current topics, with an emphasis on on-demand online training videos
- Identify and implement new testing strategies to get helpful investigative information to stakeholders faster
- Expand digital and multimedia evidence capabilities and access and achieve accreditation under ASCLD/LAB International Program ISO/IEC 17025
- Develop plans to define and measure case outcomes to allow for a critical assessment of services

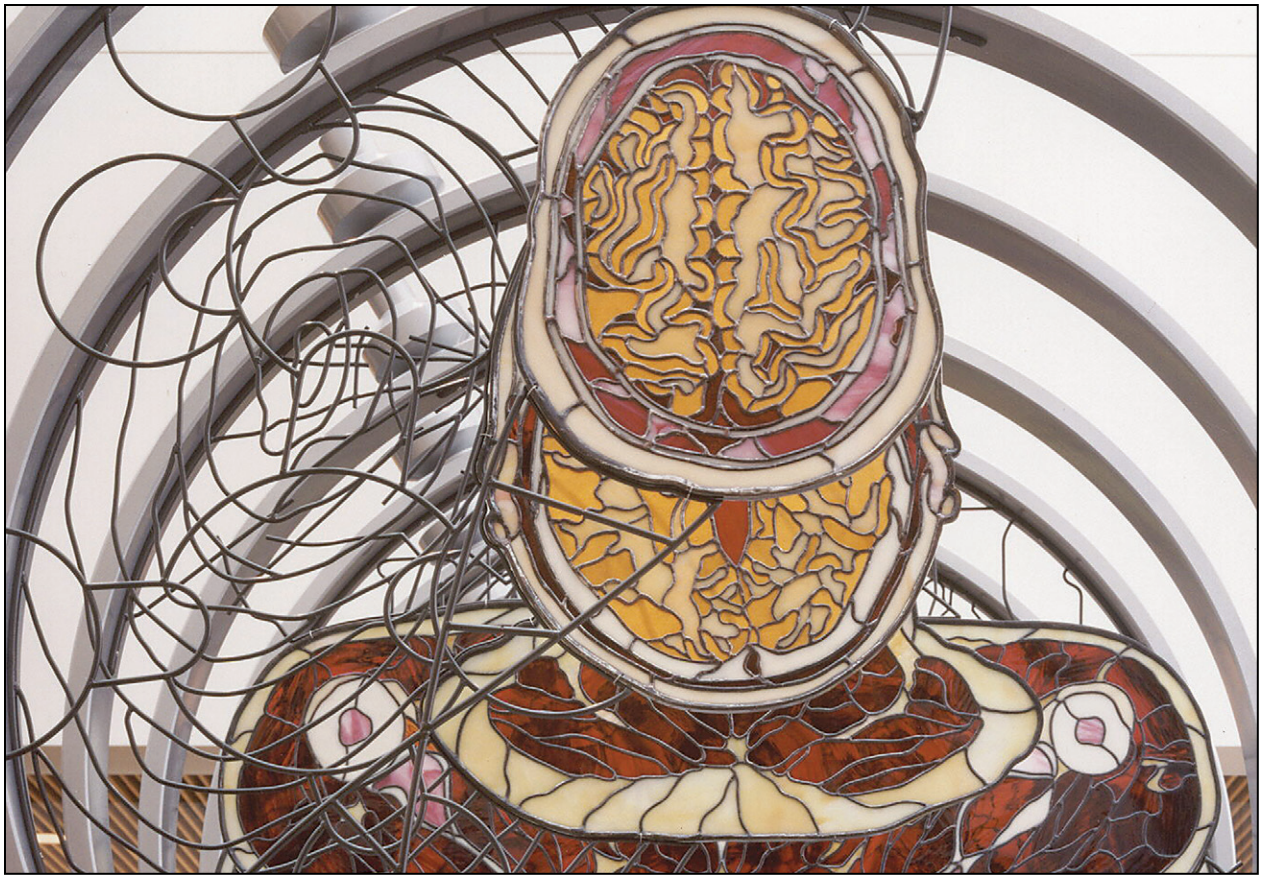
Targeting violent criminals, organized criminal enterprises, exploitation of children and technology facilitated crimes

- Assess and implement refined management structure and oversight for the Investigations Division
- Expand and refine the BCA's role in investigations requiring the need for advanced technology
- Increase BCA's presence throughout the state in the investigation and disruption of major drug trafficking organizations
- Define the role of the BCA in human trafficking investigations as well as creating and implementing human trafficking training for local agencies
- Expand and refine the capabilities of the BCA Criminal Information and Operations Section and the Minnesota Fusion Center within that section

Creating a positive work culture that values, supports, develops, attracts and retains BCA employees

- Refine internal communications processes and methods
- Create public outreach programs to better inform partners and the public about the BCA's work and strengthen our connections to the community and our partnerships
- Create additional employee development opportunities

CONTACTS



The Bureau of Criminal Apprehension provides round-the-clock service to Minnesota law enforcement agencies on investigations and in support of BCA technology resources. The BCA provides many services to the public during business hours at its St. Paul headquarters as well. More information on the BCA can be found at bca.dps.mn.gov. Additional information is available on the BCA's social media platforms.

- facebook.com/MNBCA
- twitter.com/MnDPS_BCA
- youtube.com/user/MNDPS

CRIME SCENE
TEAM
BCA

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