



Department of Public Safety

Strategic Plan

2023-2027

Introduction

The Minnesota Department of Public Safety (DPS) is a diverse, complex agency dedicated to serving communities across the state. DPS has 10 public facing and four support divisions with about 2,200 dedicated employees operating programs statewide that all have one goal: Building a safer Minnesota.

In cooperation with community and government partners statewide, DPS staff promote our principles:

- Prevention
- Preparation
- Response
- Recovery
- Public education
- Enforcement

From the 911 call to the investigation and victim services, DPS strives to provide timely, accurate and compassionate service to all Minnesotans and those who visit or do business here.

Beyond preventing crimes and ensuring justice, we help Minnesotans prepare for the emergencies that cannot be prevented by coordinating disaster response from the first sirens to the disaster declarations, and on through the last federal and state grants that help communities with their final steps to recovery.

Education is also key to building a safer Minnesota. Our public education programs influence personal behavior so those who live, work and play here can be a part of the solution and help reduce fatalities, no matter how they happen.

We believe in putting safety first as we patrol Minnesota roads to protect our motorists and enforce our laws, and we provide world-class laboratory and investigative services to local law enforcement agencies statewide.

DPS's strategic plan aligns closely with the One Minnesota Plan. The people of Minnesota can thrive only when they feel safe in their communities, whether at home, school, work or play. This is true for all Minnesotans, regardless of race, age, gender, ethnicity or ZIP code. DPS is committed to working with our partners to enhance safety, build trust and promote justice. We build trust by engaging with communities, listening to and learning from their experiences, and then asking, "How can we help?" We strive for a workforce that is responsive to and reflective of the communities we serve.

DPS staff members are always on the job somewhere, 24 hours a day, in every part of the state. DPS is successful when Minnesotans receive the services they need when and how they need them, and when we engage with our community partners in promoting safety, service and justice. The agency is taking a more in-depth look at accountability-based metrics across divisions under the leadership of Commissioner Bob Jacobson, who was appointed Jan. 4, 2023.

One Minnesota Plan

Building Blocks

Mission

Improve the lives of all Minnesotans by working collaboratively to implement policies that achieve results.

Vision

Minnesota is the best state in the country for children to grow up in — those of all races, ethnicities, religions, economic statuses, gender identities, sexual orientations, abilities and ZIP codes.

Guiding Principles

- Practice servant leadership.
- Treat everyone with respect and dignity.
- Do the right thing, especially when it is difficult.
- Ask how your actions are reinforcing or removing structural inequity.
- Promote the common good over narrow special interests.
- Be accessible, transparent and accountable.
- Include voices from communities who will be most impacted.
- Bring people together across lines of difference.

Priority Areas

Minnesota does best when state agencies and community partners collaborate to achieve common goals. We will work together to solve problems, particularly in the key priority areas below. In all of our work, we will seek to end discrimination and eliminate disparities for people of color and Indigenous community members, women, members of the LGBTQIA+ community, people with disabilities, immigrants, and people in all zip codes, and of all economic statuses:

- Equity and inclusion.
- Minnesota's environment.
- Fiscal accountability, customer experience and measurable results.
- Children and families.
- Thriving communities, housing and workforce.
- Healthy Minnesotans.

One Minnesota Priorities at the Department of Public Safety

Diversity, Equity and Inclusion

Strategy — DPS will utilize the Equimetrics survey results to address retention in the targeted areas.

The Equimetrics survey, a third party survey provider under contract by DPS to measure employees diversity, equity and inclusion (DEI) alignment, results show DPS can improve employee satisfaction by addressing areas related to mission, values, alignment, equity and communications. The survey results have provided DPS with detailed information in these areas with respect to a variety of metrics related to targeted populations. We can determine employee satisfaction with DEI efforts by age groups, generational categories and Equal Employment Opportunities 4 classifications, within the targeted populations.

- **What we want to accomplish with this strategy:**
 - Improve employee retention by addressing areas in which employees have expressed dissatisfaction or a lack of agency responsiveness.

- **What activities we'll undertake to support this strategy:**
 - The Equimetrics survey results show DPS lacks alignment within the areas of mission, communication and equity. In other words, employees do not “strongly agree” that DPS promotes diversity, equity, inclusion and cultural competency in these areas. DPS has created a project team that reports to the commissioner and deputy commissioner. This team, comprised of high-level leadership, is tasked with determining projects that will focus on improving DPS’ alignment within these areas. DPS is also hiring a DEI director who will be lead the project team and will oversee implementation of projects within DPS and within individual divisions.
 - In January 2024, DPS will conduct a second Equimetrics survey. This will measure DPS’ progress towards alignment (in other words, employees “strongly agree”) that DPS has progressed with respect to its DEI and cultural competency in the areas of mission, communications, and equity. This second survey will help DPS determine whether measures are working or whether alternative measures are needed to continue developing an agency in which a majority of employees strongly agrees that DPS is focused on creating a culture in which all employees can thrive.

- **Metrics and milestones:**
 - Improved Equimetrics scores in alignment within the categories of mission, communication and equity.

Strategy — DPS will develop a process to track and communicate equitable procurement information.

DPS lacks a process to accurately and efficiently track equitable procurement. This strategy will provide the foundation for communication to leadership about how they are leveraging equitable procurement.

- **What we want to accomplish with this strategy:**
 - More robust and frequent information sharing will increase internal awareness and expertise on equitable procurement initiatives and opportunities. This new internal process will ensure that equitable procurement is an ongoing component in DPS processes. Standard fiscal tracking and reporting will be utilized in current meetings and communications (e.g. budget meetings and regular and annual instructional materials), new email communications and training opportunities, and as a part of agency contracting and procurement decisions.

- **What activities we'll undertake to support this strategy:**
 - Develop standard, internal financial reporting to track expenditures, vendors utilized, and frequency of equitable procurement attempts and executions. These reports will be shared with division and agency leadership and procurement staff to set goals and track progress toward goals.
 - Develop a plan to train staff on equitable procurement and distribute agency and enterprise resources and internal financial reports on a regular basis. DPS will track the number of individuals trained, number of documents/emails/communications used to encourage and support this work, and track the number of reports shared and meetings conducted to review data and track progress toward division and agency expenditure goals.
 - Implement the training plan and provide ongoing support to DPS purchasers, business units and leaders.

- **Metrics and milestones:**
 - Develop reporting metrics
 - Develop training plan
 - Number of individuals trained
 - Number of documents/emails/communications
 - Number of reports shared and meetings conducted

Strategy — DPS will use data analysis to identify opportunities for improvement in equitable procurement and to develop short term and long-term goals across various business units throughout the agency.

By taking an intentional approach to data analysis of our procurement data, DPS will be better able to identify which services and products have opportunities for growth in equitable procurement and design specific strategies to attain necessary growth.

- **What we want to accomplish with this strategy:**
 - Creating standard financial reporting processes for new and regular data analysis will provide a more thorough understanding of current procurement data and practices, and will allow for more engagement with specific business units. This will lead to more informed decision making, and developing specific, measurable goals in order to enhance DPS' ability to contribute to the statewide goal.
- **What activities we'll undertake to support this strategy:**
 - Utilize enhanced financial reporting to identify baseline equitable procurement data.
 - Analyze baseline data to identify agency and division strengths and weaknesses, opportunities for improvement, and develop specific, measurable goals.
 - Provide centralized leadership and support to develop work plans to meet goals.
 - Monitor progress toward goals and provide updates to agency and division leadership.
- **Metrics and milestones:**
 - Two-year retention rate of newly hired American Indians, people of color, people who have a disability and veterans (Goal: 75 percent retention across all groups listed).
 - Agency spending with certified businesses (Goal: To increase by 10 percent each year from the 2018-2022 baseline).

Minnesota's Environment

Strategy — Prevent and reduce the impact of future natural disasters on Minnesota residents and infrastructure by continuously updating and improving the hazard mitigation program.

DPS will work with communities who have experienced a natural disaster and help them utilize the hazard mitigation program to build resiliency in their infrastructure.

- **What we want accomplish with this strategy:**
 - Recent studies have shown a continuation of increasing damage and frequency from natural disasters. Prevention and reduction of natural disaster impacts will help improve Minnesota's environment and Minnesotans' ability to recover following an event.
- **What activities we'll undertake to support this strategy:**
 - Increase staffing to support applications for pre- and post-federal disaster grants.
 - Develop a comprehensive state mitigation program to minimize the impact of future disasters.
 - Begin the discussion on state financial participation for the non-federal cost share to increase applicant participation in FEMA's Hazard Mitigation Grant Program (HMGP).
- **Metrics and milestones:**
 - Compare mitigation project data from federal disasters over time to determine a historical baseline of successful mitigation project applications through our most recent

federally declared disasters. Compare our rate of successful mitigation projects in future federally declared disasters to that baseline to determine correct staffing.

- No later than September 1, 2023, compare and contrast mitigation programs from other states, garner lessons learned and determine next steps in developing our program.
- Research mitigation project data from previous disasters to determine a historical cost share record. Use data to project a non-federal share estimate to gain insight into potential funding requirements for future years.

Fiscal Accountability, Customer Experience and Measurable Results

Strategy — Simplify application for line-of-duty death benefits by identifying and reducing administrative burdens in applying for benefits.

During a time of grief, working through a paper-based bureaucratic process is unacceptable. This strategy will improve the customer experience on receiving line of duty death benefits.

- **What we want accomplish with this strategy:**
 - Make it easier for beneficiaries to understand and utilize the process.
- **What activities we'll undertake to support this strategy:**
 - Identify a software vendor.
 - Develop a model process.
 - Engage previous applicants for input and feedback.
- **Metrics and milestones:**
 - Identification of a software vendor by December 2023.
 - Model process developed by December 2023.
 - Launch by July 1, 2024.

Strategy — Establish a coordinated department wide measurement approach

There is currently no standard measurement tool used throughout the agency. We will review existing measures and build result-based accountability measures for each division.

- **What we want accomplish with this strategy:**
 - Increase emphasis on measuring for results.
- **What activities we'll undertake to support this strategy:**
 - Utilize results-based accountability framework.
 - Identify two or more measurable results for each agency division.
 - Monitor quarterly for results.
- **Metrics and milestones:**

- By first quarter of calendar year 2024, we will have reviewed existing measures and developed results-based accountability measures where necessary.
- Identify a software vendor by October 2023.

About the Minnesota Department of Public Safety

Mission

Serving all communities to build a safer Minnesota.

Vision

Leveraging the expertise of our diverse workforce, the Department of Public Safety improves the lives of Minnesotans by engaging with community and government partners to promote safety, service and justice.

Core Values

Trust | Excellence | Inclusiveness | Accountability | Respect | Engagement

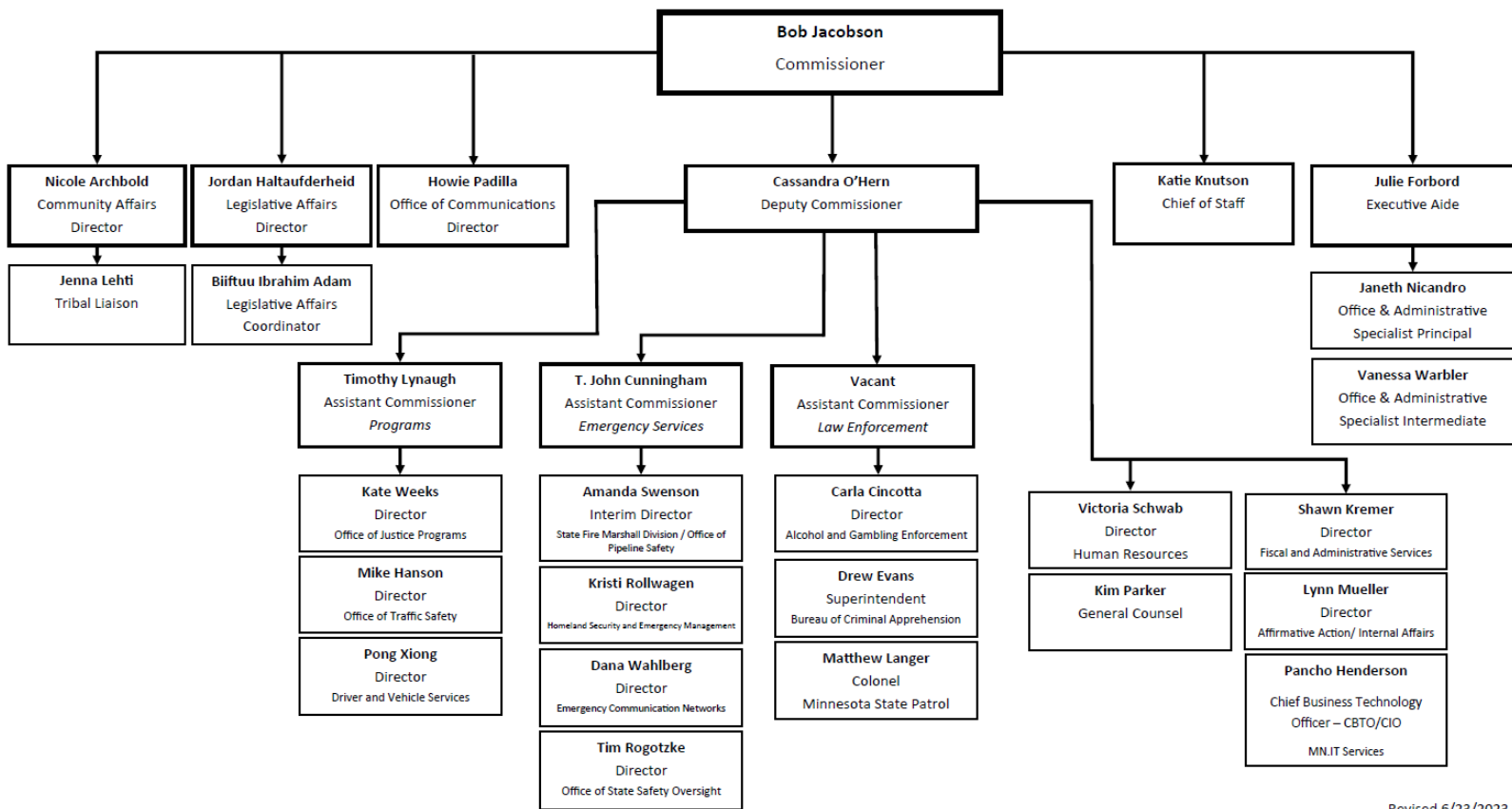
Organizational Structure

The Minnesota Department of Public Safety (DPS) was established in 1969, but its roots can be traced to the creation of the State Fire Marshal position by the legislature in 1905. The Bureau of Criminal Apprehension came along in 1927 and the Minnesota Highway Patrol – now the Minnesota State Patrol – was created with a force of nine troopers. A Minnesota Department of Civil Defense was created in the midst of the Cold War and would later become the Homeland Security Emergency Management division of DPS.

DPS is now a diverse, complex department of state government that includes 10 divisions directly serving the public, and four support divisions, all focused on building a safer Minnesota.

Organization Chart

[View an accessible PDF of the DPS org chart](#)



Revised 6/23/2023

Department of Public Safety

Strategic Priorities 2023-2027

Enhance Safety

Minnesotans deserve to live in communities where they feel safe. DPS, through the efforts of many of its divisions, works to improve or maintain the safety of all Minnesotans. The strategies outlined in this priority area identify the current risks and ways the department intends to mitigate those risks to build a safer Minnesota for all. Strategy — Protect sensitive criminal justice data from cybersecurity threats through increased IT security and compliance efforts.

The Minnesota Bureau of Criminal Apprehension (BCA) is responsible for the appropriate maintenance and dissemination of criminal justice information at the local, state and federal levels. The BCA provides authorized access to these data via more than 30 different systems to law enforcement, the judicial system, corrections, prosecution, public defense and other non-criminal justice agencies.

- **What we want to accomplish:**
 - Manage access of authorized users to BCA data more effectively.
 - Maintain more comprehensive asset management of hardware and software.
 - Ensure hardware and software are updated to protect against vulnerabilities.
 - Improve scanning and monitoring to detect security vulnerabilities.
 - Meet FBI IT security compliance requirements.

- **What activities we will undertake to support this strategy:**
 - Implement new identity and access management (IAM) system.
 - Implement new asset management tool and processes.
 - Implement new tool to automatically update hardware and software.
 - Implement real-time detection of security vulnerabilities.
 - Update BCA's IT security policies and standards.

- **Metrics and milestones:**
 - Identify new IAM solution by October 2023.
 - Implement new IAM system by June 2024.
 - Migrate BCA Priority 1 systems to new IAM system by June 2025.
 - Define and start tracking all IT assets by December 2023.
 - Implement new patch management tool to automate 90 percent of hardware and software updates by June 2024.
 - Implement real-time notifications for BCA's intrusion prevention and intrusion detection systems by June 2024.

- Ensure BCA has all IT security policies required by the FBI approved by June 2024.

Strategy — Reduce violent crime and human trafficking through data and intelligence driven investigations.

The BCA's Investigations Division is responsible for providing statewide investigative assistance to Minnesota's 87 counties. This includes investigations involving homicide/suspicious deaths, abductions/missing persons, police use of force/police sexual assault/police misconduct, narcotics, financial crimes, predatory crimes/human trafficking/internet crimes against children and cyber crimes. Investigations also oversees several task forces, including the state's Human Trafficking Investigators Task Force. The Investigative Division also runs a Criminal Information and Operation Section, which houses the missing persons clearinghouse, Amber Alert and Blue Alert Programs, Crime Alert Network, Minnesota Duty Officer, reactive crime analysts and the Minnesota Fusion Center.

- **What we want to accomplish:**
 - Reduce violent crime.
 - Expand the capabilities of the Human Trafficking Investigators Task Force.
 - Expand the capabilities of the Criminal Information and Operations Center to better support real time crime analytics.
- **What activities we will undertake to support this strategy:**
 - Build out the section of unused space at the BCA headquarters in St. Paul to house the Criminal Information and Operations Center.
 - Utilize crime data analytics to focus on those individuals or groups committing the most violent crimes and human trafficking in the Twin Cities metro area and greater Minnesota.
 - Create a dedicated violent crime group comprised of crime analysts, investigators and crime/victim resources.
 - Build out the capability and capacity of the Human Trafficking Investigators Task Force by hiring dedicated crime analysts, investigators and crime/victim resources to expand sex and labor trafficking investigations in Minnesota.
- **Metrics and milestones:**
 - Create a co-located group comprised of BCA Investigators, criminal intelligence analysts, crime/victim advocate, prosecutor as well as outside agency partnerships to begin working targeted violent crime criminal cases. This will be measured by both having the group co-located, up and running as well as the number of cases opened, prosecutions and illegal weapons and narcotics seized.
 - Complete a build out of an unused portion of the BCA headquarters into a real time crime information and analysis center that is staffed 24/7.
 - Create a co-located group comprised of BCA investigators, criminal intelligence analyst, crime/victim advocate as well as outside agency partnerships to build out the capacity to work sex and labor trafficking cases across Minnesota. This will be measured by both

having the group up and running as well as number of victims rescued, prosecutions and convictions.

Strategy — Reduce Violent Crime by using targeted analysis and improved forensic science support.

The BCA's 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 Minnesota's 87 counties. The BCA FSS assists law enforcement partners by providing actionable, relevant and timely forensic testing results for violent crime investigations.

- **What we want to accomplish:**
 - Reduce delays in the release of investigative leads and courtroom ready forensic opinions to assist the criminal justice system in a timelier manner.

- **What activities we will undertake to support this strategy:**
 - Decrease laboratory testing turnaround times allowing for the expedited release of forensic DNA results in cases involving violent crime such as homicides and sexual assaults.
 - Implement new instrumentation to allow for higher throughput analysis of evidence samples.
 - Identify and implement targeted evidence testing for expedited release of DNA results for sexual assault cases.
 - Adding trained staff to alleviate bottlenecks at the DNA analysis stage of the process.
 - Utilize front-end screening and evidence processing methods for evidence triaging to provide downstream efficiencies in the DNA Section of the laboratory.
 - Expand evidence processing activities outside of the DNA Section using forensic laboratory technicians.
 - Build upon existing efforts in the National Integrated Ballistics Information Network (NIBIN) program for ongoing backlog reduction efforts and for the expedited release of actionable investigative leads in crimes involving firearms.

- **Metrics and milestones:**
 - The average turnaround time for various crime types will be tracked regularly to identify trends and areas of improvement. The ultimate milestone is to reach an average of 30 days through added staffing, technology and process efficiencies. While a 30-day timeframe will not be possible without additional investment in the FSS, the goal is to continue improvements as it pertains to case processing times and the release of information.
 - Complete testing on backlogged NIBIN cases, achieve and maintain a turnaround of no more than one week with the ultimate goal of an average turnaround time of 48 hours from time of receipt.

Strategy — Guide K-12 Schools towards developing and incorporating best practices in school safety through the engagement of whole community resources.

This strategy provides schools with the knowledge, skills and tools needed to refine or develop all hazards safety plans and procedures. Successful school safety strategies to address natural, technological, and human-caused hazards require inviting and engaging the full spectrum of community resources.

- **What we want to accomplish with this strategy:**
 - Provide high-quality training and resources that focus on currently established best practices in the rapidly evolving realm of K-12 school safety.
- **What activities we'll undertake to support this strategy:**
 - Participate in the development of school safety communication pathways connecting the school community and public safety officials.
 - Train school officials and their public safety partners in all-hazard emergency management best practices through the Minnesota School Based Emergency Management Certificate Course.
- **Metrics and milestones:**
 - Number of school districts engaged in training.
 - Number of school districts that subsequently engaged in updating safety practices.

Strategy — The department will work to uplift youth justice work by engaging with stakeholders and other administration partners.

As the Minnesota Legislature considers establishing a new Department of Children Youth and Families, the Office of Justice Programs (OJP) will continue to work with stakeholders to ensure youth justice is lifted up and remains at the forefront of conversations and solutions for children and families.

- **What we want to accomplish with this strategy:**
 - Ensure a smooth transition of the youth justice work.
- **What activities we'll undertake to support this strategy:**
 - Engage with the Children's Cabinet leadership to connect with the Juvenile Justice Advisory Committee leadership team and stakeholders.
 - Continue dialogue about what are the needs for youth involved in the justice system.
- **Metrics and milestones:**
 - Transitioning the youth justice office and juvenile justice advisory committee.

Strategy — Reduce Traffic Fatalities Utilizing Education and Enforcement Techniques.

Utilizing the tools at the Office of Traffic Safety (OTS) and the Minnesota State Patrol, bring awareness to the dangers of driving while impaired, without a seat belt, distracted and at high rates of speed.

- **What we want to accomplish with this strategy:**
 - Continue reducing traffic fatalities.

- **What activities we'll undertake to support this strategy:**
 - Promote traffic enforcement centered on speeding, lack of seat belt use, impairment, and distraction knowing these four challenges represent the vast majority of casual factor in fatal and serious injury crashes on Minnesota's roads.
 - Promote traffic safety education in order to prevent the driving behaviors that lead to traffic stops and fatal and serious injury crashes on Minnesota's roads.
 - Improve the OTS's ability to leverage data from multiple sources to identify best practices and appropriate countermeasures to prevent serious injury and fatal crashes. Move data analysis to a more proactive analytical model utilizing multiple data sets, analytical tools, and proven driver behavior modification practices.
 - Improve and expand public outreach, education and engagement to develop real world, real time solutions to traffic safety challenges at the community level. Build strong public support for all strategies and tactics that will improve driver behavior and increase safety on all roads.

- **Metrics and milestones:**
 - Fatal and serious injury crash data.
 - State Patrol enforcement data.
 - Traffic safety education engagement efforts.
 - Establish a workable and comprehensive data traffic safety data library.
 - Identify potential vendors to assist with process development.
 - Data integration and utilization strategic plan.
 - Engagement and outreach strategy established.
 - Identify and leverage underserved community members to improve equity understanding.
 - Outreach and engagement liaison position developed.

Strategy — Reduce fire deaths by increasing enforcement in high-risk populations and promote education to at-risk and underserved populations through local stakeholders.

This strategy is aimed at creating a cultural shift through cognitive behavioral change on how people view risk of fires in the home and how to mitigate risks causing fire death and reverse the trend for fire deaths from increasing to decreasing.

- **What we want to accomplish with this strategy:**
 - Use research and data-driven tools to evaluate the highest risk Minnesotans for fire death.
 - Increase code enforcement staff to address risks for residents who are at greatest risk of death by fire.
 - Research and distribute timely and relevant educational materials and curriculum to local stakeholders.

- **What activities we'll undertake to support this strategy:**
 - Continue to analyze data from UrbanLogiq Fire Risk Model
 - Add a data analyst position at the State Fire Marshal Division (SFMD) to look deeper into the data, to predict trends, and assist in refining strategies to further the mission to reduce fire deaths.
 - The data analyst will also evaluate the historic reporting metrics to ensure that we are collecting the right data and what data gaps exist.
 - Work with local stakeholders to assure proper and complete reporting measures are used and the impacts understood.
 - Conduct research to develop tools based on educational and psychological research on risk behavior and changing hazardous behavior.
 - Continue to work with local stakeholders to reinforce proven methods to reduce the risk of fires in structures.

- **Metrics and milestones:**
 - Through the collection of Minnesota fire incident reports, the SFMD will track structure fires, fire deaths, injuries to evaluate trends.
 - Analyze reporting data for fire origin and cause, engineered fire protection systems, and root cause/factors analysis.

Elevate Public Safety Service

DPS, under the leadership of Commissioner Jacobson, will work to elevate public safety professions as roles where there is nobility in service to community. Whether as a firefighter, peace officer, paramedic, dispatcher, victim advocate or emergency manager, these roles are critical to community safety. Through the strategies identified below the agency will work to retain staff at DPS, provide greater accountability, uplift the importance of wellness, provide leadership in the arena of accreditation, and recruit new public safety professionals to the agency.

Strategy — To build an inclusive and diverse workforce that accurately reflects the communities we serve in the state of Minnesota.

- **What we want to accomplish with this strategy:**
 - With the addition of external and internal recruitment, along with participation from all divisions, DPS would like increase the number of diverse candidates in our applicant

pools. We would also like to see our diverse candidates move forward in the search process to the interview applicant pool.

- **What activities we'll undertake to support this strategy:**
 - Attend various career fairs (e.g. POC career fairs, veterans' career fairs).
 - Be present at various events held in our communities (e.g. Minnesota State Fair, National Night Out).
 - Develop a metrics to track applicant submissions.
 - Communicate with division leaders, the importance of maintaining a diverse workforce.
 - Review and discuss affirmative action monthly reports.

- **Metrics and milestones:**
 - Monthly leadership meetings with agency leadership on affirmative action plans.
 - Minnesota State Fair booth engagement.
 - Establish metrics for applicant submission.
 - Number of career fairs attended.

Strategy — DPS will work to improve staff retention, particularly staff of color, by deep diving into current metrics and building advancement opportunities.

Retention of staff is critical to the success of our agency to meet its mission. We must understand where and why we have staff retention issues to build strategies to improve retention in key areas.

- **What we want to accomplish with this strategy:**
 - Improve staff retention by better understanding the data, building pathways to advancement and dedicating resources to DEI work to improve agency culture.

- **What activities we'll undertake to support this strategy:**
 - Analyze position data to further define the retention issues.
 - Identify clear pathways so individuals can advance within the agency.
 - Dedicate resources to develop plans for incorporating DEI work into the work of the divisions.

- **Metrics and milestones:**
 - DEI staff resource is hired.
 - A department wide plan for DEI retention will be developed.
 - For divisions with retention issues plans to improve retention will be developed by March 2025

Strategy — The Department of Public Safety will provide leadership in the area of emergency and first responder wellness by working to establish an emergency and first responder wellness office.

DPS will seek an appropriation through the Minnesota Legislature to establish and staff the first-ever Emergency and First Responder Wellness Office. First responders and public safety professionals who routinely respond to traumatic incidents face an increased risk of experiencing behavioral health issues including mental illness and substance abuse disorders. Fear of being seen as weak or not up to the job of a first responder keep many from seeking help. Responders can build their resilience by increasing awareness about risk factors and warning signs, talking with each other and using healthy coping strategies.

- **What we want to accomplish with this strategy:**
 - Increase the number of emergency and first responders seeking help for behavioral, mental health and substance abuse.
 - Build resilience in emergency and first responders by increasing awareness about risk factors and warning signs, the importance of talking with each other, and using healthy coping strategies.
- **What activities we'll undertake to support this strategy:**
 - Seek legislative appropriation for establishing an office.
 - Support legislative efforts to provide grant funding to build the capacity of resources available to emergency and first responders.
- **Metrics and milestones:**
 - Legislative appropriation to establish an office.

Strategy — DPS will improve agency accountability to internal and external audiences with clearer data and easier accessibility.

DPS is a unique agency with a variety of divisions — some with their own statutory structures. Improving the public's access to information about the work of the agency is important as we work to build trust with Minnesotans.

- **What we want to accomplish with this strategy:**
 - Build trust with Minnesotans by improving the accessibility of the data associated with the agency's work.
- **What activities we'll undertake to support this strategy:**
 - Establish division and departmental baseline measures in summer of 2023 and establish a framework for ongoing review and evaluation.
 - Redesign and launch the DPS website by December of 2024.
 - Build a framework to increase staff competency in community and public engagement.

- **Metrics and milestones:**
 - Baseline measures will be identified by December 2023.
 - Redesign and launch the DPS website by December of 2024.
 - Framework will be built by September 2023.

Strategy — DPS will support the development of a plan to pursue accreditation standards for Minnesota law enforcement.

There are currently no required or established accreditation standards for Minnesota law enforcement. The Commission on Accreditation for Law Enforcement Agencies (CALEA) is the only national accrediting body and while used widely in some states has not had a similar uptake in Minnesota. Establishing Minnesota specific law enforcement accreditation standards may encourage more law enforcement agencies to seek accreditation.

- **What we want to accomplish with this strategy:**
 - Support the establish accreditation standards for Minnesota law enforcement.
 - Increase the number of law enforcement agencies seeking accreditation.
- **What activities we'll undertake to support this strategy:**
 - Engagement with Minnesota law enforcement leaders.
 - Supporting the Minnesota Chief of Police Association's development of a framework for Minnesota accreditation standards.
- **Metrics and milestones:**
 - Accreditation standards established.