

MINNESOTA BUREAU OF
CRIMINAL APPREHENSION

2024-2026 STRATEGIC PLAN



- Minnesota
BCA
Bureau of Criminal Apprehension



**ME SCENE
TEAM**



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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 (BCA) 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.

DPS 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.

BCA Mission

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

BCA Vision

Delivering exceptional law enforcement services for a safer Minnesota.



BCA 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



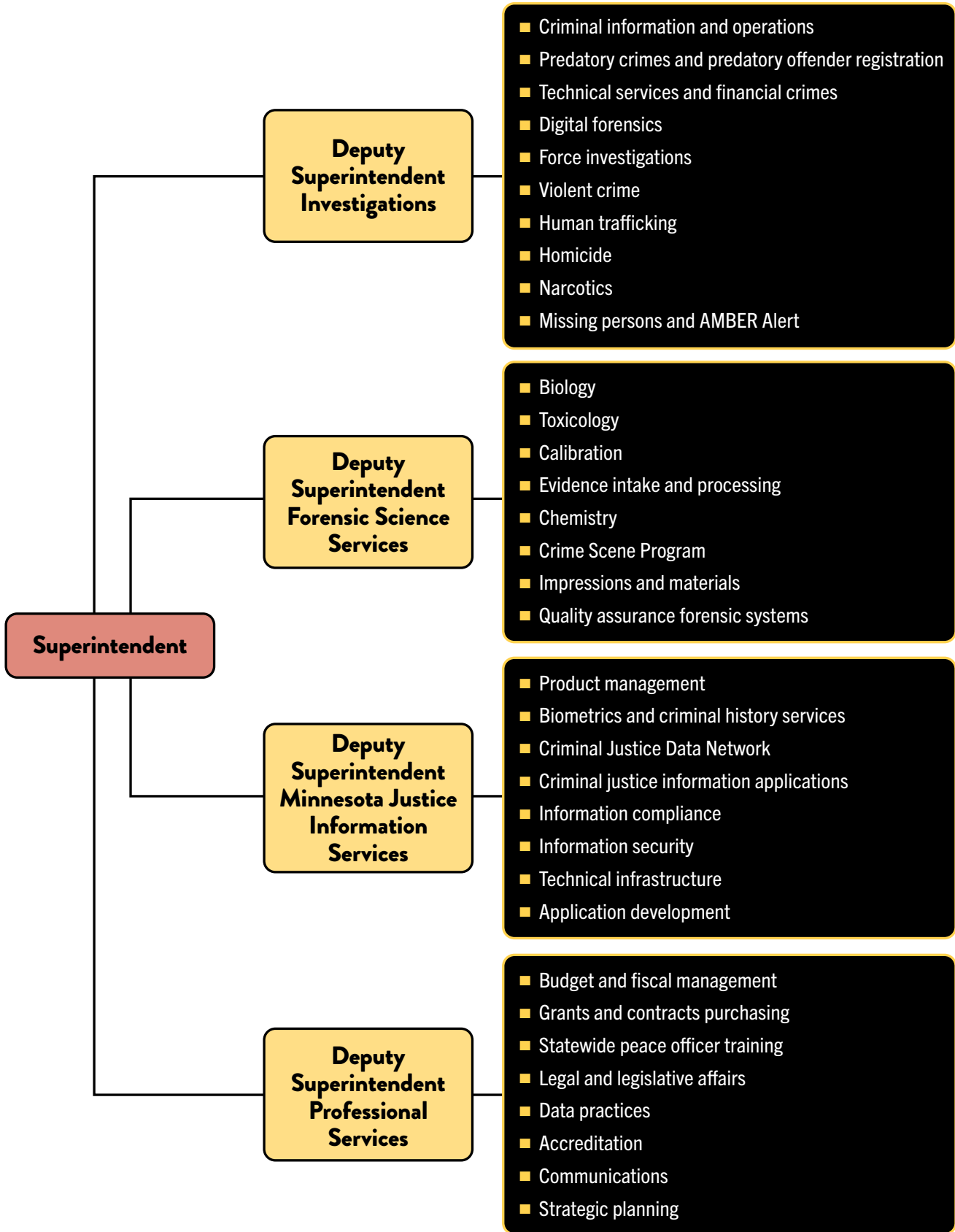
The Minnesota Legislature created the Bureau of Criminal Apprehension in 1927 as a division of the Office of the Attorney General to assist Minnesota peace officers in solving local crimes and apprehending criminals. Additional field offices and the Division of Statistics were added in 1935. Forensic Science Services became

operational in 1947 and the Bemidji Regional Office and Forensic Science Services 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.



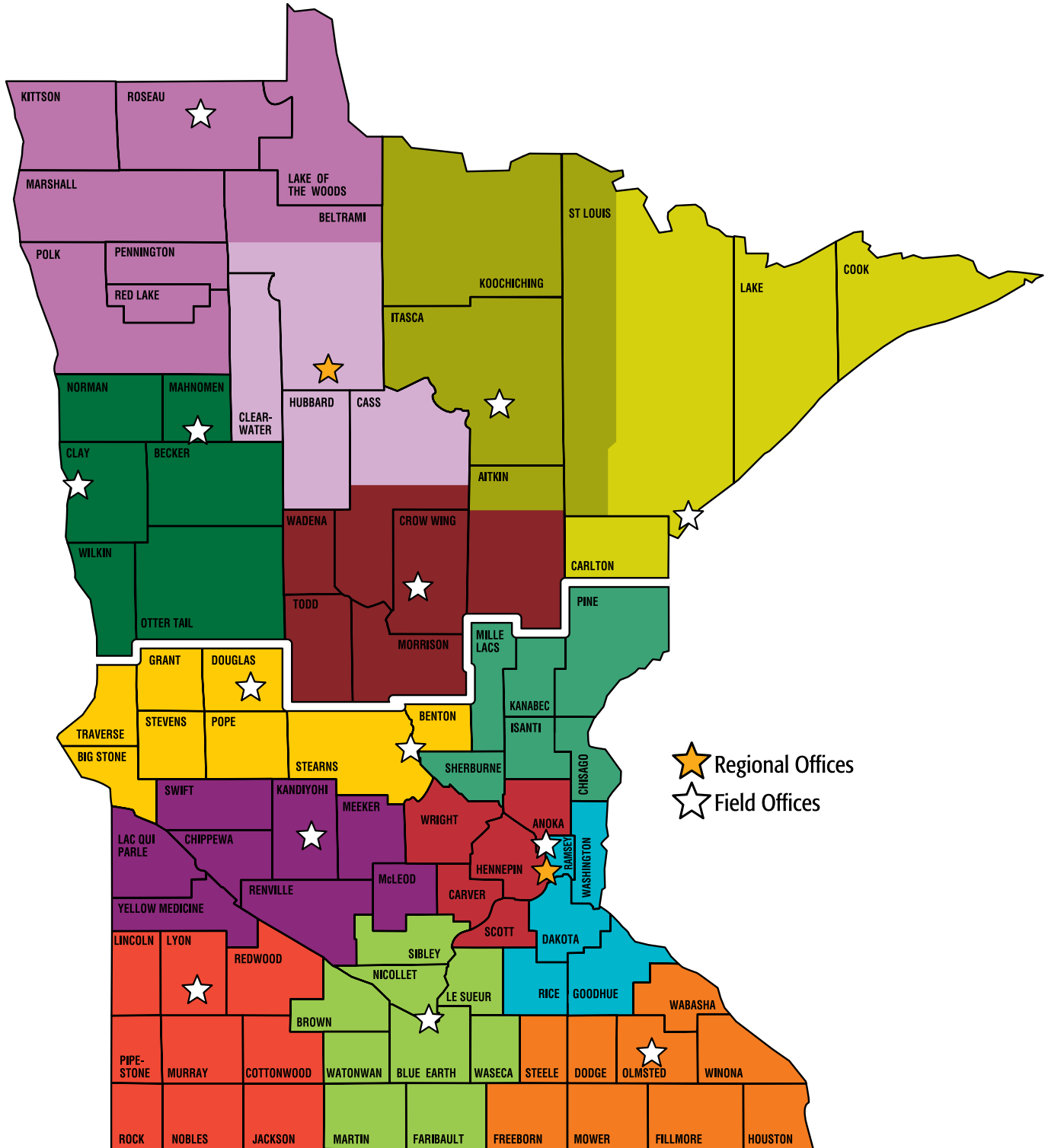
Today the BCA employs approximately 750 people in four main divisions: Investigations, Forensic Science Services, Minnesota Justice Information Services (MNJIS) and Professional Services. Staff members work out of the BCA's St. Paul headquarters, Bemidji Regional Office and 13 field offices around the state.

Organizational Chart



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 13 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 MEASUREMENT DATA



Major Accomplishments from the 2021-2023 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 2017–2020. Below are some of the accomplishments completed in 2021-2023 to meet goals identified in that plan.

- Established a Force Investigation Unit which is tasked with investigating law enforcement use of deadly force, law enforcement allegations involving criminal sexual conduct and National Guard allegations involving criminal sexual conduct. The unit also conducts conflict of interest investigations.
- Developed many new partnerships at the federal, state, local and tribal law enforcement levels through agreements regarding investigations of internet crimes against children, human trafficking and financial crimes.
- Implemented technology including a body-worn camera program, new cell phone data extraction, drug monitoring initiative and unmanned aerial vehicle (UAV) programs for crime scenes and missing person investigations.

- Increased threat liaison program and information sharing with federal, state, local and tribal law enforcement through BCA Investigations' Criminal Information and Operations section.
- Launched data portal to provide intuitive access to systems including the Minnesota Crime Data Explorer (MN CDE), Minnesota Drug Crimes and Overdose Dashboard, and the Minnesota Driving While Impaired (DWI) Dashboard.
- Launched a new state Automated Biometric Identification System (ABIS) to replace the previous outdated fingerprint identification system. Implementing this new system ensures data quality through continuous data, systems, and process analysis and improvement.
- Completed triennial FBI audit of BCA systems and policies. Updated plan and strategy for continuous improvement of security practices and FBI compliance. Implemented numerous updates to systems and practices to ensure the security of BCA systems and data.
- Completed enhancements to BCA products and services to optimize reliability and customer value, including adding electronic processing of juvenile petitions and electronic search warrant templates to eCharging, rewriting the Minnesota Criminal Justice Statute Service, and updating the Predatory Offender Registration (POR) system to allow external users to submit information electronically.
- Launched Track-Kit, a program designed to track the whereabouts and testing status of sexual assault kits and improve process accountability for victim-survivors. The BCA coordinated with law enforcement, medical facilities, forensic laboratories, advocates and county attorneys to implement the new statewide system. Medical facilities, law enforcement, labs and attorneys access Track-Kit using secure portals.
- Expanded collaboration with stakeholders within and adjacent to the criminal justice system to allow for responsive and inclusive support for sexual assault victim-survivors.
- Updated accessibility of relevant online DNA testing metrics to include CODIS hit information and sexual assault kit testing data.
- Developed and released an updated training resource for offender DNA sample collection.
- Completed evaluation and validation of Rapid DNA technology platforms for a phased integration into DNA casework models.
- Expanded high-throughput DNA processing robotics capabilities of the forensic DNA section to further optimize testing and increase productivity.
- Validated and implemented expanded testing in the Toxicology section to allow for confirmation of designer benzodiazepines and a widened array of cannabinoids.
- Validated and implemented new testing procedures to determine the delta-9-tetrahydrocannabinol (THC) concentration in multiple types of forensic evidence such as plant material, liquid samples and waxes.
- Completed strategic design for a proposed BCA facility to serve southern Minnesota.
- Secured funding to support capacity building efforts to decrease the turnaround time for completion of forensic examinations on evidence.

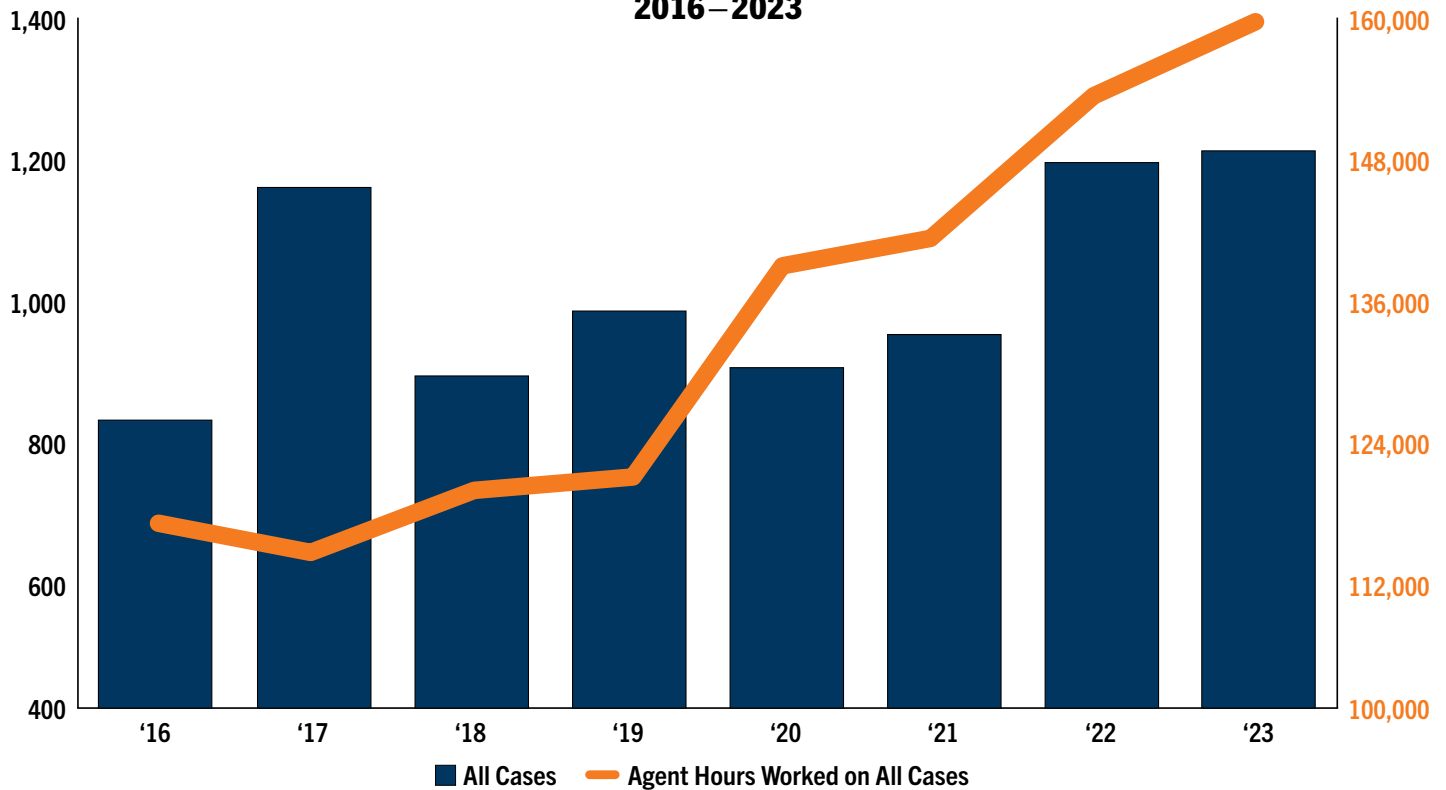
DIVISION OVERVIEW

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, crime scene, death, financial crime organizations, human trafficking, narcotics, predatory offenders. The BCA also conducts conflict of interest and officer use-of-Force investigations, digital evidence examinations and analysis, and technical support/special operations. These are essential services that many agencies cannot support locally.

As the past 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.

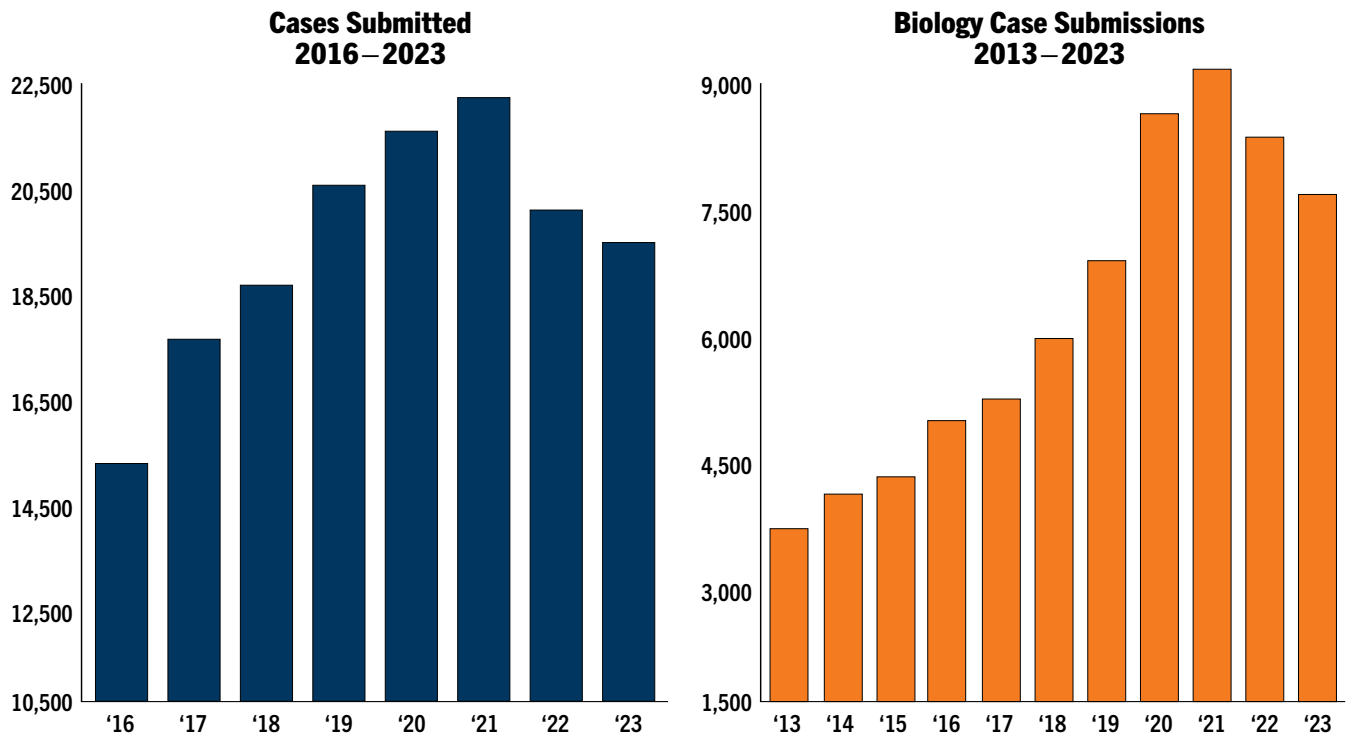
**Number of Cases Submitted and Total Agent Hours Worked
2016 – 2023**



Forensic Science Services

The BCA Forensic Science Services (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, and digital multimedia evidence.

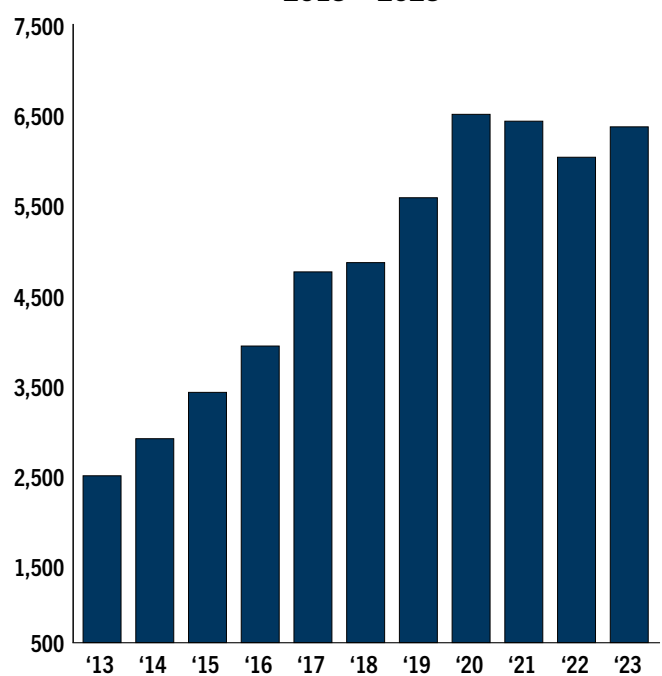
As BCA FSS testing capabilities expand, so do the number of requests by criminal justice partners for testing and expert witness services. Each case may represent a single piece of evidence or hundreds that require testing in one or more of the laboratory sections.



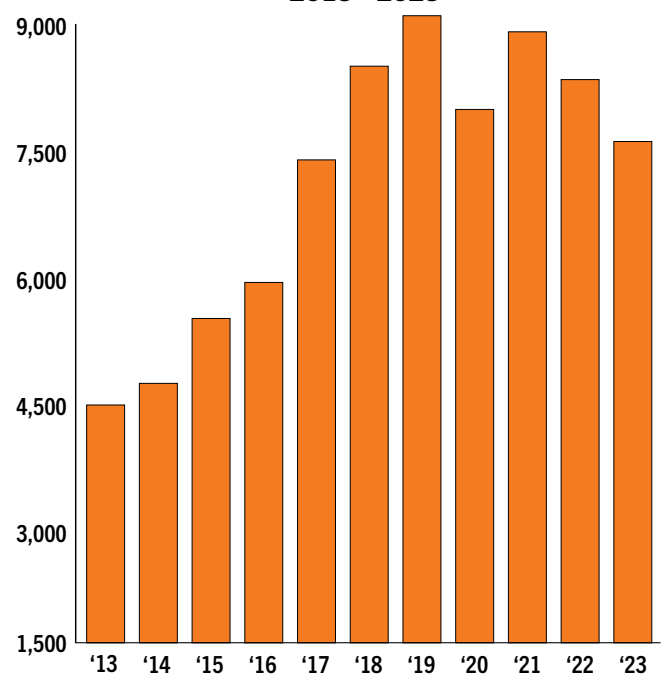
The BCA FSS added DNA evidence testing capabilities in 1991. Since then, this area of testing has experienced significant growth. In the past decade, DNA case submissions nearly tripled. In recent years, the demand for testing of suspected controlled substances and evidence pertaining to impaired driving has also increased. The evolution of illicit drugs has contributed to the complexity of the cases encountered by BCA drug chemists and toxicologists.

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

**Toxicology Case Submissions
2013 – 2023**



**Drug Chemistry Case Submissions
2013 – 2023**



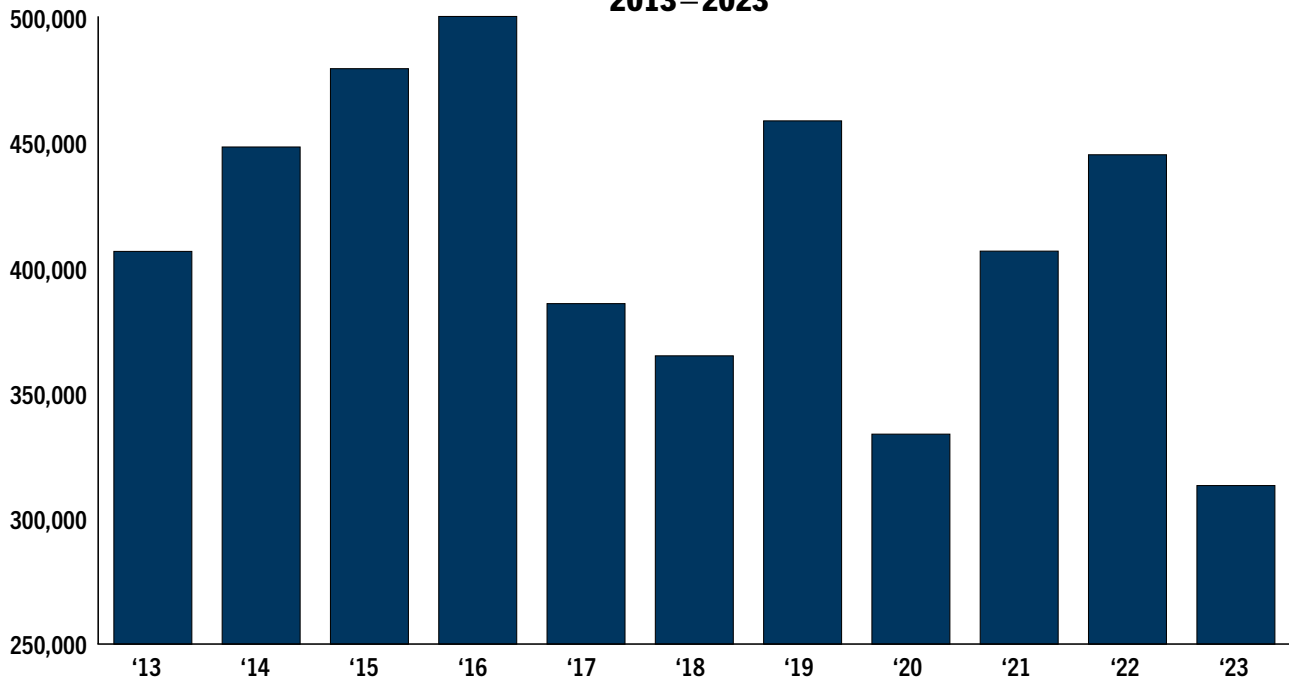
Minnesota Justice Information Services

This division collects, manages and delivers criminal justice information to law enforcement, prosecutors, corrections professionals, court staff and defense attorneys for better decision-making in the criminal justice system and is the conduit of this information for local, state and federal criminal justice agencies. The BCA maintains more than 30 criminal justice information applications and data management tools on a secure network. This data includes fingerprints, criminal history, warrants and wanted persons, stolen property, driver and vehicle data, predatory offender registrations, firearms permits to carry, charging, sentencing, and corrections and supervision data, etc. This division also audits criminal justice agencies that access BCA and FBI systems and data to ensure appropriate use of data once every three years.

This data is also available to the public for other purposes as authorized by law. Accurate and timely criminal justice information also plays a role in providing background checks for employment, housing, firearms permits and other purposes. BCA systems provide authorized agencies and organizations with the information they need to make those decisions.

The BCA collects crime statistics from all MN law enforcement agencies and makes that data available to analyze crime trends and to assist local agencies in planning and proactive policing.

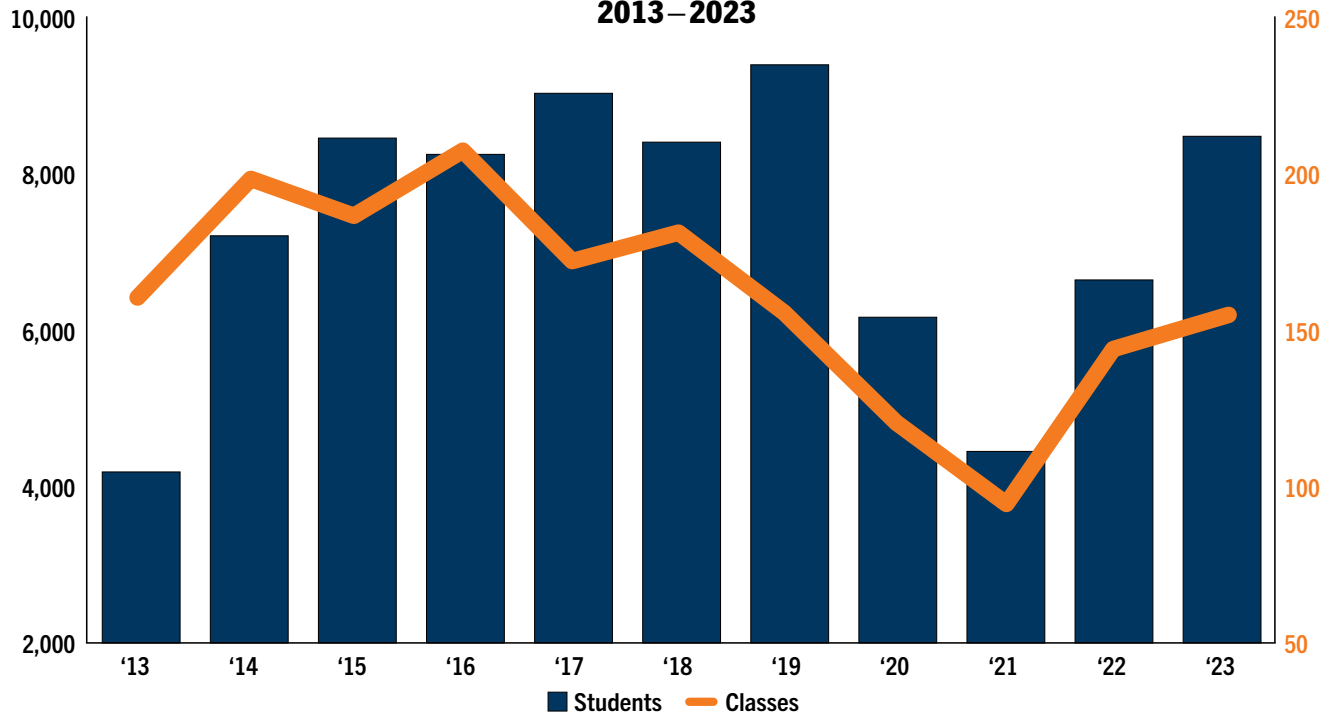
**Background Checks Processed
2013 – 2023**



Professional Services

The BCA provides training for law enforcement officers and other criminal justice practitioners on management and leadership, information security and criminal justice information systems, and a variety of tactical training related to criminal investigations and forensic science testing. BCA special agents and other staff, as well as experienced law enforcement practitioners from agencies across Minnesota, provide instruction on crime scene and investigative techniques, missing persons, death investigations, human trafficking, safety certifications, and leadership programs for supervisors, managers, and senior leaders. Training is provided virtually and at BCA facilities in St. Paul, Bemidji and regional training hubs.

**Number of Classes and Students
2013 – 2023**



The BCA is pursuing national law enforcement accreditation through the Commission on the Accreditation of Law Enforcement Agencies, also known as CALEA. The BCA is committed to the highest standards of professionalism and quality in law enforcement services and to promoting consistency, transparency and accountability.

The BCA Professional Services division reviews materials held by the BCA to determine what needs to be protected under Minnesota law and what can be released or provided in response to data requests received from people or public or private entities. The division works to keep the public informed about the agency’s activities and build relationships with Minnesota communities. It manages all BCA fiscal responsibilities including grant, contract and budget management and other operational functions, and collaborates with stakeholders and legislators to shape public policy and funding as it relates to law enforcement in Minnesota.

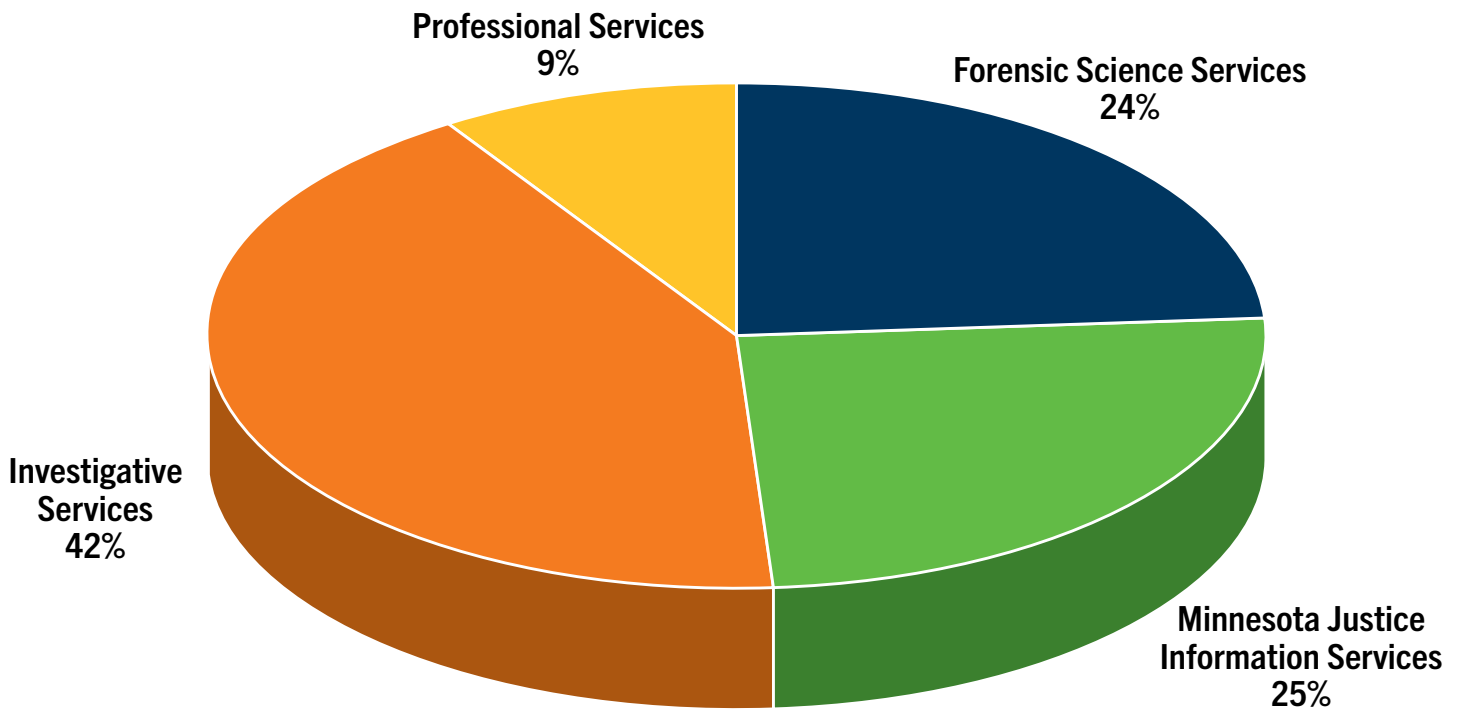
The BCA is advised on topics including audits, policies, reports, emerging technologies and other operational activities by the Criminal and Juvenile Justice Information and BCA Advisory Group. This group represents all criminal justice system disciplines, legislators, local government, and members of the public, and advises the legislature on criminal justice information policy and funding issues.

BUDGET

The Bureau of Criminal Apprehension has an annual operating budget of approximately \$110 million in state general funds per year; approximately \$10 million in federal grant funds per year; and different revenue funds that vary from year to year.

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 Distribution



OVERARCHING GOALS AND STRATEGIES

Provide comprehensive and accurate criminal justice information to authorized users for better decision making.

Priorities for the next one to three years:

- Implement GovQA data practices software system.
- Implement 2023 cybersecurity and infrastructure legislative priorities.
- Implement Adult-Use Cannabis Act and Clean Slate Act automated expungements.
- Protect BCA systems and data in compliance with FBI and state requirements and security best practices.
- Modernize and standardize technology and products to create efficiencies that will make it easier to securely meet current and future business needs.
- Document and refine standards and processes.
- Create and implement MNJIS Consolidated Roadmap.

Strategies for the next three to five years:

- Build secure, resilient, and sustainable infrastructure utilizing cloud where appropriate.
- Ensure security and accuracy of BCA data and guarantee appropriate use.
- Ensure the BCA website and MyBCA are useful gateways to access all BCA services.

Design and deliver relevant, contemporary, and valued professional development opportunities for Minnesota's criminal justice professionals and BCA staff.

Priorities for the next one to three years:

- Increase training in greater Minnesota through regional training hubs.

Strategies for the next three to five years:

- Sustain partnerships with Greater Minnesota criminal justice entities to assess need and increase trainings.
- Assess future training needs through internal and external subject matter experts to implement impactful statewide training.
- Create opportunities for BCA staff development.

Leverage emerging technologies and optimize resources to deliver exceptional, timely forensic services in support of criminal justice partners in alignment with evolving demands.

Priorities for the next one to three years:

- Build out and strengthen Forensic Intelligence Response Support and Testing (FIRST) program.
- Continue backlog reduction efforts to achieve lab-wide 90 day turnaround time goal.
- Build new Mankato facility and expand Bemidji facility.

Strategies for the next three to five years:

- Evaluate and implement relevant and emerging technology to provide exceptional forensic services to support criminal justice partners, both reactively and proactively (Forensic Investigative Genetic Genealogy (FIGG), Rapid DNA, Forensic Intelligence).
- Align resources including staff, facilities, and technology to address increased demand in forensic science services. Optimize workflow to provide prompt results.
- Modernize and enhance strategies for effective dissemination of information on cases, metrics and technology, and for the education of law enforcement partners on evidence collection, preservations and submission processes.

Identify, investigate, and prevent violent crimes, organized criminal enterprises, use of force incidents, exploitation, and technology facilitated crimes.

Priorities for the next one to three years:

- Create and establish strategic direction for human trafficking unit.
- Create and establish strategic direction for Violent Crime Reduction Initiative (including enforcement, crime gun intelligence and forensic science processing).

Strategies for the next three to five years:

- Obtain, develop, and implement new technologies such as artificial intelligence, crime mapping and crime gun intelligence.
- Identify strategic partnerships throughout the state and nationwide.
- Align resources including staff, facilities, and technology to address evolving criminal trends.

Create a positive and inclusive workplace and workforce that values communication, continuous improvement, wellness, diversity, and employee retention.

Priorities for the next one to three years:

- Support culture of accountability to and ownership of BCA mission.
- Hire qualified candidates (for example, for technology positions).
- Create and implement recruiting plan.
- Achieve national law enforcement accreditation (CALEA).

Strategies for the next three to five years:

- Expand wellness resources available to all employees.
- Identify a recruitment plan and employee retention strategies.
- Improve employee orientation and onboarding.

Build trust through education, communication, engagement, and partnerships with diverse stakeholders and communities across Minnesota.

Priorities for the next one to three years:

- Implement new BCA public website.

Strategies for the next three to five years:

- Develop a community engagement plan.
- Expand external communications.
- Maintain culture of unbiased and apolitical professionalism.

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.



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Minnesota Department of Public Safety
Bureau of Criminal Apprehension

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