



DEPARTMENT OBJECTIVES, GOALS, STRATEGIES AND MEASURES (OGSM) 2025 BIENNIUM

01_TECHNOLOGY SERVICES DIVISION			
OBJECTIVE: MAINTAIN AND IMPROVE CUSTOMER SERVICE LEVELS FOR INTERNAL AND EXTERNAL CUSTOMERS			
GOAL: OFFER THE OPTION TO UPLOAD OR PRESENT REQUIRED DOCUMENTATION AT THE TIME OF SALE TO 100% OF OUR ACTIVE-DUTY SERVICE MEMBERS STATIONED IN MONTANA			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Allow customers to upload necessary documents.	TSD Division Administrator	Reduce the number of pending sales for this customer type by 20%.
	Leverage artificial intelligence to parse uploaded documents.	TSD Division Administrator	Reduce the amount of time for licensing staff to process documents for this customer type by 40%. Reduce the wait time for this customer type by two weeks when they upload their documentation.
GOAL: INCREASE MOBILE APP DOWNLOADS BY 10%			
STRATEGY	INITIATIVE	WHO?	MEASURES
Bring the State of Montana's technology into the 21st century.	Incorporate the display of preference and bonus points in customer accounts.	TSD Division Administrator	Display preference and bonus points for 100% of our MyFWP customers.
	Add downloadable regulations.	TSD Division Administrator	All hunting and trapping regulations will be available for download in the mobile app by June 30, 2025.

OBJECTIVE: PROTECT THE PERSONAL INFORMATION THAT OUR CUSTOMERS TRUST US WITH AND SECURE ALL OUR DIGITAL ASSETS			
GOAL: PROVIDE AT LEAST TWO DIFFERENT TRAINING OPPORTUNITIES FOR STAFF ON DATA PROTECTION AND CYBERSECURITY			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Offer cyber-security, criminal justice information security and credit card handling training to staff.	TSD Division Administrator	100% of agency staff will complete cyber-security training each year of the biennium.
GOAL: COMPLETE THE FOUR PURCHASING CARD INDUSTRY (PCI) ASSESSMENTS REQUIRED TO ACHIEVE AND MAINTAIN PCI COMPLIANCE			
STRATEGY	INITIATIVE	WHO?	MEASURES
Bring the State of Montana's technology into the 21st century.	Develop mitigation plans needed for PCI compliance.	TSD Division Administrator	Agency will be PCI compliant by June 30, 2025.
OBJECTIVE: DEVELOP AN INNOVATIVE TECHNICAL WORKFORCE			
GOAL: INCREASE FLEXIBILITY FOR EMPLOYEES BY 90%			
STRATEGY	INITIATIVE	WHO?	MEASURES
Continue to create more high-paying jobs.	Provide alternative work schedules.	TSD Division Administrator	Reduce turnover by 50%. 90% of all eligible employees will have a telework agreement.
	Provide remote work options.	TSD Division Administrator	
GOAL: INCREASE UNDERSTANDING OF FWP FIELD WORK AND IMPROVE INTERNAL CUSTOMER RELATIONSHIPS			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Work with field staff to identify all opportunities and create a list for TSD staff.	TSD Division Administrator	All TSD staff will participate in one field day per year of the biennium.
OBJECTIVE: DIGITIZE MANUAL PROCESSES AND PAPER FORMS			
GOAL: MOVE TO 100% ELECTRONIC PROCESSING ON ALL AGENCY FORMS			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability & efficiency.	Digitize all manual processes.	TSD Division Administrator	All manual processes will be electronic by June 30, 2025.

03_FISHERIES DIVISION			
OBJECTIVE: IMPROVE SAFETY AND EFFECTIVENESS OF FIELD COLLECTION			
GOAL: ESTABLISH BIENNIAL \$404,232 REPLACEMENT CYCLE FOR ESSENTIAL FISHERIES EQUIPMENT			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Replace all priority essential equipment on a replacement schedule based on industry standards.	Fisheries Division Administrator	Equipment will be replaced over the next three biennia.
GOAL: INCREASE RELEVANT SAFETY TRAINING FOR USE OF EQUIPMENT BY 50%			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Update and distribute the Electrofishing Policy, Gillnetting Guidelines, and other relevant safety policies.	Fisheries Division Administrator	Policies updated by June 2023.
OBJECTIVE: EFFICIENTLY MONITOR FISHERIES THROUGH SCIENTIFICALLY RELEVANT TECHNIQUES			
GOAL: INCREASE FIELD MONITORING CAPACITY BY 10%			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Hire additional staff.	Fisheries Division Administrator	Legislative approval of 3.50 FTE.
GOAL: INCREASE OPPORTUNITY FOR FISHERIES STAFF TO BECOME CURRENT WITH ADVANCEMENTS IN FISHERIES SCIENCE			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Identify and provide technical training opportunities.	Fisheries Division Administrator	At least 50% of staff will attend.
OBJECTIVE: MAINTAIN MONTANA'S WILD FISH LEGACY THROUGH CONTINUED HABITAT IMPROVEMENT			
GOAL: SUSTAIN CURRENT FUTURE FISHERIES PROGRAM AND INCREASE CAPACITY FOR PLANNING AND COORDINATION OF HABITAT PROJECTS			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Increase funding for habitat project planning and contingency for the 2025 biennium.	Fisheries Division Administrator	Legislative approval from 2023 session.

04_ENFORCEMENT DIVISION

OBJECTIVE: MAINTAIN EMPLOYEE SAFETY

GOAL: PROVIDE ONE NEW OR UPGRADED TYPE OF COMMUNICATION EQUIPMENT

STRATEGY	INITIATIVE	WHO?	MEASURES
Bring the State of Montana's technology into the 21st century.	Review and test for the best encrypted radios that work under all weather conditions in remote areas of the state.	Chief of Law Enforcement	Purchase upgraded satellite-encrypted radios for all field wardens by June 30, 2024.

GOAL: PROVIDE ONE NEW OR UPGRADED TYPE OF TECHNOLOGY FOR OFFICER SAFETY

STRATEGY	INITIATIVE	WHO?	MEASURES
Bring the State of Montana's technology into the 21st century.	Review and test body cameras that provide increased storage capacity, are compatible with the MT Highway Patrol officer cameras and systems, and are field tested for wildlife enforcement work.	Chief of Law Enforcement	Purchase upgraded body cameras for all field wardens by June 30, 2024.

GOAL: INCREASE SAFETY PRACTICES FOR AT LEAST 15 FIELD WARDENS

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Provide training through external instructors and courses in boating safety and defensive tactics. A defensive tactics work group will outline training consistent with Mt Law Enforcement Academy instruction.	Enforcement Training Sergeant	Hold at least two training sessions in each fiscal year of the biennium for field wardens in boat safety operating patrol vessels and defensive tactics.

OBJECTIVE: PROVIDE INCREASED CUSTOMER SERVICE WHILE PROTECTING THE RESOURCE			
GOAL: INCREASE AND PRIORITIZE LANDOWNER CONTACTS BY 10%			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Respond to landowner calls in a timely manner.	Statewide Warden Captains	Calls/responses to landowners will be completed within two days.
GOAL: INCREASE NEW CULVERT TRAPS BY 10 IN THE FIELD			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Identify the highest bear conflict-affected regions and landowners' sites with high conflicts.	Statewide Warden Captains	Response time to bear conflicts will be reduced by 10%.
GOAL: IDENTIFY AREAS OF RESOURCE ABUSE WITH AN EMPHASIS ON PRIVATE LANDS AND INCREASE PATROLS BY 10%			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Reprioritize regional investigators to work directly with field wardens.	Assistant Chief of Law Enforcement	Decrease damage incidences by 10% via activity logs and case counts.
GOAL: INCREASE PATROLS AT FAS, PARKS, OHV, AND SNOWMOBILE AREAS WITH THREE SATURATION PATROLS IN EACH FISCAL YEAR			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Identify high visitation sites statewide where violations, conflicts and damages are occurring and focus resources at those sites.	Statewide Warden Captains	Decrease conflicts and damages reported at selected sites by 10%.
OBJECTIVE: INCREASE RECRUITMENT APPLICANTS AND RETENTION OF ENFORCEMENT PERSONNEL			
GOAL: RECRUIT NEW WARDEN CANDIDATES BY INCREASING THE APPLICANT POOL 20%			
STRATEGY	INITIATIVE	WHO?	MEASURES
Continue to create more high-paying jobs.	Update to new testing procedures, find additional advertising outlets and use in person contact with interested candidates, such as university visits.	Chief of Law Enforcement	Completed applications submitted with the required minimum qualifications met will increase 20%.
GOAL: PROVIDE TWO ADVANCED COURSES IN THE FIELD TRAINING OFFICER (FTO) PROGRAM TO ENSURE OFFICERS HAVE THE SKILLS TO HELP RETAIN NEW WARDEN TRAINEES			
STRATEGY	INITIATIVE	WHO?	MEASURES
Continue to create more high-paying jobs.	Re-evaluate the requirements for becoming an FTO and focus on improving communications with FTO & trainee.	Chief of Law Enforcement	For each year of the biennium increase the number of FTOs with advanced training by three officers.

05_WILDLIFE DIVISION

OBJECTIVE: CONSERVE WILDLIFE HABITAT

GOAL: INCREASE CONSERVATION ACRES BY 30%

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve Customer Service, Accountability, & Efficiency.	Implement MT Habitat Conservation Lease Program.	Wildlife Division Administrator	Secure 100,000 acres of new conservation habitat by June 30, 2025.

OBJECTIVE: IMPROVE SAFETY AND EFFECTIVENESS OF FIELD EQUIPMENT

GOAL: ESTABLISH \$127,867 REPLACEMENT CYCLE FOR ESSENTIAL WILDLIFE EQUIPMENT

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve Customer Service, Accountability, & Efficiency.	Identify and develop an equipment list and replacement schedule.	Wildlife Division Administrator	Necessary replacement of equipment will be in place by June 30, 2025.

OBJECTIVE: EXPANDING NONGAME CONSERVATION AND MANAGEMENT

GOAL: INVENTORY AND MONITOR 100% OF SPECIES OF GREATEST CONSERVATION NEED

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve Customer Service, Accountability, & Efficiency.	Conduct survey and inventory work.	Wildlife Nongame Bureau Chief	Assign three technicians for survey and inventory work. 25% of all species will be entered into the Motus Wildlife Tracking System by June 30, 2025.

GOAL: GATHER INFORMATION THAT PROVIDES CONSERVATION, RESTORATION, AND ENHANCEMENT NEEDS

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve Customer Service, Accountability, & Efficiency.	Institute a research project that includes a biometrician for statistical analysis.	Wildlife Nongame Bureau Chief	A habitat strategy plan will be developed by June 30, 2025.

GOAL: INCREASE HABITAT FOR NON-GAME SPECIES BY 10%

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve Customer Service, Accountability, & Efficiency.	Institute incentive program for landowners. Assign two biologists to work with communities.	Wildlife Nongame Bureau Chief	Enter into 10 landowner agreements by June 30, 2025. Four public meetings held each year to educate communities on the need for community habitat conservation.

06_PARKS AND OUTDOOR RECREATION

OBJECTIVE: PROVIDE HIGH QUALITY CUSTOMER SERVICE

GOAL: CREATE CONSISTENCY AND EFFICIENCY IN 50% OF THE ADMINISTRATIVE PROCESSES AND REGULATIONS ACROSS SITE TYPES

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve Customer Service, Accountability, & Efficiency.	Adopt one set of use and fee rules for all site types.	POR Division Administrator	Implement consolidated fee structure for 2024 calendar year. Implement consolidated site use rule structure for 2025 calendar year.
	Bring all Access programs into one menu of opportunity.	POR Division Administrator	Deploy consolidated access program menu in landowner contract negotiations for 2024 hunting season.

OBJECTIVE: PRESERVE AND EXPAND PRIVATE LAND ACCESS FOR PUBLIC RECREATION

GOAL: REDUCE ATTRITION OF EXISTING LANDOWNERS BY 10% AND CREATE OPPORTUNITY FOR NEW LANDOWNERS IN ACCESS PROGRAMS

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve Customer Service, Accountability, & Efficiency.	Seek input from stakeholders and request funding in the 2023 session to continue adapting access programs and participation incentives to better meet the needs of landowners.	POR Division Administrator	Receive legislative approval for funding and implement increased annual maximum payment cap for Block Management cooperators from \$25,000 to \$50,000. Deploy consolidated access program menu in landowner contract negotiations for 2024 hunting season.

OBJECTIVE: PROVIDE RECREATIONAL OPPORTUNITY WHILE PROTECTING AND CONSERVING NATURAL, HERITAGE, AND CULTURAL RESOURCES**GOAL: INCREASE RECREATION INFRASTRUCTURE IN UNDERSERVED AREAS BY 10%**

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve Customer Service, Accountability, & Efficiency.	Design and implement new camping opportunities at fishing access sites.	POR Division Administrator	Region 6 – two new camping opportunities designed, and bidding closed by June 30, 2025. Region 7 – one new camping opportunity designed, and bidding closed by June 30, 2025.

GOAL: SUSTAIN AMERICORPS AND EXPAND PROGRAM OFFERINGS BY 30%

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve Customer Service, Accountability, & Efficiency.	Support existing members and grow our AmeriCorps membership to provide site improvements and enhanced interpretation and educational opportunities beyond state parks through increased housing stipends and program promotion.	POR Division Administrator	If Legislative funding request is approved during the 2023 session, the agency will recruit and retain 90% of available member slots in traditional and expanded AmeriCorps programs each year of the biennium.

GOAL: REDUCE IMPACTS FROM INCREASED VISITATION ON TWO HIGH USE RIVER RECREATION SITES BY 15%

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve Customer Service, Accountability, & Efficiency.	Better designate camping areas at high use fishing access sites.	POR Division Administrator	Pilot camping site designation and reservation at three Madison River and three Yellowstone River fishing access sites.

08_COMMUNICATION & EDUCATION DIVISION

OBJECTIVE: INCREASE PUBLIC ENGAGEMENT IN HUNTING AND SHOOTING PROGRAMS

GOAL: INCREASE ARCHERY INSTRUCTORS STATEWIDE TO ADDRESS INCREASED PROGRAM PARTICIPANTS

STRATEGY	INITIATIVE	WHO?	MEASURES
Improved customer service accountability & efficiency.	Provide 12 professional certifications trainings statewide and provide incentives for instructors.	Communication & Education Administrator	Increase instructors certified by 25%.

GOAL: GROW ARCHERY EDUCATION FROM 4,000 PARTICIPANTS TO OVER 12,000

STRATEGY	INITIATIVE	WHO?	MEASURES
Improved customer service accountability & efficiency.	Increase equipment grants to schools via National Archery in Schools Program (NASP) program, contract for part-time assistance for program coordination and participant instruction.	Communication & Education Administrator	Increase participants by 100% in each year of the 2025 biennium.

GOAL: DEVELOP TWO YOUTH SHOOTING PROGRAM PARTNERSHIPS OR MENTORING PROGRAMS STATEWIDE FOR THE BIENNIUM

STRATEGY	INITIATIVE	WHO?	MEASURES
Improved customer service accountability & efficiency.	Develop marketing materials to promote youth opportunities statewide.	Communication & Education Administrator	Increase youth shooting partnerships and number of participants by June 30, 2025.

GOAL: INCREASE FIELD DAY ATTENDANCE OF ONLINE STUDENTS BY 50% FOR THE BIENNIUM

STRATEGY	INITIATIVE	WHO?	MEASURES
Improved customer service accountability & efficiency.	Create incentives for students to take in-person classes and provide more field day opportunities.	Communication & Education Administrator	Increase the number of field days by June 30, 2025.

OBJECTIVE: IMPROVE COMMUNICATIONS AND EDUCATION TO THE PUBLIC			
GOAL: INCREASE PRODUCTION FWP'S INFORMATIONAL VIDEOS BY 5%			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improved customer service accountability & efficiency.	Share pressing agency issues, new programs, youth opportunities, and public interest.	Communication & Education Administrator	Increase videos for FY24 & FY25.
GOAL: HOLD ONE ZOOM PRESS CALL IN EACH QUARTER OF THE CALENDAR YEAR IN 2024 & 2025			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improved customer service accountability & efficiency.	Present a forum for news media to ask real-time questions of the Department.	Communication & Education Administrator	Increase press calls by 100% in FY24 & FY25.
GOAL: DEVELOP IMPROVED OUTREACH AND EDUCATION WITH ONE MT WILD REMOTE PROGRAM PER MONTH			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improved customer service accountability & efficiency.	MT WILD will create educational instructional videos that teach the public responsible care of wildlife and habitat from program professionals in the Department.	MT WILD Bureau Chief	Increase remote programing at MT WILD by 100%.
GOAL: PRINT AND DISTRIBUTE ONE GRIZZLY BEAR RESOURCE GUIDE FOR TEACHERS & ONE NATURAL FOOD GUIDE FOR THE PUBLIC			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improved customer service accountability & efficiency.	Engage with stakeholders and landowners on bear awareness, distribute guides to schools, federal agencies, landowners, outdoor associations, retail stores, and FWP sites.	Communication & Education Administrator	Distribute 1,200 guides for teachers and 2,500 guides on natural foods statewide by June 30, 2025.

09_ ADMINISTRATION DIVISION

OBJECTIVE: PROVIDE EFFICIENT DELIVERY OF SERVICES

GOAL: IMPROVE 50% OF INTERNAL PROCESSES FOR SERVICE DELIVERY TO AGENCY STAFF IN OTHER PROGRAMS

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Use calendaring to track deadlines for service delivery and/or internal processing time.	OFSD Unit Managers/Bureau Chiefs	Staff will use calendaring to track deadlines by June 30, 2025.

GOAL: FOR OFSD STAFF TO INITIATE CONVERSATIONS OR RELATIONSHIPS PERTAINING TO CUSTOMER SERVICE WITH FIELD STAFF MONTHLY.

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Use all available tools to collect feedback on timeliness, responsiveness, and areas of needed improvement of service delivery.	OFSD Unit Managers/Bureau Chiefs	Documented monthly interactions through calendared events.

GOAL: DEVELOP INTERNAL PEER-TO-PEER RELATIONSHIPS AND SPREAD EXPERIENTIAL KNOWLEDGE OF BEST PRACTICES FOR SERVICE DELIVERY

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Each Unit Manager will calendar monthly meetings to keep staff engaged.	OFSD Unit Managers/Bureau Chiefs	Maintain 100% participation rate of OFSD staff.

GOAL: CREATE EFFICIENCIES IN SERVICE DELIVERY

STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Evaluate areas where existing tools can be implemented to improve service delivery.	OFSD Unit Managers/Bureau Chiefs	Implement one process in Service Now, Total Contract Manager, and Google Docs by June 30, 2024.

OBJECTIVE: HAVE GREATER STAFF UNDERSTANDING OF OFSD BUSINESS PROCESSES			
GOAL: ESTABLISH QUARTERLY AGENCY STAFF TRAINING OF OFSD PROCESSES			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Present agency-wide video trainings of OFSD processes.	OFSD Unit Managers/Bureau Chiefs	Make at least four agency-wide video presentations per calendar year.
GOAL: IMPLEMENT A “KEEP IT SIMPLE” STRATEGY WHEN CREATING OR UPDATING BUSINESS PROCESSES. OFSD WILL REVIEW AND SIMPLIFY AT LEAST TWO BUSINESS PROCESSES EACH FISCAL YEAR			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Consolidate forms, eliminate duplication of work, reduce the number of participants necessary to complete the process, etc.	OFSD Unit Managers/Bureau Chiefs	Ensure that four processes are simplified by June 30, 2025.
GOAL: ENSURE THAT 100% OF BUSINESS PROCESSES ARE SUPPORTED BY DIVISION POLICY			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	OFSD will map division policies to business processes.	OFSD Unit Managers/Bureau Chiefs	All deficiencies and discrepancies identified between policy and practice will be reconciled by June 30, 2025.
OBJECTIVE: IMPROVE FINANCIAL REPORTING			
GOAL: RECONCILE REVENUE BETWEEN ALS/OLS, RFMIS, AND SABHRS MONTHLY			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Create a checklist to document the process for reconciliation and record log of staff signatures when each step is completed.	OFSD Unit Managers/Bureau Chiefs	Reconciliation will be completed by the 15 th of each month.
GOAL: PROCESS 85% OF TRANSACTIONS WITHIN 30 DAYS			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Compare ServiceNow and SABHRS reports of A/R, A/P, and G/L transactions to ServiceNow and Accounting inbox submissions.	OFSD Unit Managers/Bureau Chiefs	Reconcile information monthly and prepare summary.
GOAL: REDUCE THE NUMBER OF LATE SUBMISSIONS OF MONTHLY EMPLOYEE TRANSACTIONS BY 10%			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Reinstate tracking process for coordinating staff monthly submission deadlines to Fleet, Accounting, and Payroll.	OFSD Unit Managers/Bureau Chiefs	Tracking processes have 90% compliance by January 1, 2024.

OBJECTIVE: GATHER AND USE DATA TO INFORM BUSINESS DECISIONS			
GOAL: IDENTIFY TRENDS IN THE PEAKS AND VALLEYS OF OFSD WORKLOAD BY UTILIZING TRANSACTIONAL DATA			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Use workload calendars to evaluate sales trends on ALS/OLS, A/P submissions in ServiceNow, quantity of field requisitions requiring FACB/Procurement efforts, and the scale of HB 5 projects.	OFSD Unit Managers/Bureau Chiefs	Create and implement workload calendars for all OFSD bureaus by June 30, 2024.
GOAL: IDENTIFY AND BETTER MEET PUBLIC CUSTOMER NEEDS BY REDUCING CALL WAIT TIMES DURING PEAK SEASON			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Use the Avaya phone system to evaluate call volumes, call durations, and agency location of calls received. Identify peaks and valleys of phone calls and create plan to redistribute calls to appropriate agency location (such as staff regional offices, licensing call center, and headquarters' office front desk).	OFSD Unit Managers/Bureau Chiefs	Don't exceed 20 calls waiting. Increase the number of staff on call center during busy times
GOAL: CREATE METRICS FROM AVAILABLE DATA FOR ANALYSIS BY EACH OFSD UNIT TO ESTABLISH AT LEAST ONE PERFORMANCE GOAL PER YEAR			
STRATEGY	INITIATIVE	WHO?	MEASURES
Improve customer service, accountability, & efficiency.	Unit Managers will incorporate these metrics into their annual performance evaluations.	OFSD Unit Managers/Bureau Chiefs	The goals identified will be met in managers' performance evaluations.