



**Montana Department of Justice
2023 Annual Plan**

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This report was generated to further comply with MCA 2-12-104 and has been designed to provide meaningful and useful information to policymakers and the public.

Overview

The Department of Justice is Montana's top law enforcement and legal agency. We work in every corner of the state maintaining public safety, prosecuting criminals, representing the state of Montana in court, registering vehicles, licensing drivers and more.

We are the Montana Highway Patrol. We are Montana State Crime Lab and the Montana Law Enforcement Academy. We are the Sexual and Violent Offender Registry and the Office of Consumer Protection. We are the lawyers who defend Montana in court and the lawyers who file suit on the state's behalf when Montana has been wronged.

Mission Statement

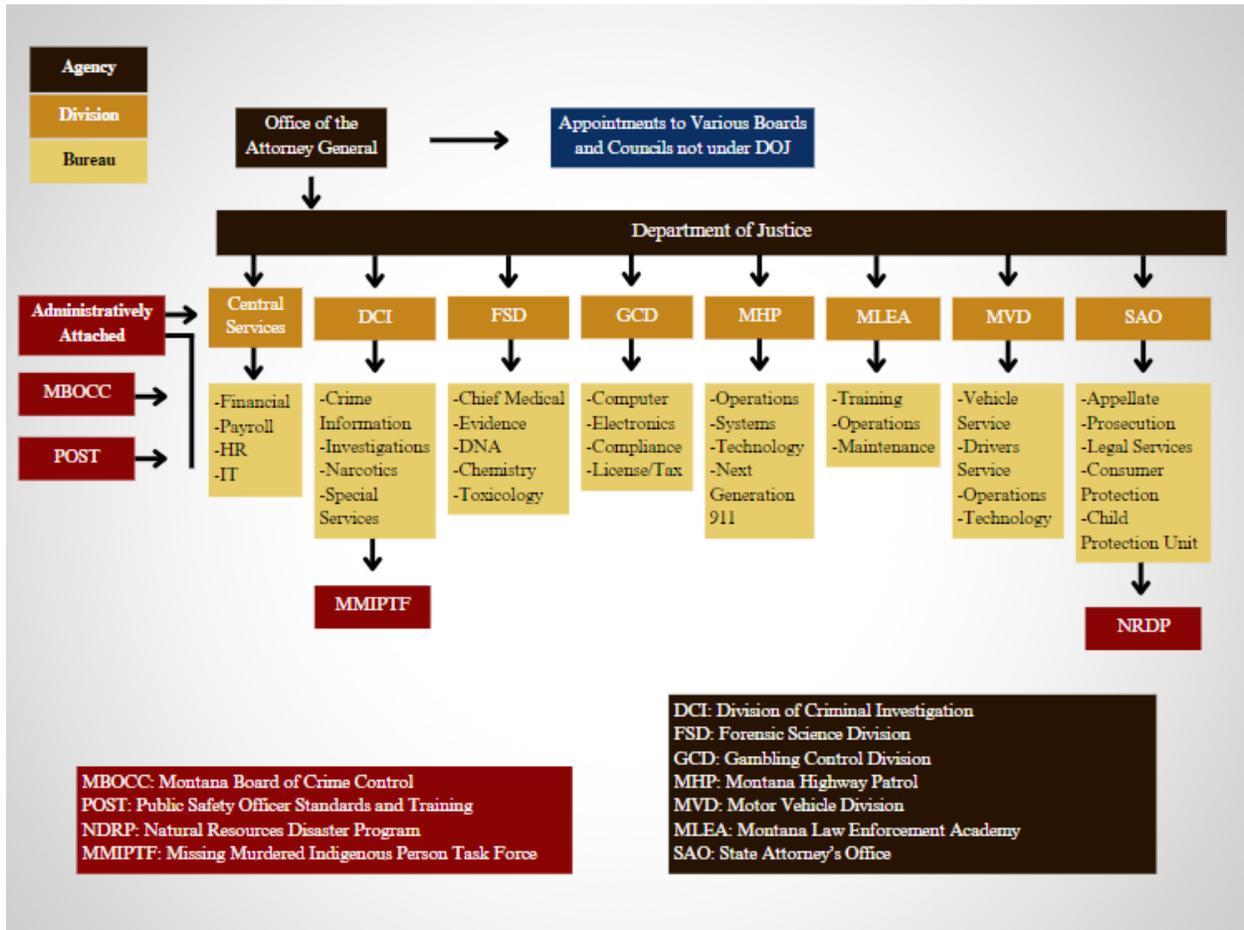
The mission of the Department of Justice is to pursue activities and programs that seek to ensure and promote the public interest, safety, and well-being through leadership, advocacy, education, regulation, and enforcement.

The Department of Justice, under the direction of the Attorney General, is responsible for statewide legal services and counsel, law enforcement and public safety. The duties of the department are as follows:

- Provide legal representation for the state and its political subdivisions in criminal appeals.
- Provide legal services and counsel for the state, county and municipal agencies, and their officials.
- Enforce Montana traffic laws and register all motor vehicles.
- Enforce state fire safety codes and regulations.
- Assist local law enforcement agencies in bringing offenders to justice.
- Manage a statewide system of death investigations and provide scientific analyses of specimens submitted by law enforcement officials, coroners and state agencies.
- Maintain and disseminate criminal justice information to authorized state, local, and other entities.
- Provide uniform regulation of all gambling activities in the state of Montana.
- Enforce consumer protection laws and regulations relating to unfair and deceptive business practices and assist Montana consumers in making sound decisions by providing public outreach.
- Provide statewide leadership on issues related to victims of crime and administer the crime victim compensation program for the benefit of innocent victims.

Statutory authority is provided in MCA, 2-15-501, 2-15-2001-2021, and Titles 44 & 61.

DOJ Organizational Chart



Central Services Division (CSD)

Operation: Located primarily in Helena, the Central Services Division houses Justice Information and Technology Services, Human Resources, Budget, Accounting, and Contracts/Procurement teams.

- Justice Information and Technology Services:
 - Provides support, recommendations and security for all DOJ Information and Technology infrastructure, initiatives, and end user experiences.
- Human Resources tracks and measures:
 - Recruitments – number of applicants, number of those hired and how many passed their probationary year. We also track our recruitment efforts and attempt to get information from applicants to see if those efforts are paying off.
 - Resignations and Terminations – The reasons for resignations or terminations and our attrition rates.
 - Work comp injuries – medical only claims, wage-loss claims, and number of claims filed each year.
 - Claims – the number and type of claims received.
- Budget:
 - Management of the DOJ budget of over \$200 million annually. The team provides guidance at all phases of budget development and implementation to ensure compliance with state and federal law and works with divisions to manage and report on 30 federal grants and ensure compliance with federal law. The team also supports the department during the legislative session.
- Accounting:
 - Provides financial and accounting services across the department. The team ensures compliance with policy, provides expertise, assistance, and review for Department business while ensuring timely payment and processing for the Department.
- Contracts/Procurement:
 - Assists in the acquisition of supplies and services, ensuring compliance with all State statutes, procurement requirements and statewide term contracts agency wide. The team also works to ensure compliance with contractual requirements in practice.

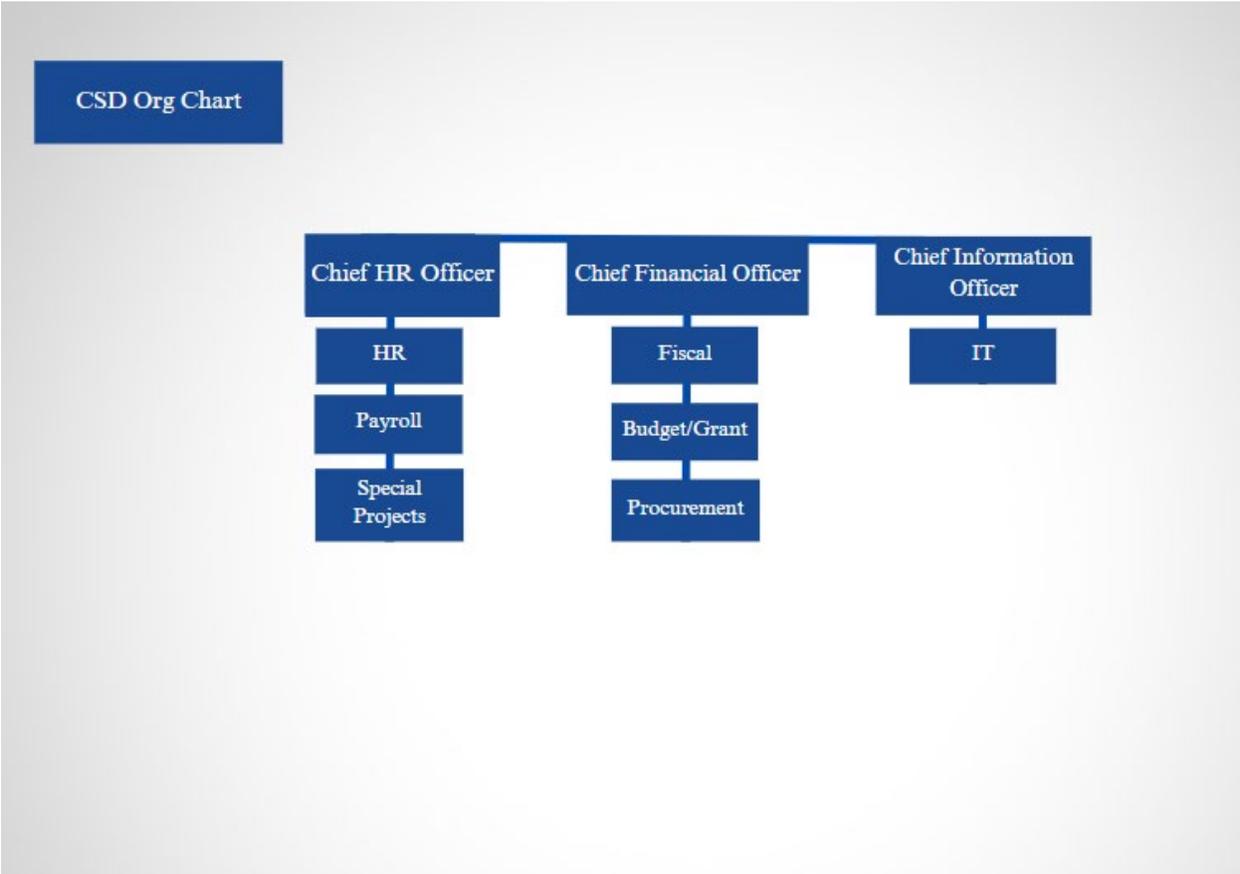
Mission:

- Develop and implement the budget agency wide in compliance with state and federal law while considering the vision of the Attorney General.
- Provide human resource functions to all divisions.
- Recruit, retain and develop a highly skilled workforce.
- Coordinate the development, review, revision, and distribution of department policy.
- Promote a healthy and safe working environment.
- Deliver accounting functions to all divisions in accordance with generally accepted accounting principles and ensure compliance with state and federal laws and contract and procurement practices.
- Provide risk assessment through established and ongoing internal controls.
- Provide support, recommendations, and security for all DOJ IT requirements.

Performance Measures:

- Update and implement the IT disaster recovery plan.
- Finalize IT governance policies.
- Attend 3 major military recruitment events.
- Successful management of appropriated budgets within defined guidelines.
- Reduction of internal audit recommendations and realized process improvement.
- Renewal of the department's delegation agreement
- Every division utilization of Total Contracts Manager system.

CSD Organizational Chart



Division of Criminal Investigation (DCI)

Operation: The Division of Criminal Investigation is headquartered in Helena with regional offices around the state, to include Great Falls, Missoula, Billings, Butte, Kalispell, and Bozeman. DCI manages two regional drug task forces, one in Butte and the other in Miles City. Some staff are co-located with local law enforcement or based in single-offices due to prohibitive lease space or regional necessity.

Mission: Provide exceptional investigative assistance, training, resources, and support to our public safety partners. We shall provide service to our citizens, justice to those who violate our laws, and maintain honor in the performance of our duties.

- Provide public safety services and expertise, in partnership with other local, state, and federal public safety agencies throughout Montana, ensuring the health, welfare and safety of Montana citizens.
- Provide investigative assistance including, but not limited to violent crime, fraud, embezzlement, public corruption, computer crime, arson, child exploitation, and narcotics, as well as conducting life safety inspections and intelligence and analytical support.
- Initiate overt and covert narcotics investigations that stem the flow of illicit drugs and violent crime impacting communities in Montana.
- Manage public safety databases and networks, to include criminal records repository, criminal justice information network, sexual violent offender registry, missing persons database, and Amber Alerts.
- Protect Montana consumers from unlawful, deceptive, and unfair practices in the marketplace by investigating consumer complaints and providing education to the public about consumer related issues, fraud, and scams.
- Provide service programs to improve safety and justice for Montanans who are vulnerable to victimization, to include statewide training and technical assistance to professionals in the field, and services to citizens who have experienced a crime.

Initiative:

- To protect Montana children, we need to expand the states response in pursuit of these dangerous online predators.

The Internet continues to be a high threat level and opportunity for child sexual exploitation. The National Center for Missing & Exploited Children provides regular reports of unsolicited or suspicious online contact that requires a law enforcement response. At the same time, digital encryption and security have made it more difficult to lawfully access digital devices used for criminal means.

Objectives:

- Increase resources for ICAC and Computer Internet Crime Unit.
- Increase ICAC and Human Trafficking operations statewide.
- Reduce turnaround times for forensic extraction of digital devices.

Performance Measures:

- Set baseline of current turnaround times for digital extractions and review monthly changes.
- Collaborate with local law enforcement on sexual exploitation cases and field operations to identify and apprehend offenders. (Consider prosecution capacity for the region.)
- Measure not only arrests, but interventions where contact was likely prevented.
- Increase public education through training, public speaking, media, and other outreach.

Initiative:

- Obtain and implement a Case Management System for DCI.

DCI has morphed into a complex organization that manages over 20 different programs serving a variety of needs. Although every modern police agency in Montana has a computerized records management system (RMS), DCI has none and continues to rely on Excel spreadsheets and handwritten records to document case files, criminal reports and evidence. Although an initial effort was made four (4) years ago to partner with MHP RMS systems, the execution failed due to DCI's unique needs, different from traditional police agencies that begin RMS activity from 911 centers. DCI requires a Case Management System (CMS), not RMS, to manage cases and evidence flow. Implementation of a CMS will lead to greater efficiency, reduce duplication, reduce error, permit statistical data production, and merge datasets to "connect the dots" on criminal cases.

Objectives:

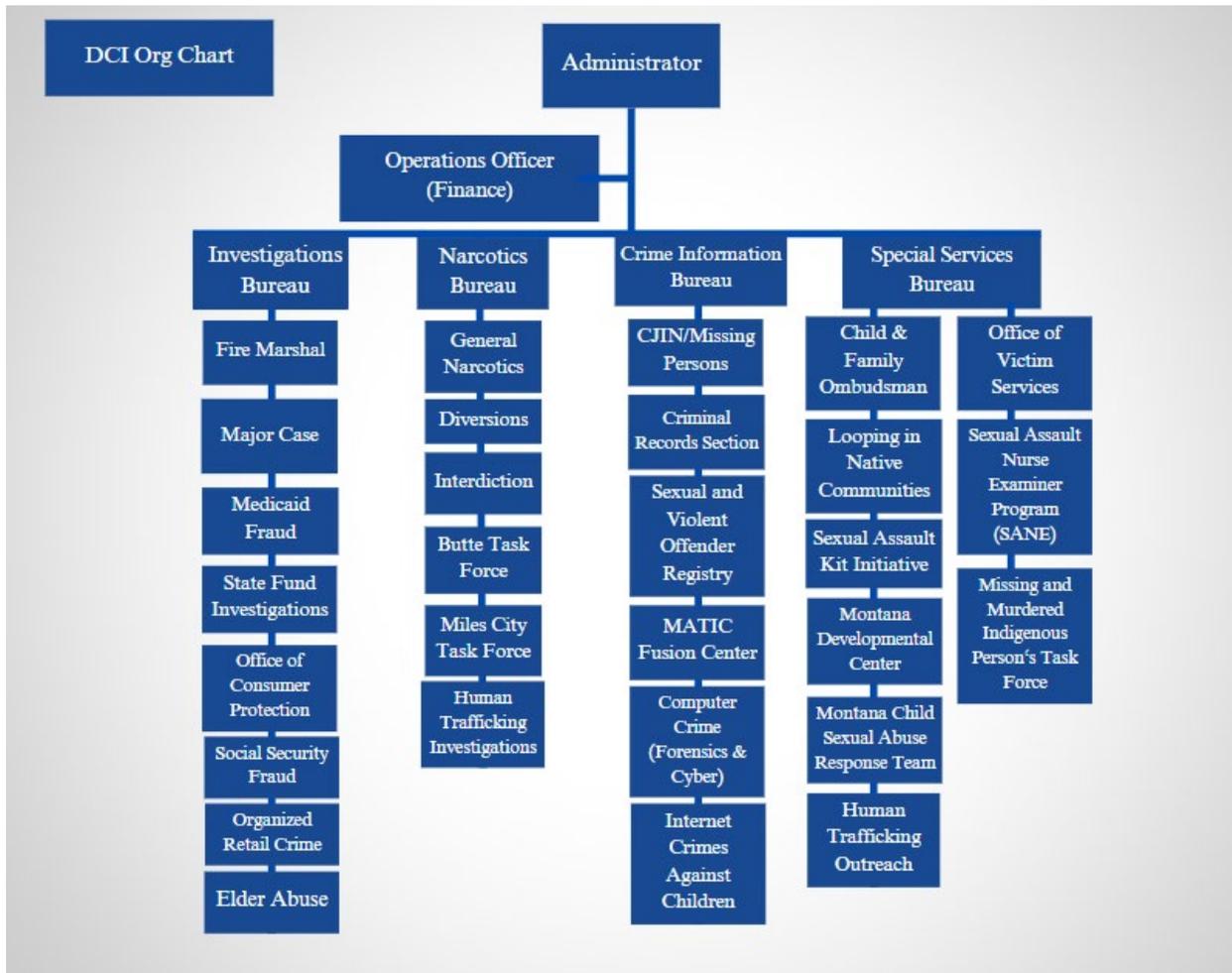
- Identify suitable CMS vendor through RFP and vetting that meets the needs of DCI.
- Implement CMS for the majority of DCI criminal and investigative sections.
- Develop long-term plan for NIBRS reporting and upload archived datasets for historical tracking.

Performance Measure:

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

Note: The inclusion of a CMS will support the state's current initiative for crime data collection.

DCI Organizational Chart



Forensic Science Division (FSD)

Operation: FSD’s main facility is located in Missoula and houses the Biology Section, Chemistry, Firearms & Toolmarks, Latent Prints, Toxicology, Breath Alcohol, and Medical Examiner. The satellite facility located in Billings houses a Chemistry section and Medical Examiner for the eastern side of the state.

Mission: The Forensic Science Division is committed to advancing forensic science processes to provide accurate and timely results to support law enforcement and assist in investigative outcomes.

Initiative: Our focus is on continuous improvement, innovation, and adherence to accreditation requirements for the benefit of law enforcement agencies and the community.

Performance Measures:

- Achieve a 90% success rate in delivering forensic results within 90-120 days from the time of request.

Section Totals	# Requests	Average	90%
Biology	950	94 Days	210 Days
Chemistry	3056	27 Days	51 Days
Firearms	125	50 Days	104 Days
Latents	256	58 Days	119 Days
Toxicology	5360	28 Days	53 Days

- Deliver 90% of Medical Examiner's Office (MEO) reports within 90 days of autopsy performed.

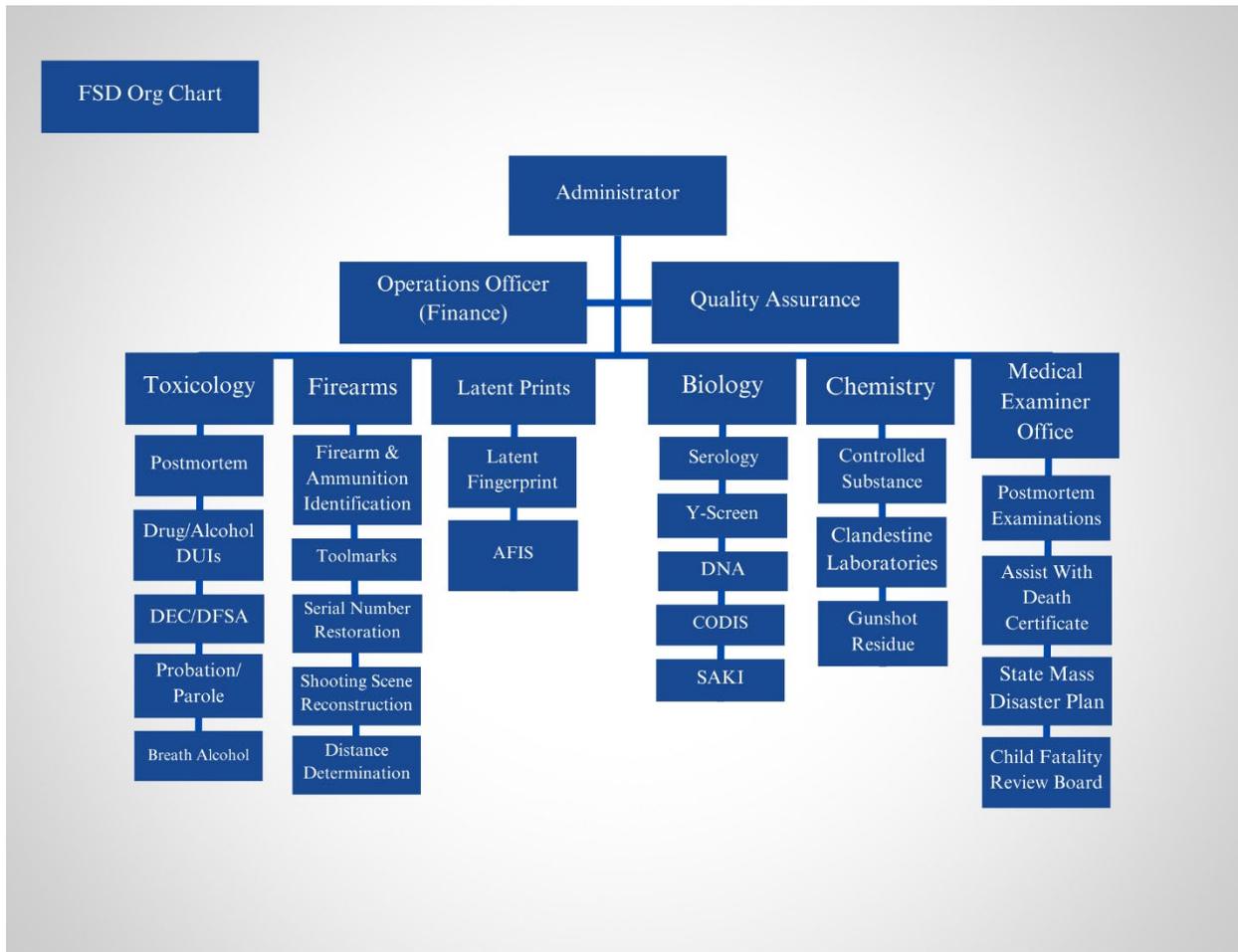
Section Totals	# Requests	Average	90%
Medical Examiner	729	46 Days	75 Days

- Embrace innovative technologies that align with industry best practices to enhance overall service delivery, monitoring impact of technology adoption on efficiency and accuracy in forensic analyses.
 - The Firearms Section has implemented a recently purchased 3-D Virtual Comparison Microscope (VCM). This allows the scientist to view and manipulate a 3D representation of specimen using a computer. This enhances the examination and allows for remote viewing and review. The future of VCM will give the firearm examiner more statistical tools that will allow for more objective conclusions.

- The Toxicology Section will be procuring 2 LC/Quadrupole Time-of Flight (QTOF) instruments. The application of LC/QTOF in the screening of drugs in biological samples provides solutions to many current Forensic Toxicology challenges. With increased sensitivity, specificity, and the ability to rapidly update protocols for new compounds, the LC/QTOF is rapidly becoming the analytical method of choice for comprehensive drug screening.

Disclaimer: Operational structure – Currently staffed below national recommendations but Division has focused on improved technology and testing efficiencies to keep up with demand.

FSD Organizational Chart



Gambling Control Division (GCD)

Operation: The Gambling Control Division, (GCD) of the Department of Justice regulates all forms of gambling in Montana, except for the Montana Lottery (including sports betting) and Horseracing. Through a memorandum of understanding (MOU) with the Department of Revenue, GCD also regulates alcohol and tobacco laws and rules. GCD staff perform the following functions:

- **Operations Section:**
 - The Operations Section performs a range of functions including budget preparation and monitoring; website maintenance; coordination of internal and external communication; licensee and public education; industry association communication; compilation of gambling statistics and reports; and legal review of cases.
- **License and Tax Section**
 - The License and Tax Section provides many services including processing and issuing gambling licenses and permits, including video gambling machine permits; collects and distributes license and permit fees; maintains all license records; collects gambling taxes, fines and penalties; and processes machine service forms and tracks machine movement in the state. The GCD processes both alcoholic and gambling (new and amended) license applications when they are combined. The License and Tax Section is the first point of contact for all license applications based on a combined processing procedure, but the Department of Revenue retains responsibility for approving and issuing alcoholic beverage licenses.
- **Forensic Audit Section**
 - The Audit Section has staff located in Billings, Helena and Missoula. They conduct full financial review of all gambling and alcoholic beverage license holders and applicants; conduct field tax audits; and provides support to the Investigations Section in interpreting and analyzing financial documents related to suspected illegal gambling activities.
- **Technical Services Section**
 - Technical Services Section personnel are based in Helena, apart from two machine inspectors: one in Billings and another in Missoula. The Technical Services Section serves as the primary technical resource for the division by testing video gambling software and hardware; testing automated accounting systems; providing interpretations of state law and rules to video gambling machine software designers; providing random testing of video gambling machines, to ensure that software and hardware are functioning as tested, and automated accounting systems; tracking the movement of illegal machines in and out of the state; and supporting the division's tax and licensing database.
- **Legal Section**
 - ALS Attorney's assist in Civil/Administrative action and in some cases Criminal Action related to gambling laws and rules.
- **Compliance Section**

- The Compliance Section is organized into Eastern and Western Districts. In addition to headquarters in Billings, field offices are located in Bozeman, Glendive, Great Falls, Kalispell, Missoula and Helena. Compliance investigates illegal gambling or alcohol activity throughout Montana; execute gambling and alcohol suspensions and revocations when needed; investigates any violations of laws related to tobacco taxes or the types of tobacco that can be sold; conducts background checks of applicants for gambling or alcoholic beverage licenses; conducts routine inspections of gambling and/or alcoholic beverage licensed establishments; processes applications for temporary card dealer licenses; inspects newly constructed or remodeled establishments that sell alcoholic beverages or offer gambling; evaluates variations of legal gambling activities submitted for approval; provides topic specific training and resources to licensees and general public, and provides assistance in the distribution of problem gambling resources.

Mission: The mission of the Gambling Control Division (GCD) is to create and maintain a uniform regulatory climate to protect the businesses, players, organizations, citizens, and all who are affected by legalized gambling in Montana. GCD accomplishes this mission through licensing, permitting, collecting, auditing, testing, programming, inspecting, investigating, prosecuting, and reporting.

Initiatives:

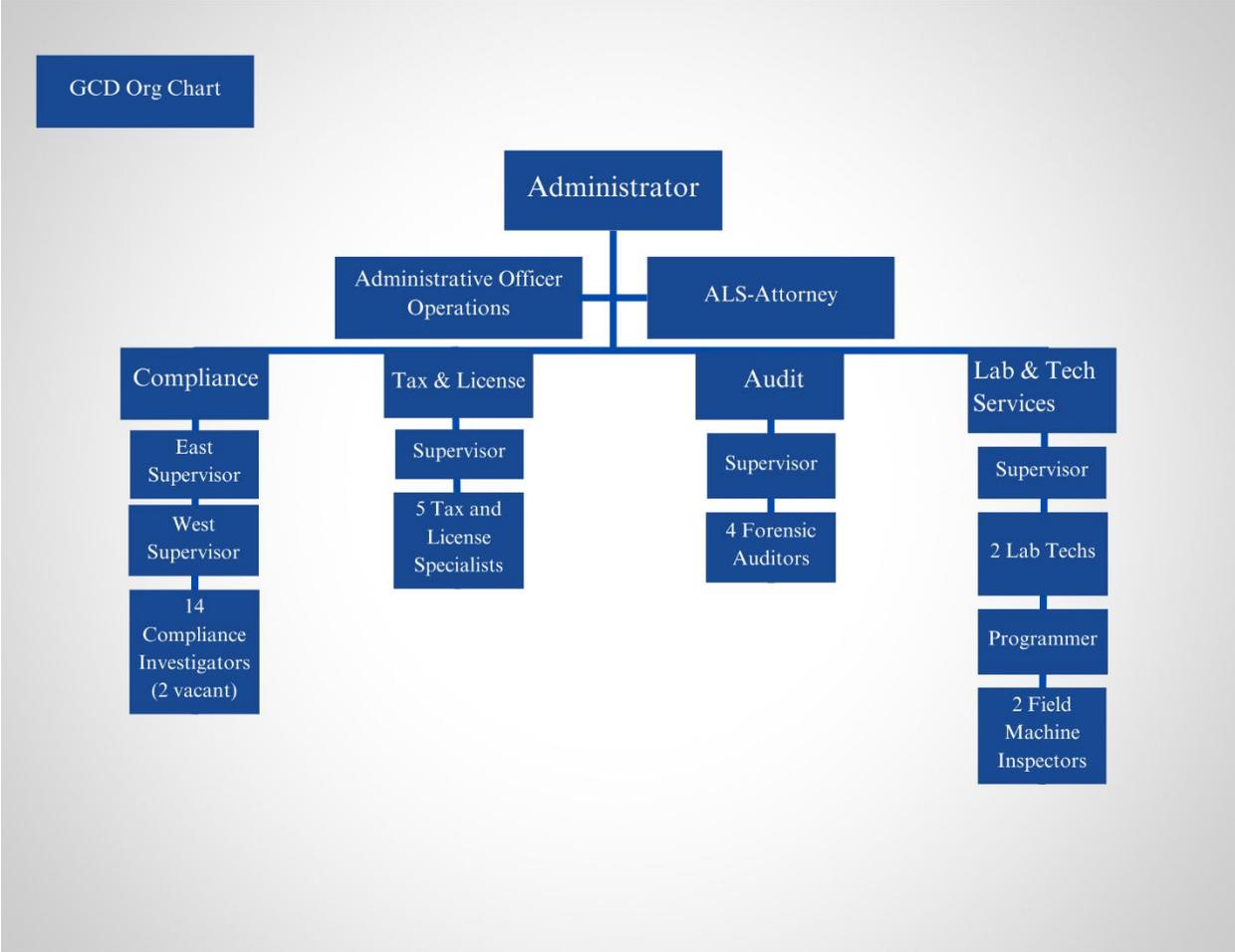
- Investigate applicants and issue gambling licenses and permits only to qualified applicants, and in an efficient and effective manner.
- Provide effective communication between licensees and the government agencies that regulate them (GCD and ABCD).
- Collect and account for gambling taxes and permits and distribute revenues timely.
- Examine and approve prototypes of electronic gambling devices and their modifications for operation in the State of Montana.
- Provide investigative services to the Department of Revenue related to liquor licenses and the taxation and sale of tobacco.
- Prevent online casino businesses from offering online gambling or credit gambling as required by law.

Performance measures:

- Average turnaround of gambling operator license applications is less than the 90 days required by administrative rule.
- GCD and ABCD will hold bi-weekly joint management calls to go over any concerns regarding communication between agencies and examine any case that is languishing.
- Gambling taxes and permit fees are collected throughout the year and deposited directly in the appropriate accounts.
- Revenue from VGM permit fees and Live Card Table permit fees is distributed to local government quarterly.
- Track the number of liquor licensing and tobacco cases completed on behalf of the Department of Revenue in a given fiscal year.

- Act against all (100%) of companies that offer illegal online gambling through cell phone apps and compel them to list Montana as a state in which their product is not available.

GCD Organizational Chart



Montana Highway Patrol (MHP)

Operation: Headquarters is located at the Kris Hansen facility in Boulder and there are seven districts that the MHP operates in throughout the state.

- District I (Missoula) – Mineral, Missoula, Ravalli, and Sanders counties
- District II (Great Falls) – Cascade, Fergus, Judith Basin, Petroleum, Teton, Wheatland, Blaine, Chouteau, Glacier, Hill, Liberty, Phillips, Pondera, and Toole counties
- District III (Butte) – Beaverhead, Deer Lodge, Granite, Jefferson, Lewis & Clark, Madison, Powell, and Silver Bow counties
- District IV (Billings) – Big Horn, Carbon, Stillwater, Musselshell, Golden Valley, and Yellowstone counties
- District V (Glendive) – Carter, Custer, Daniels, Dawson, Fallon, Garfield, McCone, Powder River, Prairie, Richland, Roosevelt, Rosebud, Sheridan, Treasure, Valley, and Wibaux counties
- District VI (Kalispell) – Flathead, Lake, and Lincoln counties
- District VII (Bozeman) – Broadwater, Gallatin, Madison, Meagher, Sweet Grass, and Park counties

Mission: Montana Highway Patrol Division focuses on safeguarding the lives and constitutional rights of people traveling the ways of our state. We provide courteous, professional, compassionate, and responsive services in the areas of community education, enforcement, investigations, support services, interagency collaboration, and community involvement. We are committed to maintaining the public's trust, being technologically advanced, and efficiently using the resources entrusted to us.

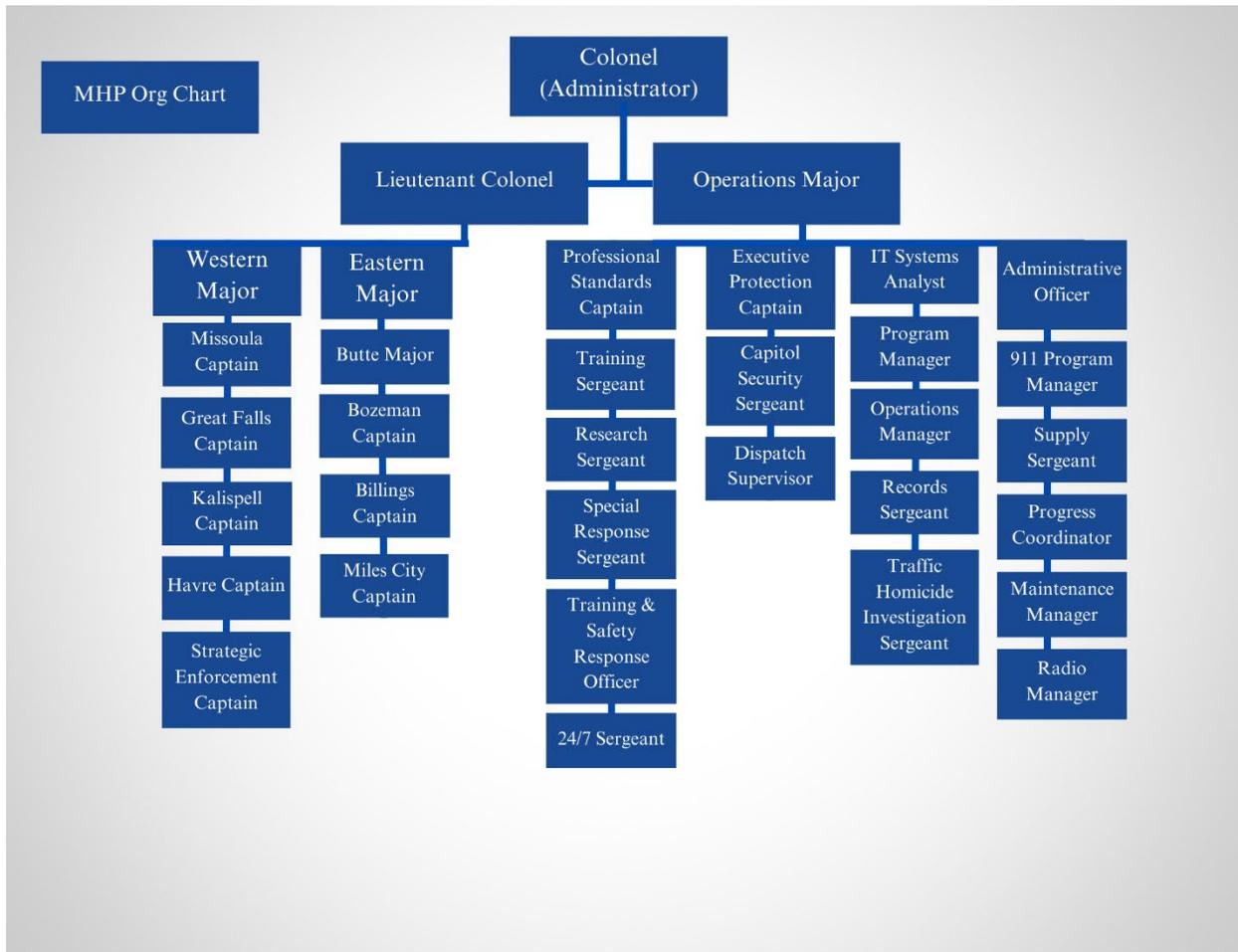
Initiatives:

- The Montana Highway Patrol is dedicated to maintaining public safety and trooper safety through continuous improvement of our law enforcement tools.
- Enhancing the Patrol's training capabilities will provide additional opportunities for interagency relationship building to support our shared goal of keeping the public safe.

Performance Measures:

- Replace all obsolete in-car video cameras with modern, up-to-date models and add body worn cameras, executing the replacement plan with a seamless transition to the new video camera devices.
- Utilize available space at Highway Patrol HQ to construct a K-9 training area to serve as a functional and safe space with obstacles and devices suitable for effective training for law enforcement agencies.
- Upgrade classroom and lodging facilities at Highway Patrol HQ to improve technology use and overall function, creating training opportunities for MHP and other law enforcement officers.

MHP Organizational Chart



Montana Law Enforcement Academy (MLEA)

Operation: The Montana Law Enforcement Academy campus is located in Helena. MLEA also rents a driving track and a shooting range.

Mission: The mission of the Montana Department of Justice Law Enforcement Academy is to serve law enforcement agencies and the communities they represent by providing a positive atmosphere where relevant and realistic training for new and veteran public safety professionals occurs. Further to deliver professionally trained law enforcement to the stakeholders of Montana.

- Fostering an environment where effective communication is trained, modeled and re-enforced.
- Encouraging students to think ethically in determining what to do.
- Enforcing strict training standards that ultimately lead to appropriate decision making.
- Supporting each other as professionals with dignity, respect, and a shared commitment to success.

Initiatives:

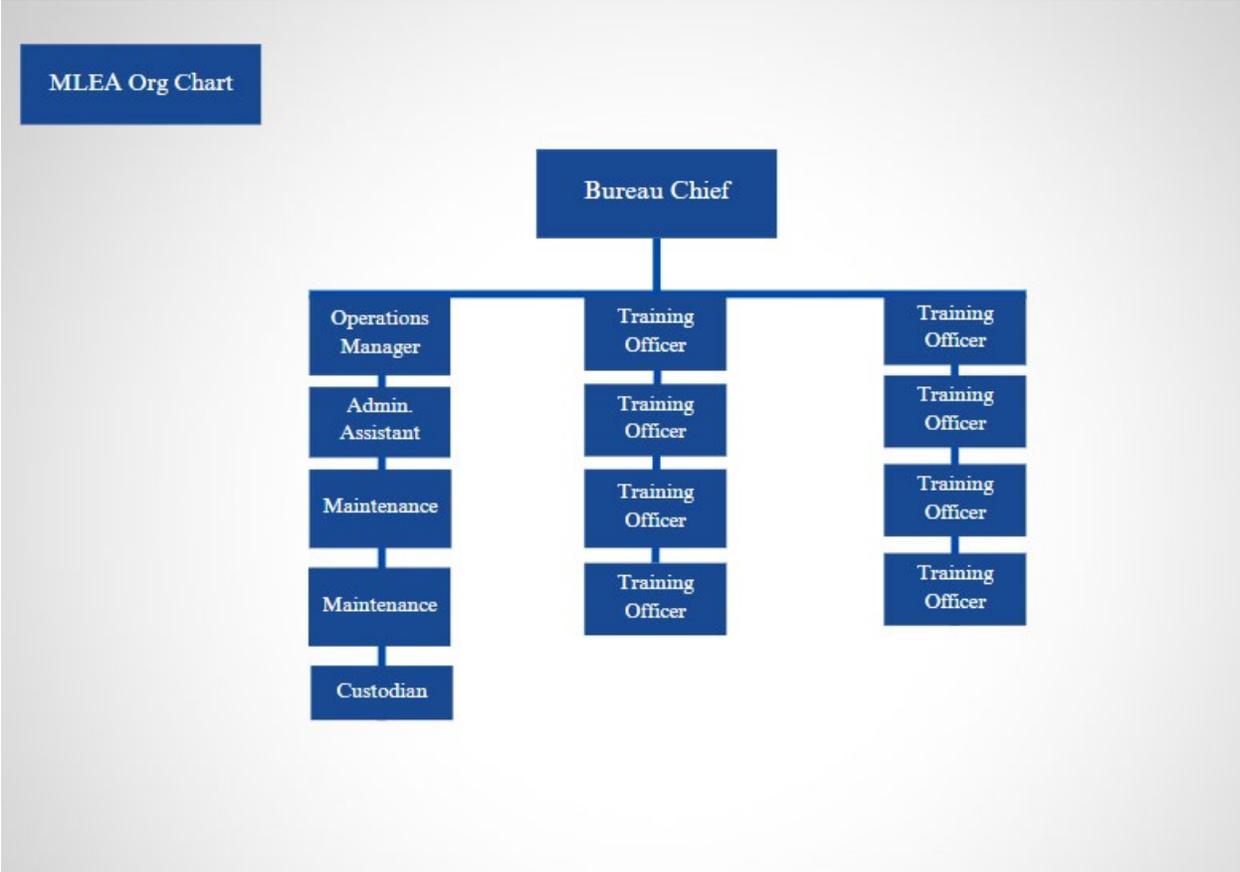
- Increase the number of law enforcement officer basic courses offered annually.
- Local law enforcement agency growth, as well as turnover, has created a critical need for the MLEA to offer more than three law enforcement officer basic courses per calendar year.
- Advocate and begin work to secure funding for a shooting range.

Performance Measures:

- Incrementally increase the number of students attending basic courses than the year before.
- Process applications more efficiently and track student attendance needs.

Disclaimer: The main challenge for MLEA in producing more students is the lack of infrastructure. MLEA is the only academy out of Oregon, Washington, Idaho, North Dakota, Wyoming, and South Dakota that does not own and operate their own firearms range and driving track. The current locations we use for these skills are getting harder to book and user fees are increasing. The MLEA is the only facility in the state that conducts basic courses for Montana's tribal, state, county, and local public safety agencies.

MLEA Organizational Chart



Motor Vehicle Division

Operation: The Motor Vehicle Division oversees 48 exam locations across the state to serve Montanans and has 71 partner locations with county treasurer offices and authorized agents.

Mission: Driving Customer Service! MVD is dedicated to reviewing all business processes to discover more streamlined methods of serving our customers and business partners.

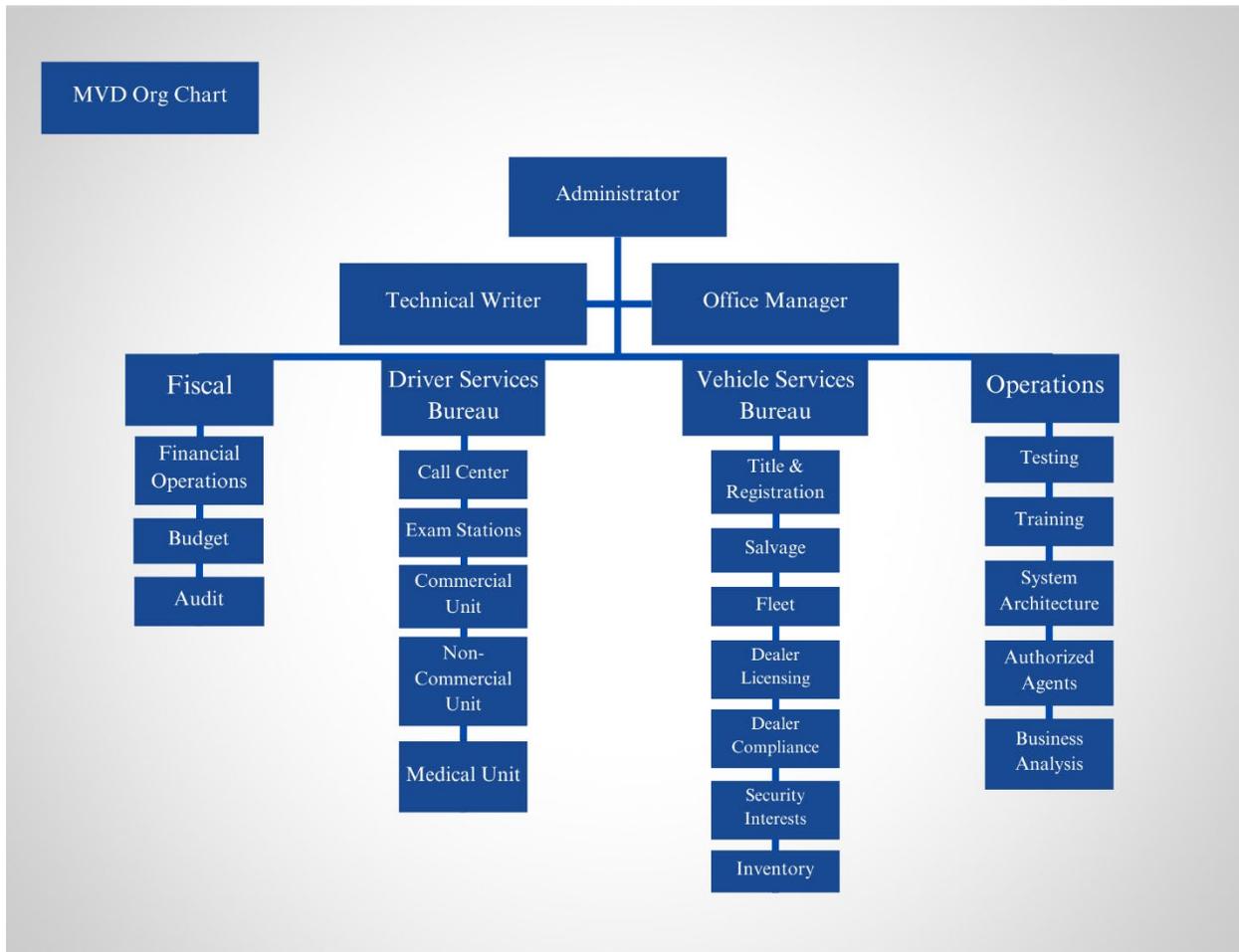
Initiatives:

- Adding more locations and options for CDL testing
- CARS Rollout
 - Scheduling Module – Launched Oct. 2022
 - Driver Services – Nov. 2023
 - Vehicle Services – March 2025
- We have revised numerous procedures to eliminate inefficiencies and outdated methodologies. These efficiencies will translate to reduced customer calls, email correspondence, and backlog of transactions.

Performance measures and preferred outcomes:

- Reduce emails to Vehicle Services from 300/week to less than 200/week within six months.
- Reduce average transaction times from 27 minutes (MERLIN) to 10 minutes (CARS)
- Increase transactions per day from 15/day (MERLIN) to 30/day (CARS) within the first 6 months of launch.
- Reduce wait time for appointment times from 45 days to 15 days or less (within the first 3 months of launch)
- Increase training and maintain high standard of quality assurance to reduce errors from 19% to under 10% (within the first 6 months of launch)

MVD Organizational Chart



State Attorney's Office (SAO)

Operation: The State Attorney's Office is headquartered in Helena where the Civil Bureau, Appellate Bureau, Agency Legal Services, Prosecution Services, Office of Consumer Protection, and National Resources Damages (administratively attached) are housed. There are also Child Protection Units in Missoula and Billings.

Mission:

- Represent the State in cases before local, state, and federal courts, including all criminal appeals and post-conviction cases.
- Represent the State in cases involving Constitutional challenges and other major litigation against the State.
- Provide trial assistance and services to county attorneys in complex criminal cases and cases in which the county attorney has a conflict of interest.
- Provide contracted legal and investigative services to state agencies at a reasonable cost.
- Enforce State laws pertaining to consumer protection and antitrust violations, including cases which harm Montana's agricultural producers.
- Utilize knowledge and expertise of the LSD to train governmental entities (state, tribal and local) in areas of criminal and civil law and procedure.
- Offer responsive education and outreach to the public in subject matter areas that fall within LSD's public safety and enforcement responsibilities.

Initiatives:

- Provide quality legal services on all levels of representation that fall within the authority and jurisdiction of the Attorney General.
- Provide quality training and education to local governments, clients, and the public.

Performance Measures:

- Prosecute criminal cases in which a county attorney has a conflict of interest or has requested assistance.
- Provide responsive topic training to law enforcement, county attorneys, judges and other interested criminal justice entities (i.e.) cold case investigation and prosecution, child sex crime prosecution, orders of protection, etc.

SAO Organizational Chart

