

# 2019-2021

## ARKANSAS STATE CRIME LABORATORY STRATEGIC PLAN

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<b>MISSION:</b>	To provide quality forensic services to the criminal justice community and the State of Arkansas in a timeframe amenable to our customers.
<b>VISION:</b>	Support public safety by providing analytical results within thirty days of submission.
<b>CORE VALUES:</b>	<ul style="list-style-type: none"> <li>➤ <b><u>Clear Communication</u></b>- Communicate often, promptly, professionally and in person when appropriate</li> <li>➤ <b><u>Quality</u></b>- Excellence, getting it right the first time, consistent performance, continuous improvement, taking pride in one's work</li> <li>➤ <b><u>Professional Development</u></b>- Growing and engaging employees through training, mentoring, and providing leadership opportunities</li> <li>➤ <b><u>Safety</u></b>- Providing a safe work environment and educating employees on safety practices</li> <li>➤ <b><u>Accountability</u></b>- Holding oneself and others responsible for productive and ethical behavior.</li> <li>➤ <b><u>Teamwork</u></b>- Having a common vision, ensuring cohesiveness, assisting one another, supporting other sections, putting others interests first and making decisions based on what is best for the laboratory</li> </ul>
<b>GOALS:</b>	<ol style="list-style-type: none"> <li>1. Complete cases in a timely manner to meet our customer's expectations</li> <li>2. Promote an employee centered culture</li> <li>3. Provide information and education to our Criminal Justice partners and Department of Public Safety Divisions</li> <li>4. Promote continuous improvement and efficiency</li> </ol>

## GOAL 1: COMPLETE CASES IN A TIMELY MANNER TO MEET OUR CUSTOMER'S EXPECTATIONS

<i>Department of Public Safety Metric: Delivery of Services- Improved Customer Service</i>	
<b>Measurement Objective 1: All disciplines report analytical results to our customers within 60 days.</b>	
<b>Strategy 1: Evaluate discipline staffing</b>	
<b>Detail 1:</b> Evaluate number of staff, caseload and cases completed over the last 6 months. Also look for any trends that may influence staffing decisions. Make predictions on backlog and turnaround times.	9/17/19
<b>Detail 2:</b> Evaluate different staff types and their effect on backlog/turnaround times. Particularly, technicians in lieu of additional analysts or a combination of the two.	9/17/19
<b>Strategy 2: Determine customer needs and expectations</b>	
<b>Detail 1:</b> Revise current customer survey. Review the content of the survey as well as the survey software.	10/31/19
<b>Detail 2:</b> Improve the dissemination of the survey. Explore options to encourage survey completion.	10/31/19

## GOAL 2: PROMOTE AN EMPLOYEE CENTERED CULTURE

<i>Department of Public Safety Metric: Optimization of Enterprise Efficiencies- Performance Improvement</i>	
<b>Measurement Objective 1: Achieve a 90% retention rate of all staff</b>	
<b>Strategy 1: Seek Continuous Employee Feedback</b>	
<b>Detail 1:</b> Top management will attend discipline monthly meetings to better understand the culture and needs.	Start Sept. 2019; On Going
<b>Detail 2:</b> Conduct lunch meetings with groups of staff to talk about things that are important to them	Start Sept. 2019; On Going
<b>Detail 3:</b> Make a 'Parking Lot' available at each discipline, in a visible location. Each Section Chief will encourage their employees to participate and develop solutions for any issues presented. These ideas will be brought quarterly to the Section Chief meeting, and a PICK Chart will be completed with an action plan in place.	Start September 2019; On Going
<b>Detail 4:</b> Feedback from Details 1-3 will be discussed at each quarterly management meeting.	Start 2019Q4; On Going
<b>Strategy 2: Improve Job Satisfaction</b>	
<b>Detail 1:</b> Develop current and future leaders by: a. Encouraging attendance at external leader/manager training events. b. Developing an in-house management training program.	a. 10/1/19 b. 12/31/19
<b>Detail 2:</b> Continue to encourage employee development through attendance at conferences and events to network with other professionals. Continue to find mechanisms to fund training for all staff.	On Going
<b>Detail 3:</b> Bring in a motivational speaker annually	January 2019
<b>Detail 4:</b> Improve workplace facilities a. Ensure bathrooms are functional and clean b. Create break areas to de-stress and relax c. Improve current break room d. Make environmental conditions comfortable e. Make lobby area more functional f. More color and art work on walls g. Evaluate the feasibility of having a lunch catering service or canteen	a. 9/30/19 b. 3/31/20 c. 12/31/19 d. 10/31/19 e. 9/30/20 f. 3/31/20 g. 12/31/19
<b>Detail 5:</b> Create a career path for employees. a. Have discussions with employees upon initial employment and annually about their opportunities. b. Create more 'rungs' in the career ladder with a grid structure and increased management opportunities	a. Annually b. 6/30/21
<b>Detail 6:</b> Health & Wellness programs a. ASP gym accessibility b. Offer fitness classes on-site (before work, lunch, after work) c. Offer healthy snack options in vending machines	a. TBA b. 10/30/19 c. 12/31/19

## GOAL 3: PROVIDE INFORMATION AND EDUCATION TO OUR CRIMINAL JUSTICE PARTNERS AND DEPARTMENT OF PUBLIC SAFETY DIVISIONS

<i>Department of Public Safety Metric:</i> <ul style="list-style-type: none"> <li>➤ Optimization of Enterprise Efficiencies- Shared Services Model</li> <li>➤ Delivery of Service- Ease of Interaction</li> </ul>	
<b>Measurement Objective 1: Provide Effective Communications Quarterly</b>	
<b>Strategy 1: Update our Criminal Justice partners of current forensic science technologies used by the ASCL.</b>	
<b>Detail 1:</b> The ASCL Newsletter will be published and disseminated to criminal justice partners- state, federal, prosecutors, public defenders; and DPS Divisions.	3 times per year
<b>Detail 2:</b> Present at the state prosecuting Attorney's and Public Defender's Association annual symposium.	Annually
<b>Detail 3:</b> Identify sexual assault health care providers and law enforcement agencies who have not yet obtained kit tracking training and establish training dates	10/31/19
<b>Strategy 2: Provide and make available continuing education for law enforcement</b>	
<b>Detail 1:</b> Create a law enforcement page on the ASCL website that provides updated, relevant information.	12/31/19
<b>Detail 2:</b> Create online training in the areas of Evidence Receiving (evidence packaging, storage, SA Kit tracking software, etc.), Latent Prints/Firearms, Physical Evidence/DNA/CODIS, Digital Evidence, Drugs/Toxicology that qualify for CLEST hours and place on the Acadis Portal.	3/31/19
<b>Detail 3:</b> Conduct onsite training at all three ASCL locations	12/31/19
<b>Measurement Objective 2: Teach Efficiency Tools to each DPS Division</b>	
<b>Strategy 1: Conduct a Lean Six Sigma Project at Each DPS Division</b>	
<b>Detail 1:</b> Each DPS Division will identify one area needing improvement and will work with ASCL Director & Assistant Director to schedule and conduct projects. Once a project is complete, the DPS Division and ASCL will prepare a report and present to the DPS Secretary.	6/30/19
<b>Detail 2:</b> Provide DPS Divisions guidance for future projects and annual LSS events	On Going

## GOAL 4: PROMOTE CONTINUOUS IMPROVEMENT AND EFFICIENCY

<i>Department of Public Safety Metric:</i> <ul style="list-style-type: none"> <li>➤ <i>Operational Integrity and Compliance- Improvements or sustained exceptional audit performance</i></li> </ul>	
<b>Measurement Objective 1: Maintain ANAB and NAME Accreditations</b>	
<b>Strategy 1: Conduct Risk Assessment to identify potential events that may negatively impact crime lab individuals and the quality of work performed by the laboratory</b>	
<b>Detail 1:</b> Evaluate risk assessment methods	9/30/19
<b>Detail 2:</b> Develop an appropriate risk assessment that fits well with the ASCL.	10/31/19
<b>Detail 3:</b> Put together a team consisting of individuals from all disciplines and laboratory locations	11/30/19
<b>Detail 4:</b> Conduct risk assessment	Start: 1/15/20 Complete: 3/31/20
<b>Detail 5:</b> Develop and implement a plan to reduce any risks identified	5/30/20
<b>Detail 6:</b> Develop a final report for ASCL	6/30/20
<b>Detail 7:</b> Disseminate the assessment to the lab staff and DPS secretary	7/15/20
<b>Detail 8:</b> Re-Evaluate risk assessment annually	Annually
<b>Strategy 2: Stay abreast of best practices and advancements in the forensic science field</b>	
<b>Detail 1:</b> Host ANAB Technical Assessor Training Course and/or quality courses	4/1/20
<b>Detail 2:</b> Stay active in forensic organizations by serving on committees and/or boards	Continuous
<b>Detail 3:</b> Keep up with national standard development organization (SDO) and scientific/technical working group (SWG/TWG) publications	Continuous
<b>Detail 4:</b> Encourage employees to receive continuing education units and promote their job title	Continuous
<b>Detail 5:</b> Participate in the quality assessment of other laboratories	Continuous
<b>Measurement Objective 2: Maintain Foresight 20/20 Maximus Award – 90% Efficient Laboratory</b>	
<b>Strategy 1: Utilize Lean Six Sigma tools</b>	
<b>Detail 1:</b> Disciplines that are meeting or approaching 60 day turnaround time expectation, conduct annual PICK chart and brainstorming meetings annually	Annually
<b>Detail 2:</b> Disciplines that are struggling with meeting a 60 day turnaround time in the next 12 months, conduct a new LSS project.	11/30/19