

# 2017 STRATEGIC PLAN



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HOLLEYSMOKE



PROACTIVE  
PROFICIENT  
PROFESSIONAL  
WE ARE ONE



## Our Mission

To provide quality police services and to protect the constitutional rights of all people in Utah.

## Our Vision

The Utah Highway Patrol will set the standard for excellence in law enforcement through our sincerity and honesty, far exceeding the standards set for our profession while meeting the police service needs of every person we encounter. We are continually improving our performance through education and training, knowing we are united in purpose and effort while facing danger with confidence, resolution and bravery. Our efforts are infused with passion and purpose, and We are One DPS.



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# AT A GLANCE: OUR 2017 GOALS & INITIATIVES



**GOAL 1: Priority in Safety** - The #1 goal of the Utah Highway Patrol is for every Trooper to arrive home safely at the end of every shift, embracing a lifestyle to achieve overall health and wellness.

## Strategies

- ◆ Develop, incorporate and adhere to proven officer safety strategies to prevent Trooper injury or death.
- ◆ Sustain fitness initiatives and training to develop healthy bodies capable of meeting the physical and mental demands of the law enforcement profession.
- ◆ Advocate a working and personal environment which sustains physical health, mental health and resilience throughout a law enforcement career.
- ◆ Increase motorist and Trooper safety, while reducing secondary crashes, through aggressive crash clearance techniques and proper implementation of TIMS procedures.

**GOAL 2: Proactive Organization** - Troopers working with a purpose to reduce crime, injury and death on Utah's roadways while helping those in need.

## Strategies

- ◆ Focused traffic enforcement to investigate all crimes with priority on the Top 5 enforcement initiatives (DUI, Seat Belt, Speed/Aggressive, Distracted, and Drowsy).
- ◆ Provide educational outreach/presentations to the communities in which we serve.

**GOAL 3: Proficient Organization** - Troopers who have the knowledge, skills and abilities to provide all services the public needs in a manner which protects the rights of all people.

## Strategies

- ◆ Training focused on the current trends and problems lying-in-wait so Troopers are prepared in all job-related situations.
- ◆ In today's environment the Utah Highway Patrol finds post-secondary formal education a valued asset in developing leadership and competency.
- ◆ Provide Troopers with the training and resources to conduct thorough crash investigations.

**GOAL 4: Professional Organization** - Troopers of high integrity who understand the values of the Utah Highway Patrol and honor their profession, self and families.

## Strategies

- ◆ Recognize great work by Troopers and support staff through recognition programs.
- ◆ Continue to advocate for transparency and open dialog with the public we serve and be an organization of constant improvement.
- ◆ Troopers must have a strong moral compass to guide them through ethical questions in law enforcement.
- ◆ Conduct formal monthly audits to identify potential agency improvements.

**GOAL 5: Effective Organization** - An engaged administration with clear objectives for the Utah Highway Patrol, organizing for operational efficiency, and offering resources to Field Commanders to accomplish a common set of goals while providing for the safety and wellness of all members.

## Strategies

- ◆ Continue to implement the best practices recommended by the President's 21st Century Policing Task Force.
- ◆ Continue to promote open communication and dialogue through regularly scheduled meetings on issues facing the Utah Highway Patrol.
- ◆ Explore methods to use collected citation and crash data for more efficient deployment of resources.
- ◆ Continue to explore ways to enhance Trooper retention while enhancing the recruitment process.
- ◆ Utilize established Work Groups or Task Forces focused on high-priority and immediate-need issues for the Utah Highway Patrol.

# GOAL 1

**PRIORITY IN SAFETY:** The #1 goal of the Utah Highway Patrol is for every Trooper to arrive home safely at the end of every shift, embracing a lifestyle to achieve overall health and wellness.

## Strategy 1 - Officer Safety

Develop, incorporate and adhere to proven officer safety strategies to prevent Trooper injury or death.

### Activities

- ◆ We will follow the Below 100 initiatives to eliminate the incidence of preventable line of duty deaths and injuries.
- ◆ Assess rapidly changing situations while on duty by frequently asking “What’s Important Now?”
- ◆ Watch speed when pursuing or responding, use high speeds only when necessary (see WIN above).
- ◆ Wear a seat belt whenever in the patrol vehicle, even when parked.
- ◆ Wear body armor vest at all times on duty, and add a reflective vest when outside the patrol vehicle on any roadway.
- ◆ Reduce risk of ambush by changing patrol and break routines daily.
- ◆ Only approach vehicles on the out-of-traffic side during traffic stops.

### Outcomes

- ◆ One hundred percent (100%) of Troopers have received the Below 100 training, incorporate the principles daily, and none were injured or killed in the line of duty.
- ◆ Troopers received frequent training on various aspects of officer safety.

## Strategy 2 - Officer Fitness

Sustain fitness initiatives and training to develop healthy bodies capable of meeting the physical and mental demands of the law enforcement profession.

### Activities

- ◆ Implement the new UHP physical testing standards, and perform annual physical testing in conjunction with regular fitness activity.
- ◆ All sworn and civilian staff participate in the annual 10 -week Colonel’s PT Challenge fitness activity to develop an improved personal fitness level.
- ◆ Facilitate opportunities for all staff to participate in the Healthy Utah program.

### Outcomes

- ◆ Measure improvements from prior PT efforts and testing.
- ◆ Improvement in personal and organizational physical activity.
- ◆ Improved performance and focus with reduced injuries.



### Strategy 3 - Officer Health and Wellness

Advocate a working and personal environment which sustains physical health, mental health and resilience throughout a law enforcement career.

#### Activities

- ◆ Facilitate Trooper participation in Healthy Utah programs.
- ◆ Evaluate establishing an assessment of physical and emotional health.
- ◆ Offer nutrition planning for a balanced diet and lifestyle.
- ◆ Utilize the Peer Support Program at the Section level to provide support for UHP members in need while also stressing the importance of the mental wellness counseling available through Dr. Partridge and other Department programs.
- ◆ Provide training to supervisors on emotional resilience and how to share it.
- ◆ Offer financial planning to reduce monetary stress.

#### Outcomes

- ◆ Troopers received frequent training on officer health and wellness.
- ◆ Employees are well balanced and have the tools and resources to deal with the stresses of the job.

### Strategy 4 - Traffic Incident Management

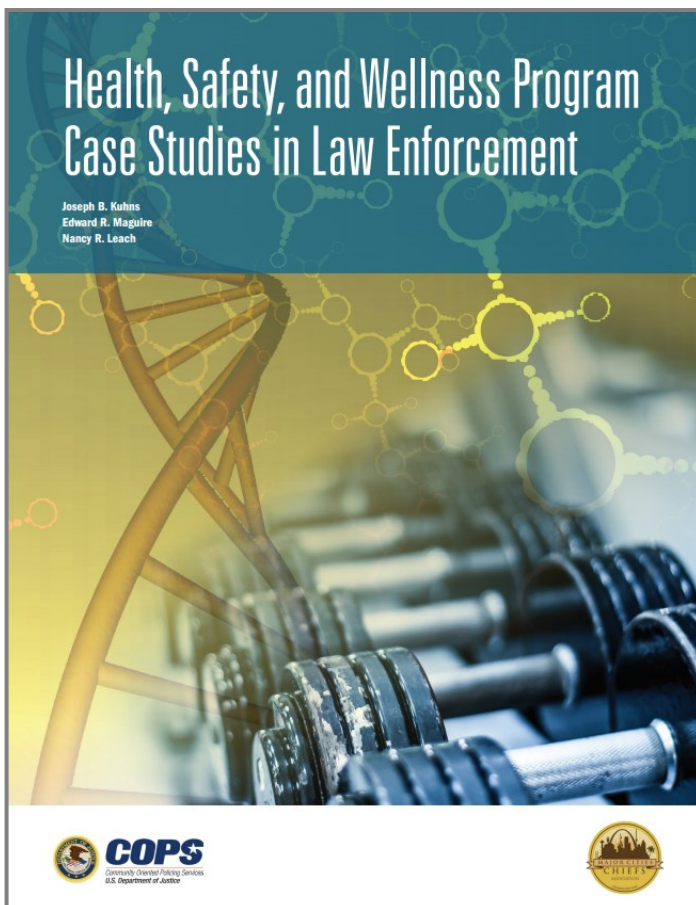
Increase motorist and Trooper safety, while reducing secondary crashes, through aggressive crash clearance techniques and proper implementation of TIMS procedures.

#### Activities

- ◆ Field Section Lieutenants striving for 100% participation by Troopers in Traffic Incident Management (TIMS) training.
- ◆ Field Sections fostering 100% interagency TIMS training with all first-responders (fire department, local law enforcement, emergency medical) and support agencies (tow truck drivers) within their area.
- ◆ Dispatch Centers using the tow truck mobile app to increase efficiency in tow truck response times to crashes and also queue clearance.
- ◆ Troopers and dispatchers moving all eligible crashes while continuing to promote the Move-Off initiative with the public.

#### Outcomes

- ◆ All (100%) of Troopers are TIMS trained prior to completing field training.
- ◆ TIMS principles are implemented including reflective vests worn at all traffic and response incidents.
- ◆ All eligible crashes moved off the roadway for investigation.
- ◆ Tow truck response and crash clearance times measurably reduced.
- ◆ Annual interagency TIMS training with other first responder and support agencies offered in every Field Section.





# GOAL

# 2

**PROACTIVE ORGANIZATION:** Troopers working with a purpose to reduce crime, injuries and deaths on Utah's roadways while helping those in need.

## Strategy 1 - Identify and Investigate All Crimes

Focused traffic enforcement to investigate all crimes with priority on the Top 5 enforcement initiatives, which include:

- ◆ Remove Alcohol and Drug Impaired Drivers (DUI) from Roadways.
- ◆ Employ Targeted Seat Belt Enforcement.
- ◆ Reduce Traffic Speeds and Stop Aggressive Driving.
- ◆ Curtail Distracted Drivers.
- ◆ Prevent Drowsy Driving.

## Activities

- ◆ Continue to measure with SUCCESS Framework the timeliness (10 days or less) of UHP's DUI arrest reports submitted to the Driver License Division for administrative action.
- ◆ Troopers focused on active enforcement of Top 5 during every regular-duty shift.
- ◆ Strive to sustain a higher traffic enforcement presence in areas identified by Data-Driven Approaches to Crime and Traffic Safety (DDACTS) and Hot Spots Committee.
- ◆ Utilize overtime shifts to boost enforcement of the Top 5 initiatives in identified areas.
- ◆ Organize increased DUI enforcement efforts during weekends and target holidays in each of the 14 Field Sections, and every weekend during the 100 Deadliest Days of Summer.
- ◆ Expand accountability for overtime enforcement results.
- ◆ Use high-visibility efforts for holiday weekends and special events, including overtime enforcement.
- ◆ Use overtime enforcement and unmarked patrol cars to stop the aggressive driver.
- ◆ Institutionalize Look Beyond The Stop in conjunction with high volume traffic stops to create opportunities to interdict criminal activities such as drug possession and trafficking, human trafficking, child endangerment, terrorist activities, etc.
- ◆ Initiate appropriate investigations and report criminal

activity to SIAC, as appropriate.

- ◆ Capture enforcement information on drug impaired drivers and related crash data for analysis.

## Outcomes

- ◆ Reduction in deaths on Utah roadways, especially from impaired driving, seat belt non-use and speeding.
- ◆ Increased proactive, high visibility enforcement during high traffic volume or hazardous travel times as measured through Weekly/Holiday Stats.
- ◆ Measurable increased DUI enforcement during high probability times and locations.
- ◆ Look Beyond the Stop principles used and every opportunity to identify criminal activity taken and coordinated with the State Bureau of Investigation for criminal investigation.
- ◆ Suspicious activity reports (SARS) forwarded to the Statewide Information and Analysis Center (SIAC).



## Strategy 2 - Educating Motor Vehicle Users

Provide educational outreach/presentations to the communities in which we serve.

### Activities

- ◆ Focus on the Top 5 enforcement initiatives during educational and outreach presentations.
- ◆ Every Trooper participating in an educational presentation in their home community.
- ◆ Every Field Section participating in the Adopt-a-High School program, and also organizing mock DUI crash simulations in area high schools.
- ◆ Train PI&E Troopers on the “If You See Something, Say Something” program and identify opportunities to advocate with the public during PI&E activities.
- ◆ Promote “Truckers Against Trafficking” during presentations to CMV drivers to enlist their help in reducing human trafficking.
- ◆ Make every traffic stop an opportunity to educate the public on life-saving measures.

### Outcomes

- ◆ Each Trooper has participated in at least one outreach presentation during the year.
- ◆ Every Field Section has increased the number of high school adoptions and mock DUI presentations within their area.
- ◆ PI&E Troopers trained on the “If You See Something, Say Something” program which has been incorporated into PI&E presentations and activities.
- ◆ Public calls reporting suspicious or criminal activity have increased.





# GOAL

# 3

**PROFICIENT ORGANIZATION:** Troopers who have the knowledge, skills and abilities to provide all services the public needs in a manner that protects the rights of all people.

## Strategy 1

Training focused on the current trends and problems lying-in-wait so Troopers are prepared in all job-related situations.

### Activities

- ◆ Provide all-day Trooper training with a focus on officer safety and wellness.
- ◆ Continue training on good-decision making in pursuits, response driving, and use of force.
- ◆ Offer mindset and tactical awareness training, with a focus on the current terrorism environment, intelligence gathering, and information sharing.
- ◆ Provide in-service training based on realistic and scenario-driven instruction for all Troopers.
- ◆ Conduct Leadership in Police Organizations (LPO) classes for all sworn members, stressing “Every Trooper A Leader.”
- ◆ Sustain Crisis Intervention Training (CIT) classes to assure more effective interaction among law enforcement, mental health care providers, individuals with mental illness, their families and communities.
- ◆ Maintain Crowd/Constitutional Rights training to help Troopers protect lawful activity and gatherings while identifying and addressing unlawful behavior.
- ◆ Conduct Traffic Incident Management (TIMS) classes to offer a planned, coordinated multi-disciplinary process to clear traffic incidents and restore traffic flow safely and quickly.
- ◆ Continue offering Advanced Roadside Impaired Driving Enforcement (ARIDE) and Drug Recognition Expert (DRE) classes to enhance the ability to identify impaired drivers.
- ◆ Hold Drug Recognition Expert (DRE) classes for Troopers to identify people whose driving is impaired by drugs or a combination of alcohol and drugs.
- ◆ Teach Mass Shooting/Rapid Response techniques to benefit from lessons learned in previous incidents.
- ◆ Each Crew will facilitate and record weekly/monthly

training through the use of Daily Training Bulletins.

- ◆ Provide timely and relevant training themes and include the Below 100 initiatives and mindset and tactical awareness training.

### Outcomes

- ◆ All Troopers received frequent training or information on officer wellness and safety.
- ◆ All UHP sworn staff are on course to meet the benchmark training requirements.
- ◆ Critical, specialized trainings were conducted.
- ◆ Troopers have the skills and abilities to respond to the needs of the public.
- ◆ UHP maintains the leading edge with Troopers highly trained including use of force, pursuit, response driving, and civil rights issues.
- ◆ Training conducted on high risk, low occurrence situations to safeguard Troopers and the Department.
- ◆ Issues and problems laying-in-wait were identified and mitigated.





## Strategy 2

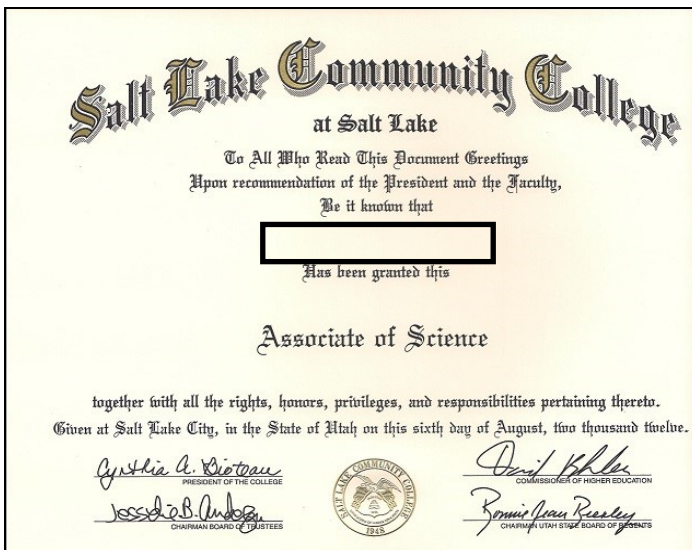
In today's environment the Utah Highway Patrol finds post-secondary formal education a valued asset in developing leadership and competency.

### Activities

- ◆ Encourage employees to use Department-provided resources for post-secondary education assistance.
- ◆ Formally recognize employees' achievements in post-secondary education during crew and Section Meetings.

### Outcomes

- ◆ Every member encouraged and afforded the opportunity to complete a post-secondary degree or certificate related to their work.
- ◆ Utah Highway Patrol is on pace to achieve the Governor's education and economic goal of 66% of staff holding a post-secondary degree or certificate by 2020.



## Strategy 3

Provide Troopers with the training and resources to conduct thorough crash investigations.

### Activities

- ◆ Request the Highway Safety Office to select and review a random sample of UHP Electronic Crash Reports for completeness and accuracy.
- ◆ Schedule a combination diagramming/photography class for crash scenes.
- ◆ Offer a multi-tiered succession of crash investigation training courses to increase Troopers' crash investigation skills.
- ◆ Designate a MAIT reconstructionist in each of the 14 Field Sections, with additional MAIT diagram specialists identified to assist.
- ◆ Bureau Commanders select Troopers with a high level of competency in crash investigation to attend Department-funded crash reconstruction courses.
- ◆ Encourage Troopers to attend specialty diagraming program courses (Faro, Total Station, and photogrammetry).
- ◆ Deploy the unmanned aerial vehicle program to map serious and fatal crash scenes.
- ◆ UHP Training will assist MAIT investigators to complete crash scene reconstructions on crashes required by policy, and closely review those MAIT reconstructions for accuracy.
- ◆ UHP Administration will encourage Troopers to participate in the MAIT program.

### Outcomes

- ◆ Troopers are properly trained to fill out a complete and accurate Electronic Crash Report with the skills/tools to complete an accurate crash scene diagram.
- ◆ Troopers in the Department were encouraged to increase accident investigation skills through multiple level crash investigation courses.
- ◆ The report from the Highway Safety Office was used to improve completeness and accuracy of UHP crash reports.



# GOAL 4

**PROFESSIONAL ORGANIZATION:** Troopers of high integrity who understand the values of the Utah Highway Patrol and honor their profession, self and families.

## Strategy 1

Recognize great work by Troopers and support staff through recognition programs.

### Activities

- ◆ Publish regular What You Do Makes A Difference (WYDMAD) reports.
- ◆ Submit nominations for the Annual Utah Department of Public Safety Awards.
- ◆ Recognize a Trooper of the Year.
- ◆ Recognize a Dispatcher of the Year.
- ◆ Every supervisor utilizes and builds upon the full capabilities of employee recognition and counseling by providing proper documentation through IA Pro/ Blue Team.
- ◆ Actively promote ways for Troopers to express their thoughts, provide feedback and make recommendations for change.

### Outcomes

- ◆ Troopers and support staff feel valued in their employment, and are motivated to make a difference in the lives of others daily.

## Strategy 2

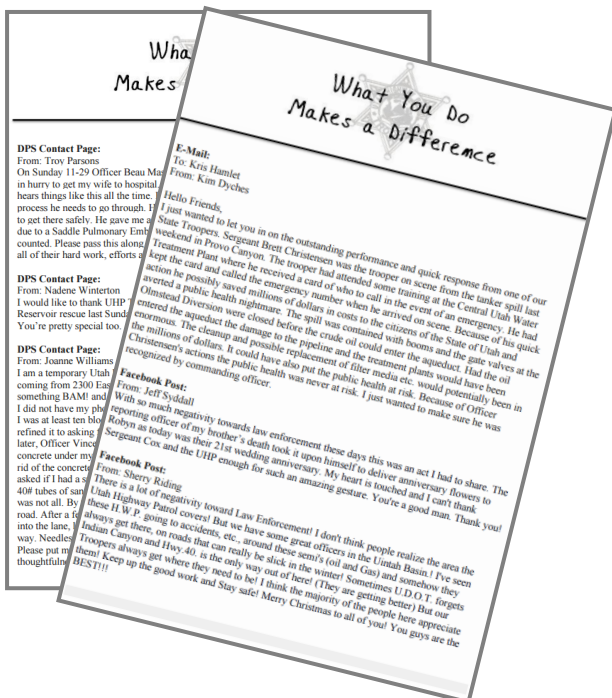
Continue to advocate for transparency and open dialog with the public we serve and be an organization of constant improvement.

### Activities

- ◆ Use social media optimization to draw new and unique visitors to UHP's web site and highlight current trends, including information on inquiries, enforcement efforts and priorities, crashes and other statistical data.
- ◆ Develop effective social media communication strategies to share the Utah Highway Patrol's message and information through designated UHP social media specialists.
- ◆ Continue promoting the strong working relationship with the media, with focus on continued transparency and also showing the many accomplishments of UHP.
- ◆ Utilize a Communication Plan to keep UHP members and efforts on-point.
- ◆ Continue the process where all inquiries from the public are thoroughly documented, investigated and responded to.
- ◆ Make available to the public an Annual Report which includes transparency information critical to the public such as complaints, pursuits, use of force, etc.

### Outcomes

- ◆ The Utah Highway Patrol's web pages were optimized for easier navigation and highlighted current trends and efforts and shared statistical information.
- ◆ The strong, effective relationship with media partners continued.
- ◆ All inquiries received by the UHP received a response.
- ◆ A Communication Plan is distributed and messages were consistent and on-point.
- ◆ An Annual Report was compiled and made available on the UHP web pages.





### Strategy 3

Troopers must have strong integrity and a moral compass to guide them through ethical responsibilities in law enforcement.

#### Activities

- ♦ Use Section Meetings and other organizational opportunities to reinforce standards of ethics.
- ♦ Publish the POST Council investigative bulletin to educate Troopers on ethical issues.
- ♦ Provide training bulletins dealing with ethical issues in law enforcement.
- ♦ Continue updates on constitutional issues and civil rights.

#### Outcomes

- ♦ Troopers are worthy of the trust and confidence of the public.
- ♦ Troopers are mindful of the constitutional rights of people they serve, and use each interaction as a community-oriented approach to policing.

### Strategy 4

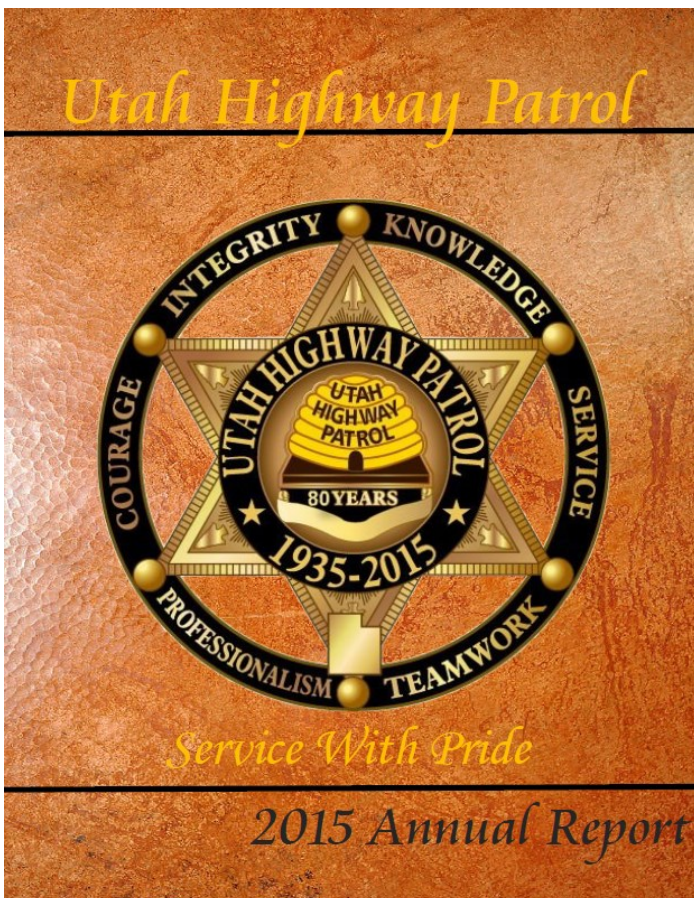
Conduct formal monthly audits to identify potential agency improvements.

#### Activities

- ♦ JANUARY - Radio caller ID match with dispatch, and operations.
- ♦ FEBRUARY - Personal information, benefits and beneficiaries.
- ♦ MARCH - DUI arrest procedures, field sobriety testing, assisting prosecution, and 1st quarter Trooper inspection.
- ♦ APRIL - Mass shootings, rapid response, building security, ambush and officer safety, COOP plan, and mass notification.
- ♦ MAY - Daily logs and time reporting.
- ♦ JUNE - Computers, equipment, inventory, and 2nd quarter Trooper inspection.
- ♦ JULY - Evidence collection, packaging and storage.
- ♦ AUGUST - Traffic stops, search and seizure.
- ♦ SEPTEMBER - Response driving for pursuit, emergency and non-emergency calls, and 3rd quarter Trooper inspection.
- ♦ OCTOBER - Crash investigation.
- ♦ NOVEMBER - Report writing.
- ♦ DECEMBER - Professionalism and Blue Team review, and 4th quarter Trooper inspection.

#### Outcomes

- ♦ Identified deficiencies have been resolved.
- ♦ Recognition was given for things done well or for exceptional performance.



# GOAL

# 5

**EFFECTIVE ORGANIZATION:** An engaged administration with clear objectives for the Utah Highway Patrol, organizing for operational efficiency, and offering resources to Field Commanders to accomplish a common set of goals while providing for the safety and wellness of all members.

## Strategy 1 - Trust and Collaboration

Continue to implement the best practices recommended by the President's 21st Century Policing Task Force\*.

### Activities

- ♦ Building Trust and Legitimacy - Promote trust and ensure legitimacy through procedural justice, transparency, accountability, and honest recognition of past and present obstacles.
- ♦ Policy and Oversight - Develop comprehensive and responsive policies on key topics while also implementing formal checks and balances and data collection and analysis.
- ♦ Technology and Social Media - Balance the embrace of technology and digital communications with local needs, privacy, assessments, and monitoring.
- ♦ Community Policing and Crime Reduction - Encourage the implementation of policies that support community-based partnerships in the reduction of crime.
- ♦ Training and Education - Emphasize the importance of high quality and effective training and education through partnerships with local and national training facilities.
- ♦ Officer Wellness and Safety - Endorse practices which support officer wellness and safety through the re-evaluation of officer shift hours and data collection and analysis to help prevent officer injuries.

### Outcomes

- ♦ Make measurable, articulable progress in each of these six areas through training, policy and programs.

## Strategy 2 - Open Communication and Dialogue

Continue to promote open communication and dialogue through regularly scheduled meetings on issues currently facing the Utah Highway Patrol.

### Activities

- ♦ Captains meet as a group bi-weekly with the Colonel and Majors to discuss current issues and trends, share information on successes and challenges, facilitate short and long term planning, coordinate activities, and perform administrative audits/reviews and other tasks, as needed. These meetings will include representatives of the LEDC, Training Section, Professional Standards, and the Utah Highway Patrol Association.
- ♦ Lieutenants meet as a group bi-monthly with the Colonel, Majors and Captains to discuss current issues and trends, share information on successes and challenges, and coordinate activities.
- ♦ Sergeants meet as a group annually for training and discussion of current issues and events.
- ♦ Troopers meet as a group annually training and discussion of current issues and events.
- ♦ Sergeants hold regularly-scheduled crew meetings.
- ♦ Conduct annual Bureau or Section meetings to facilitate one-on-one interaction between the Colonel and staff, serving as a forum to share concerns and discuss important information such as legislative issues, pay plans, etc.

### Outcomes

- ♦ Utah Highway Patrol Administration, from front-line Sergeants through the Colonel, all have essentially identical understandings of the direction and goals of the agency.
- ♦ All Utah Highway Patrol sworn and civilian staff attended a Bureau or Section Meeting.
- ♦ Members of the organization are aware of contemporary and critical issues.
- ♦ Weekly Briefings were offered by SIAC.



\* President's Task Force on 21st Century Policing. 2015. *Final Report of the President's Task Force on 21st Century Policing.* Washington, DC: Office of Community Oriented Policing Services. Published 2015



### Strategy 3 - Data-Driven Deployment

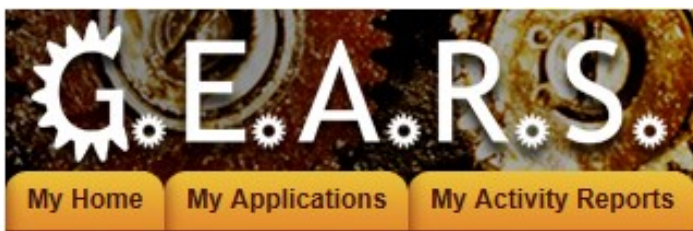
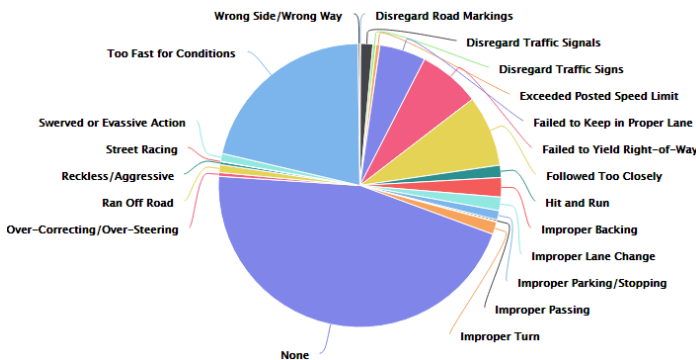
Explore methods to use collected citation and crash data for more efficient deployment of resources.

#### Activities

- ◆ Expand and refine the use of the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) model, incorporating location-based crime and traffic crash data to determine the most effective methods for deploying Troopers and other resources.
- ◆ Continue fostering the partnership between the Utah Highway Patrol (UHP), the Utah Highway Safety Office and the Utah Department of Transportation (UDOT) on expanding DDACTS implementation.
- ◆ Support the Hot Spots Committee in identifying specific traffic safety focus areas using data from multiple sources, including crash reports, officer contacts, speed sensor data, etc.
- ◆ In partnership with UDOT and the Utah Highway Safety Office, support the completion and implementation of a predictive traffic policing model.
- ◆ Continue managing UHP's overtime enforcement shifts and the collection of shift-specific statistics through the GEARS system.

#### Outcomes

- ◆ Crash and citation location data is used regularly by Field Sections to deploy staff and assign resources.
- ◆ The Hot Spots Committee is utilizing crash, citation and speed survey data to identify focus areas.
- ◆ A predictive traffic policing program has been identified, and a preliminary model has been deployed.
- ◆ UHP's overtime enforcement-specific shifts were managed using the GEARS system.



### Strategy 4 - Recruitment and Retention

Continue to explore ways to enhance Trooper retention while enhancing the recruitment process.

#### Activities

- ◆ Continue to evolve the Trooper hiring process to reduce the interval between first application and successful hiring.
- ◆ Use aggressive strategies to prevent losing good Trooper applicants to other employers.
- ◆ Continue to find ways to fund the accelerated Trooper pay scale.
- ◆ Continue working with the Legislature to enhance Trooper recruitment and retention.

#### Outcomes

- ◆ The Trooper hiring process is reduced to 90 days.
- ◆ Achieve a 98% or better Trooper staffing level.
- ◆ The aggressive Trooper pay plan is fully funded.
- ◆ UHP continues to attract and retain the greatest officers.



# GOAL

## 5 (continued)

### Strategy 5 - Work Groups and Task Forces

Utilize established Work Groups or Task Forces focused on high-priority and immediate-need issues for the Utah Highway Patrol.

#### Activities

**Officer Safety Group** - Minimize the risk of harm to Troopers through proactive officer safety strategies. Co-chaired by Captains Simmons and Blair, with focus on:

- ♦ Reflective markings for clothing and patrol vehicles.
- ♦ Evaluate significant incidents, after action reports and lessons learned.
- ♦ Document Trooper safety “near misses” and bring to Captains Meeting for discussion and consideration.
- ♦ Develop monthly training and/or focused safety topics for Sections.
- ♦ Explore in-car first aid kits.
- ♦ Group meets quarterly.

**Officer Health and Wellness Group** - To enhance organizational wellness by fostering healthier lifestyles and improving quality of life. Co-chaired by Captains Workman and McCleve, with focus on:

- ♦ Improving physical, mental, emotional and spiritual health.
- ♦ Personal Health Assessments through Healthy Utah.
- ♦ Each UHP member meeting with a professional once a year.
- ♦ Keeping Peer Support Team and Partridge Group involved.
- ♦ Engaging Peer Support Team at the Section level.
- ♦ Training for financial wellness.
- ♦ Group meets quarterly.

**Officer Fitness Group** - Expectation for each Trooper to be engaged in a planned physical fitness training program. Co-chaired by Captains Winward and Middaugh, with focus on:

- ♦ Implementation of the PT policy and encouraging use of the allotted time.
- ♦ Assessing fitness equipment available to Section offices.

- ♦ Continuing to gather data with the UPAT (Utah Physical Ability Test) testing.
- ♦ Facilitating access to UPAT equipment for various Sections.
- ♦ Recognizing fitness levels completed.
- ♦ Establishing fitness training programs which help Troopers maintain an acceptable level of fitness.
- ♦ Group meets quarterly.

**DUI Enforcement Task Force** - Expectation that the Utah Highway Patrol be the premier agency in the State for removing impaired drivers from the roadways. Co-chaired by Captains Winward and Simmons, with focus on:

- ♦ Standardized Field Sobriety Testing (SFST) proficiency for all Troopers.
- ♦ Trooper DUI arrest standards.
- ♦ Specialty enforcement for Holiday and specific weekend events.
- ♦ Section-focused DUI enforcement.
- ♦ Supporting Driver License Administrative Hearings with timely arrest report submissions (SUCCESS Measurement).
- ♦ Group meets quarterly.

**Evidence Processing Group** - Conduct a review of UHP's evidence processing procedures and work to streamline evidence purging for Field Sections. Co-chaired by Captains Workman and Kotter, with focus on:

- ♦ Filling evidence researcher position.
- ♦ Explore funding options for evidence custodians or technicians.
- ♦ Evaluate alternative evidence storage locations, such as local Sheriffs Office) for Field Sections without an evidence room.
- ♦ Review evidence disposal process and Memo of Understanding (MOU) liability.
- ♦ Consider purging process for digital evidence.
- ♦ Provide frequent reporting of evidence status and accountability standards.
- ♦ Group meets quarterly.



**Promotional Process Group** - A clear promotional process is paramount to promotional transparency, and this group will strive to communicate the process. Co-chaired by Captains Riches and Blair, with focus on:

- ◆ Evaluate PT testing options.
- ◆ Establish controls for testing materials.
- ◆ Establish a schedule for the promotional process by June.
- ◆ Develop the format for promotional testing.
- ◆ Establish a mechanism for information sharing and feedback.
- ◆ Assess the differences within the promotional packet and testing for both Sergeant and Lieutenant candidates.
- ◆ Group meets quarterly.

**Criminal Interdiction Group** - A review of policy and procedure related to interdiction efficiencies is important as we look forward to emerging challenges. Co-chaired by Captains Kotter and Bowles, with focus on:

- ◆ Explore more effective training alternatives.
- ◆ Assess current program evaluation and reporting.
- ◆ Review current field drug test kit (NIK) reliability and alternatives.
- ◆ Partner with Crime Lab to develop a Field Identification Drug Officer (FIDO) program.
- ◆ Devise reasonable NARCAN solutions with focus on officer safety.
- ◆ Identify controlled environment testing locations for powders.
- ◆ Issue personal protection equipment for Troopers to use when testing powders (safety measures).
- ◆ Embrace interdiction diversity through All Crimes, All Threats, All Hazards, All The Time philosophy.
- ◆ Review Interdiction case audits.
- ◆ Group meets quarterly.

**Radio Communications Group** - Assuring seamless radio communication is critical to UHP operations and Trooper safety. Co-chaired by Captains McCleve and Middaugh, with focus on:

- ◆ Statewide review of radio identification template.
- ◆ Review 800/VHF patching issues and identify options.
- ◆ Group meets quarterly.

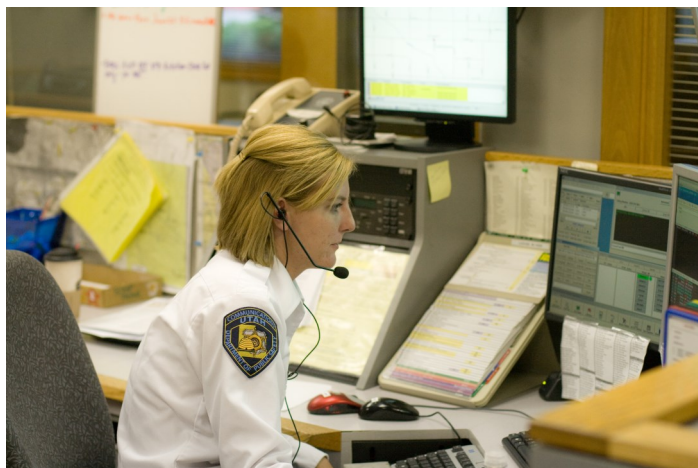
**Training and Education Group** - Cultivating opportunities for development in a person's personal or professional life is foremost for success in today's law enforcement environment. Chaired by Captain Winward, with focus on:

- ◆ Annual in-service training.
- ◆ Post-secondary education opportunities.
- ◆ Tracking post-secondary degrees.

- ◆ Partner with educational institutions for opportunities.
- ◆ Group meets quarterly.

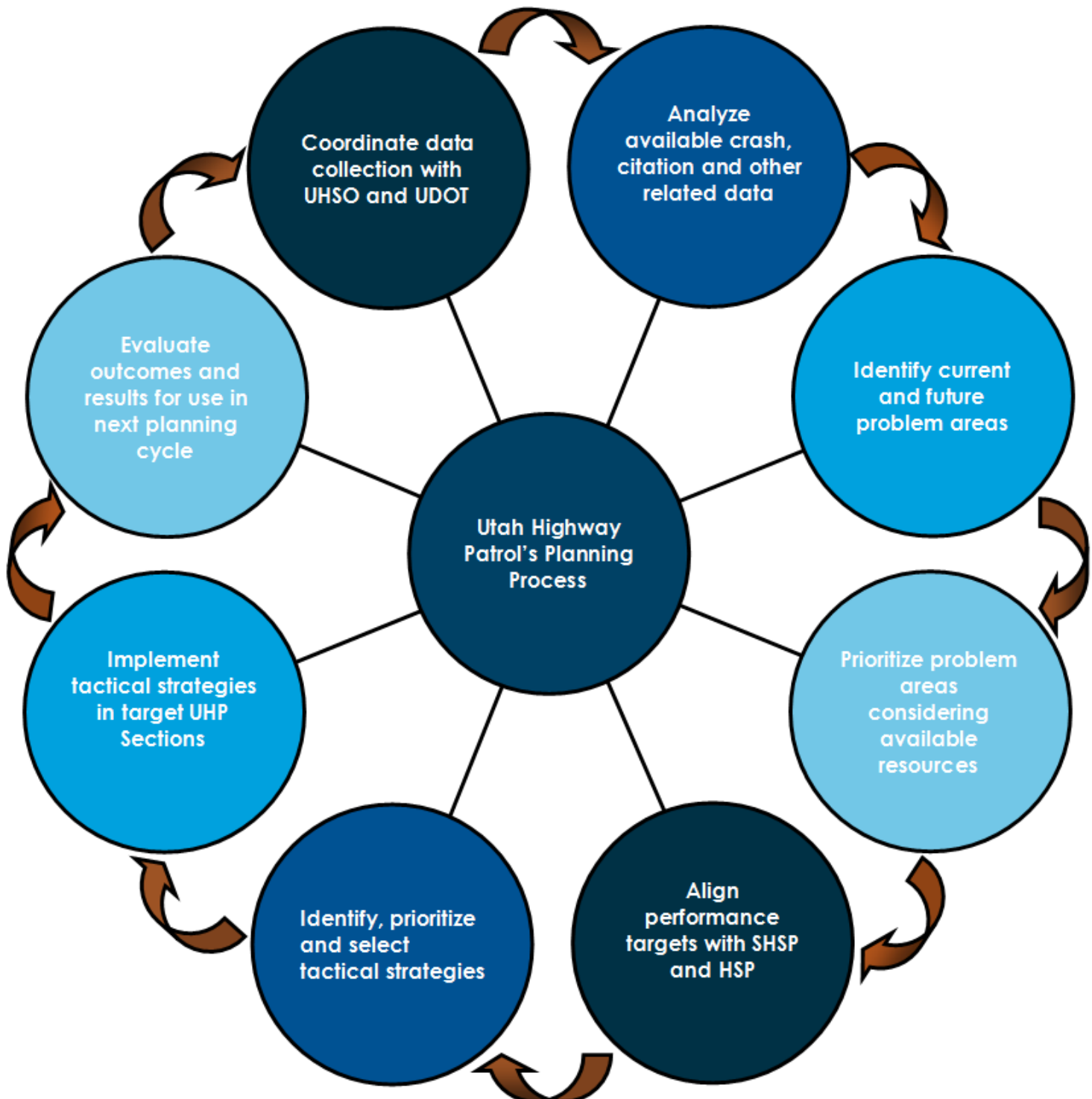
## Outcomes

- ◆ Increased Trooper safety.
- ◆ Enhanced health and wellness is achieved.
- ◆ Overall Department fitness has increased as UPAT overall times decreased.
- ◆ Increased participation in Colonel's Fitness Challenge.
- ◆ DUI results have increased.
- ◆ Evidence is processed correctly and a purge rate of 70% was achieved.
- ◆ The updated promotional process is implemented and clearly communicated to all sworn staff.
- ◆ Interdiction efficiency has improved and expanded beyond drugs.
- ◆ Radio templates are being reviewed on a regular basis and patching issues have been resolved.
- ◆ Increase in post-secondary education opportunities and participation.



# STRATEGIC PLANNING PROCESS

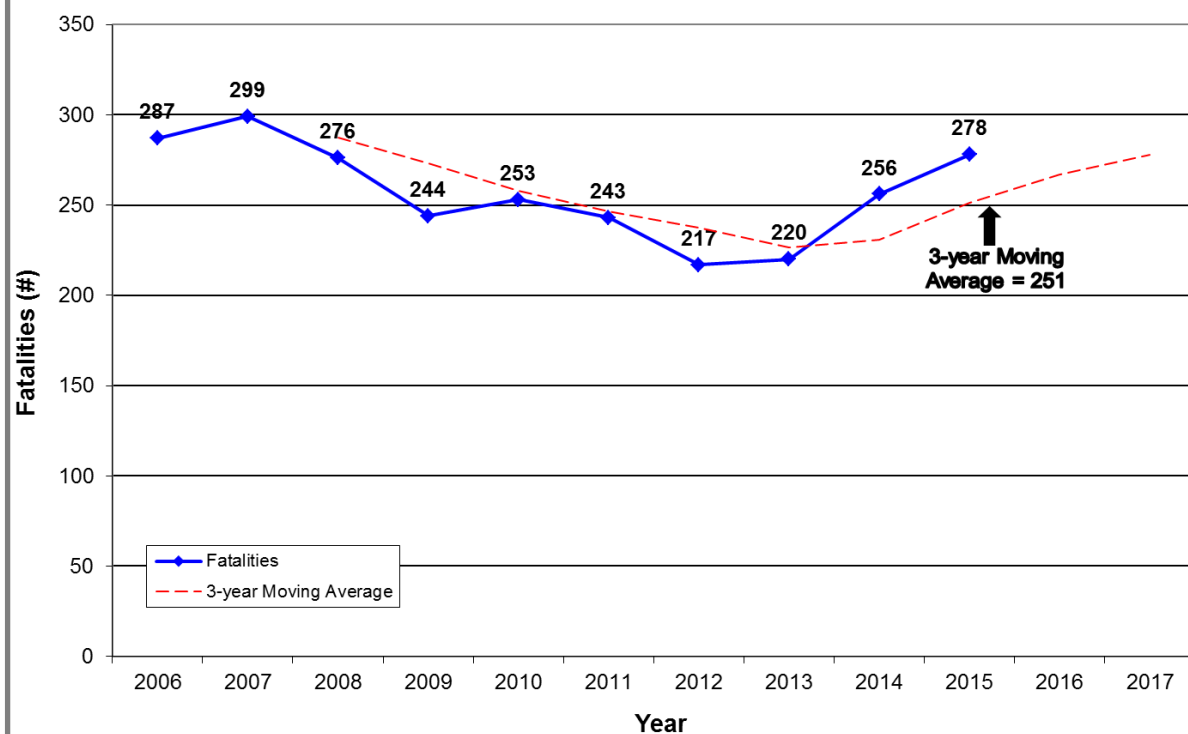
The Utah Highway Patrol's strategic planning process is both ongoing and cyclic, and involves close partnerships with the Utah Department of Transportation and the Utah Highway Safety Office. The details of the process are shown in the chart below, while the following pages display the statistical crash data which influenced this plan.



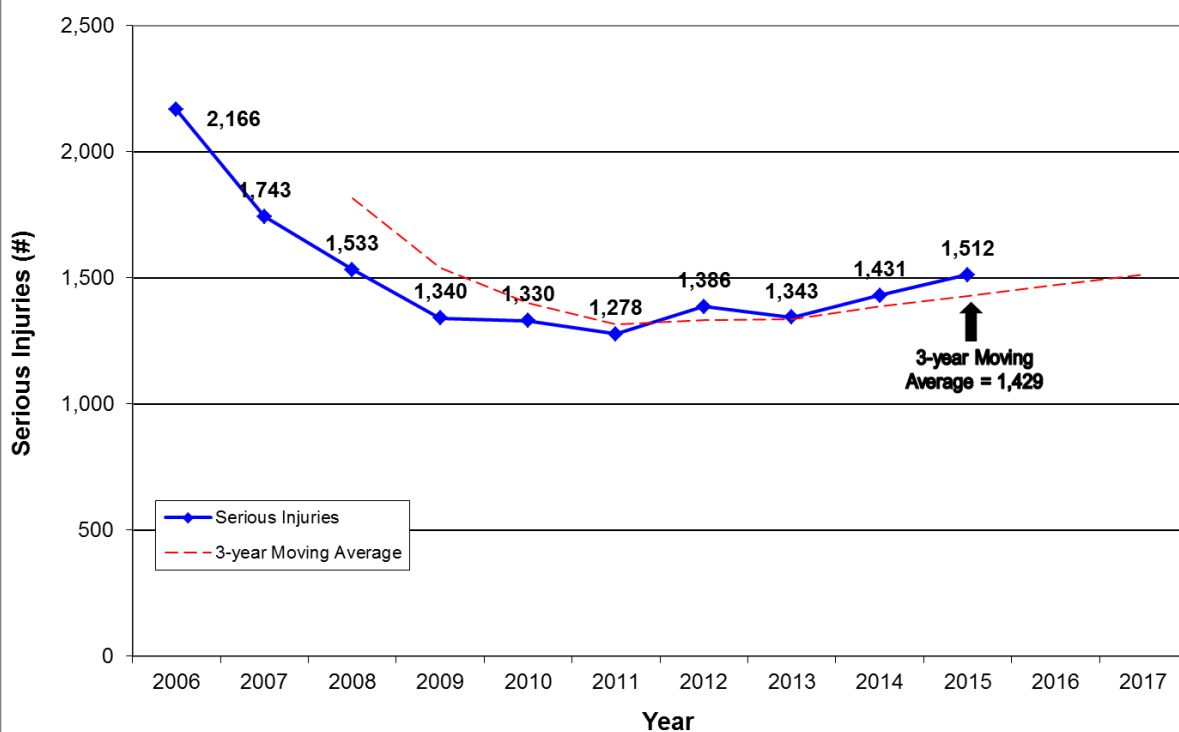


# STATISTICAL DATA

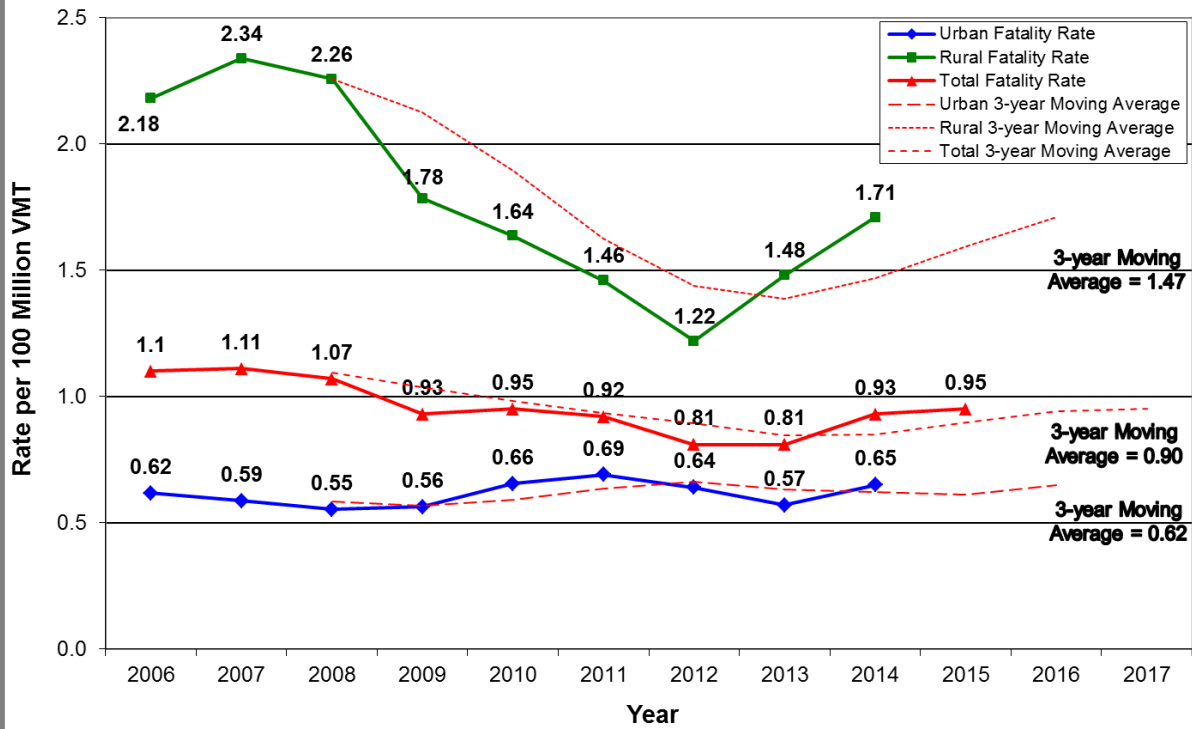
**C-1: Number of Utah Traffic Fatalities**



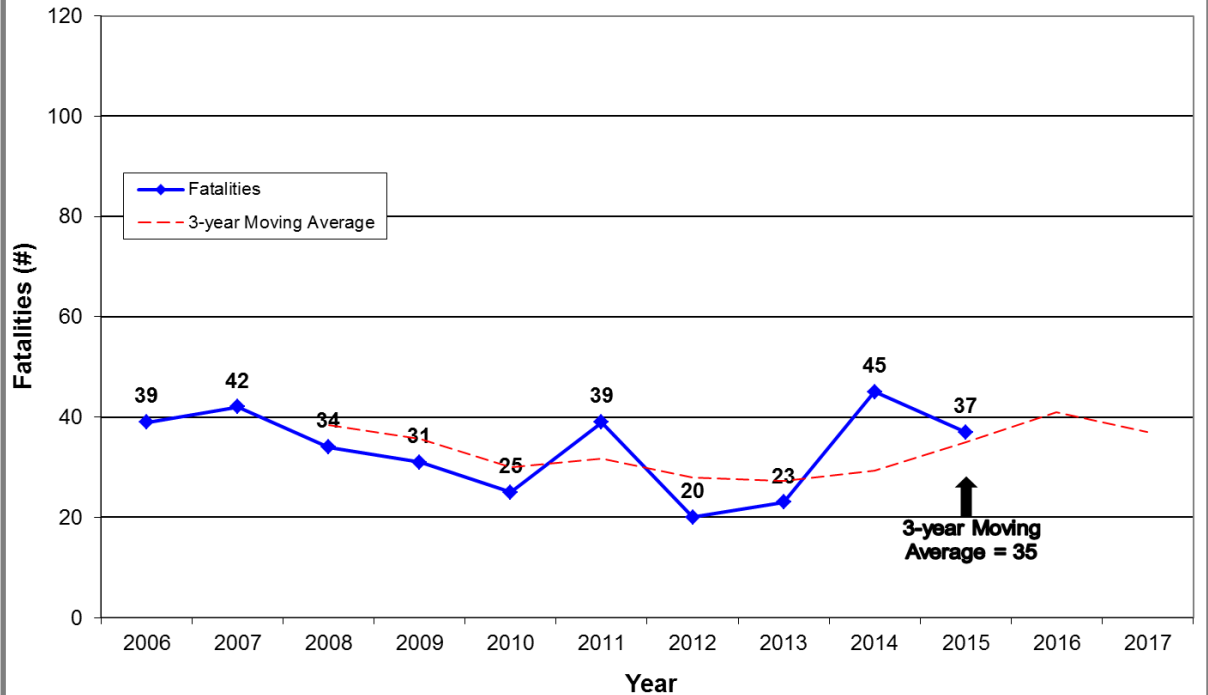
**C-2: Number of Serious Injuries in Utah Traffic Crashes**



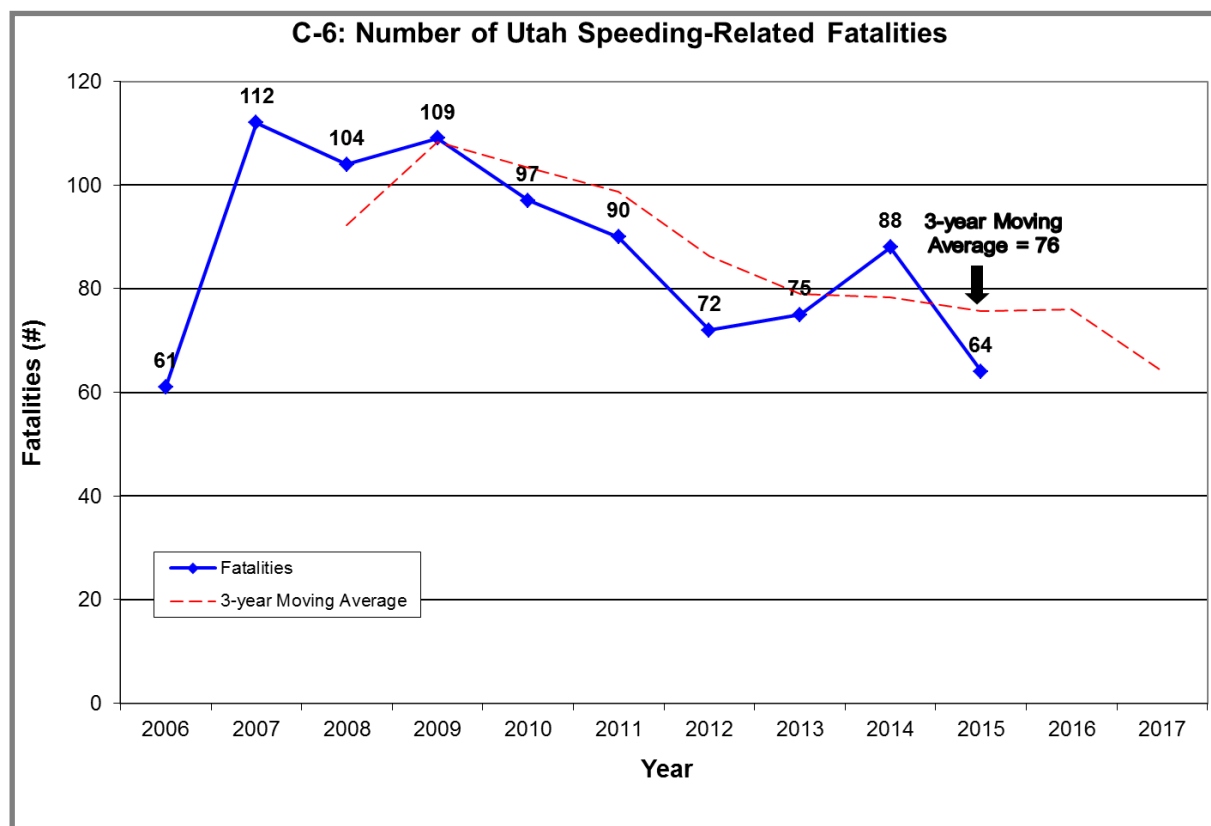
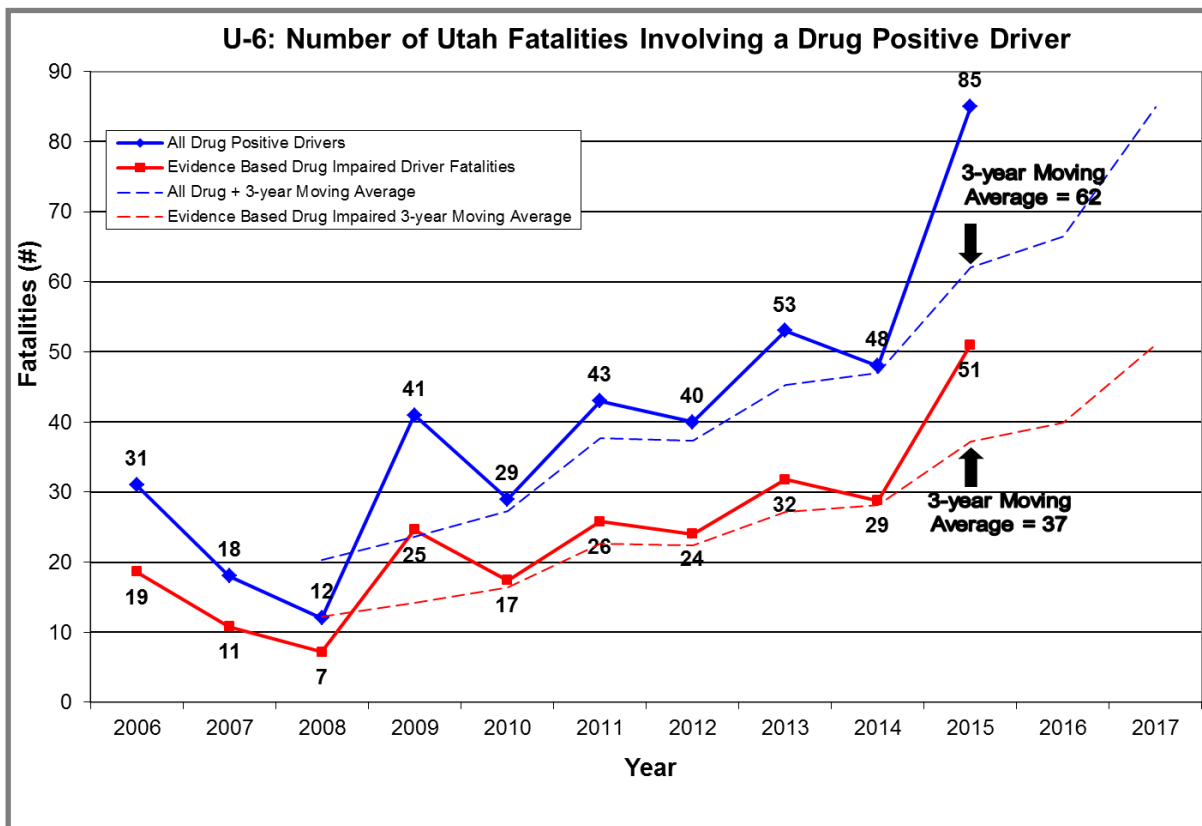
**C-3: Utah Total, Urban, and Rural Fatality Rate per 100 Million VMT**



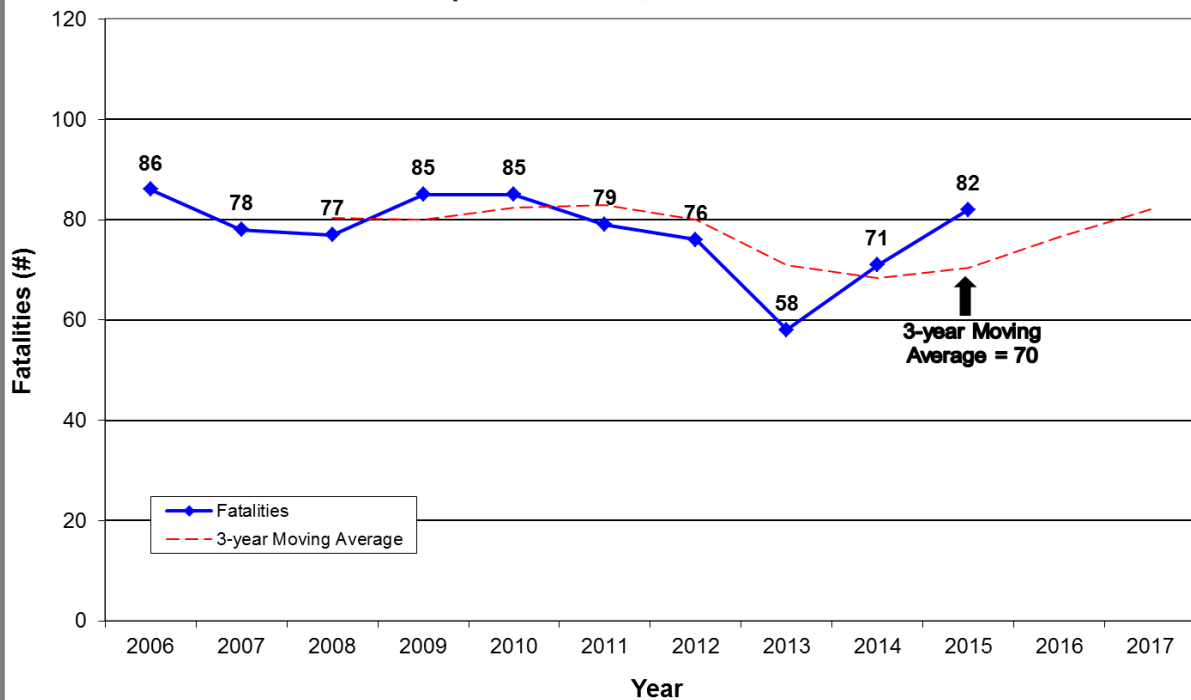
**C-5: Number of Utah Fatalities Involving a Driver with a BAC of .08 and above**



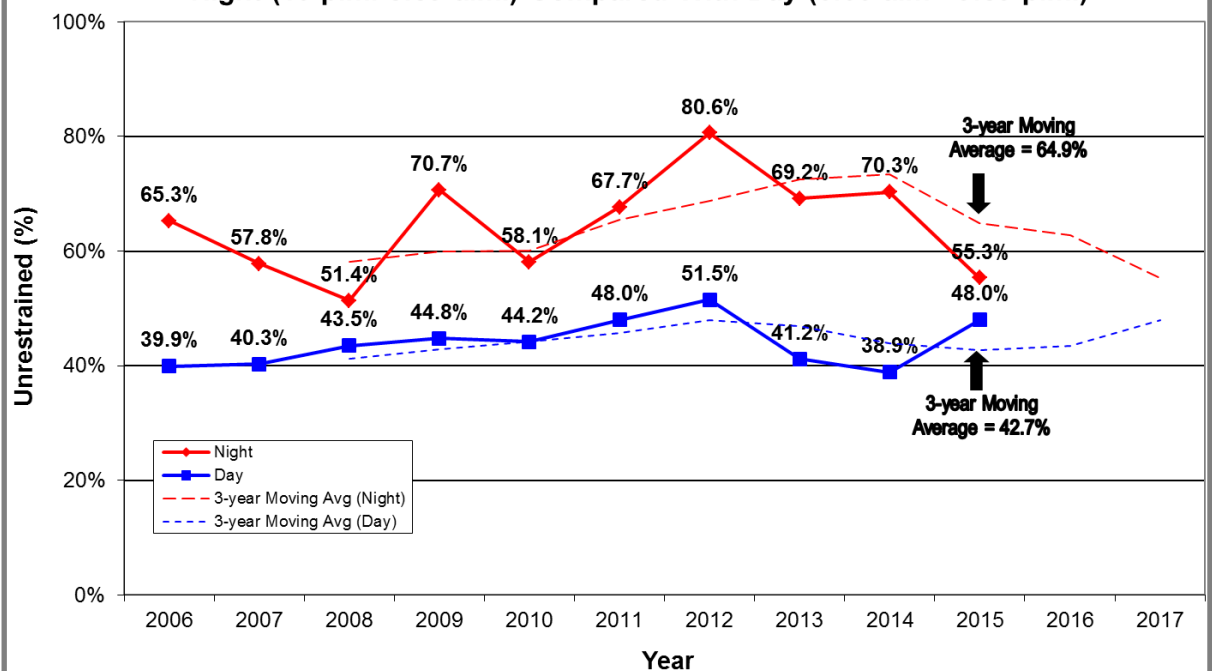




**C-4: Number of Utah Unrestrained Passenger Vehicle Occupant Fatalities, All Seat Positions**

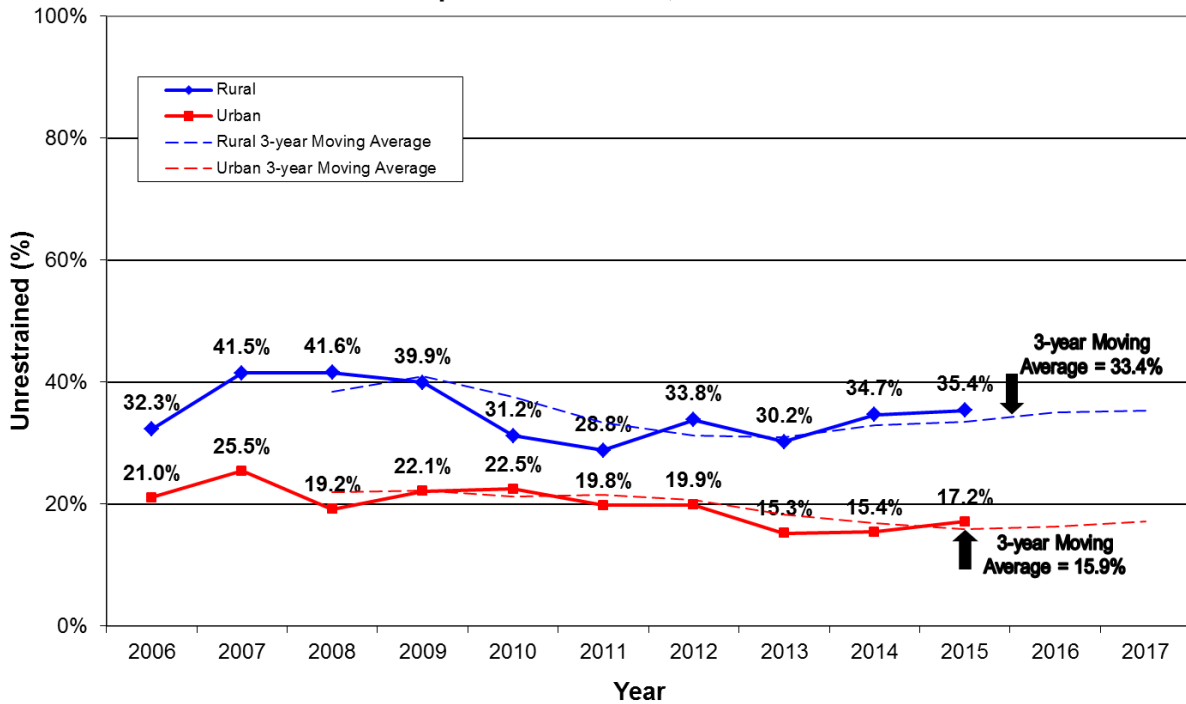


**U-4: Percent of Utah Motor Vehicle Crash Passenger Vehicle Occupant Fatalities That Were Unrestrained, Night (10 p.m.-5:59 a.m.) Compared With Day (6:00 a.m. - 9:59 p.m.)**

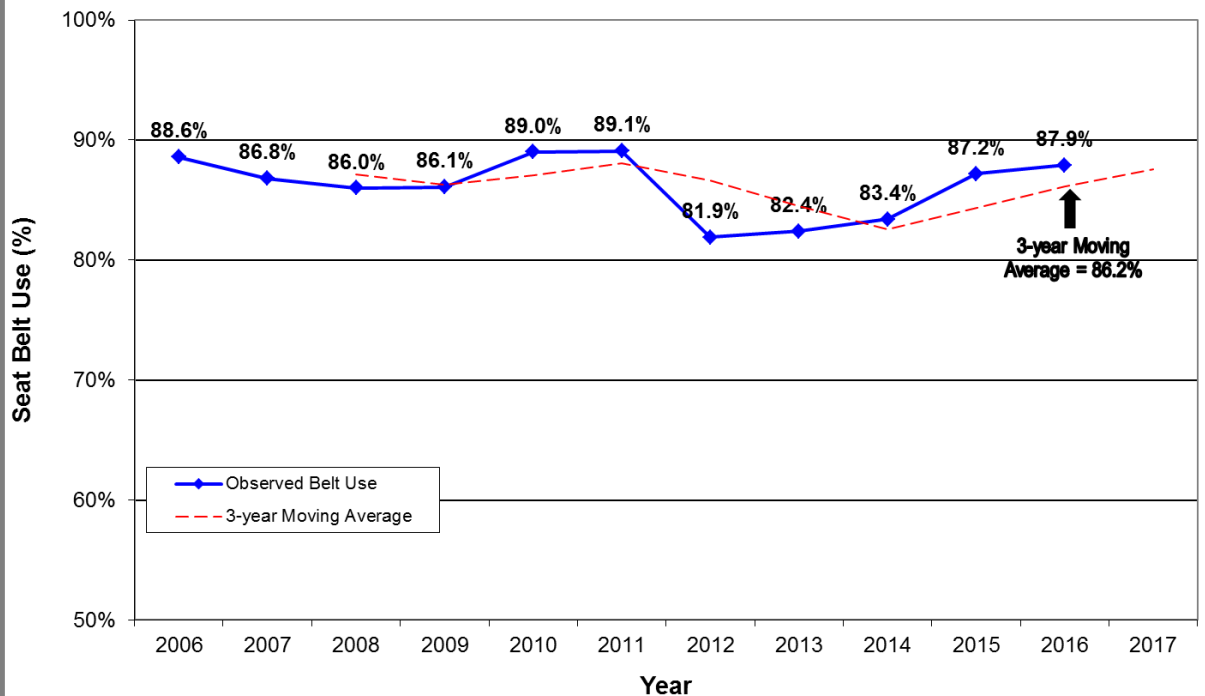


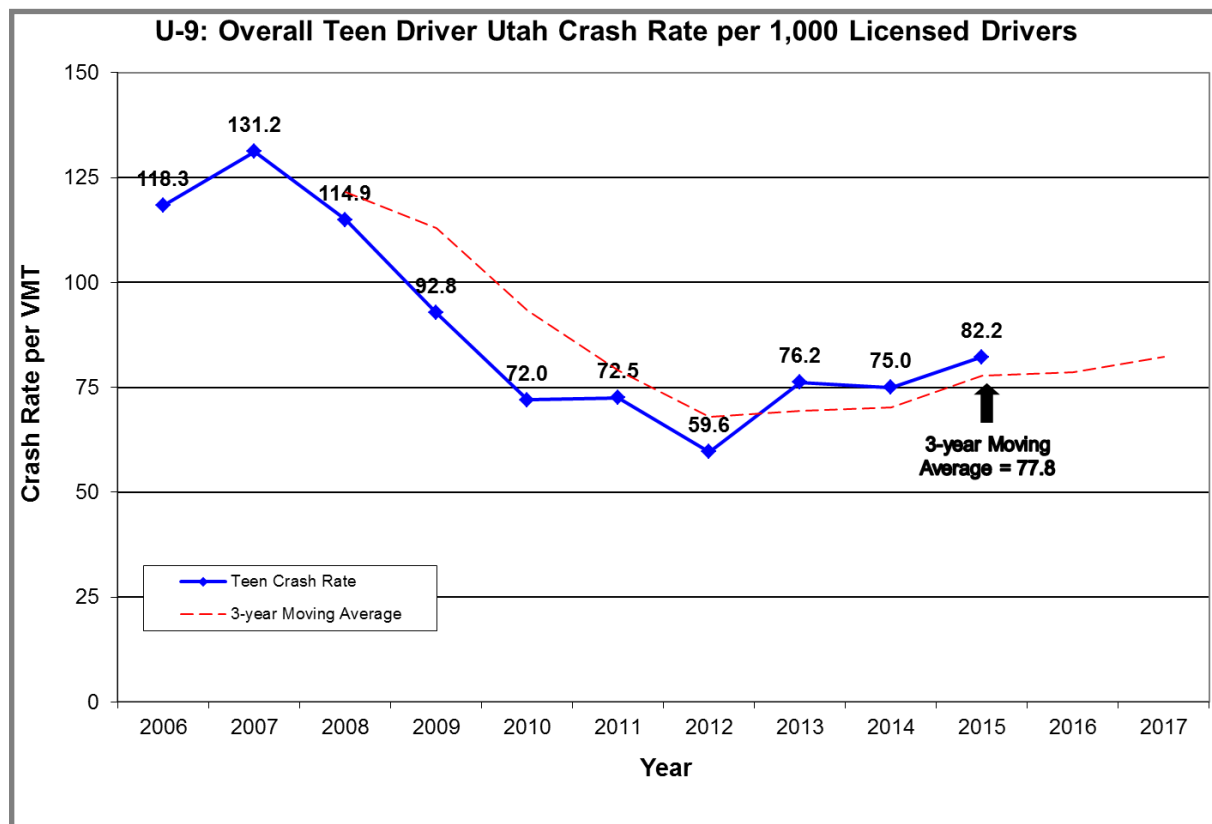
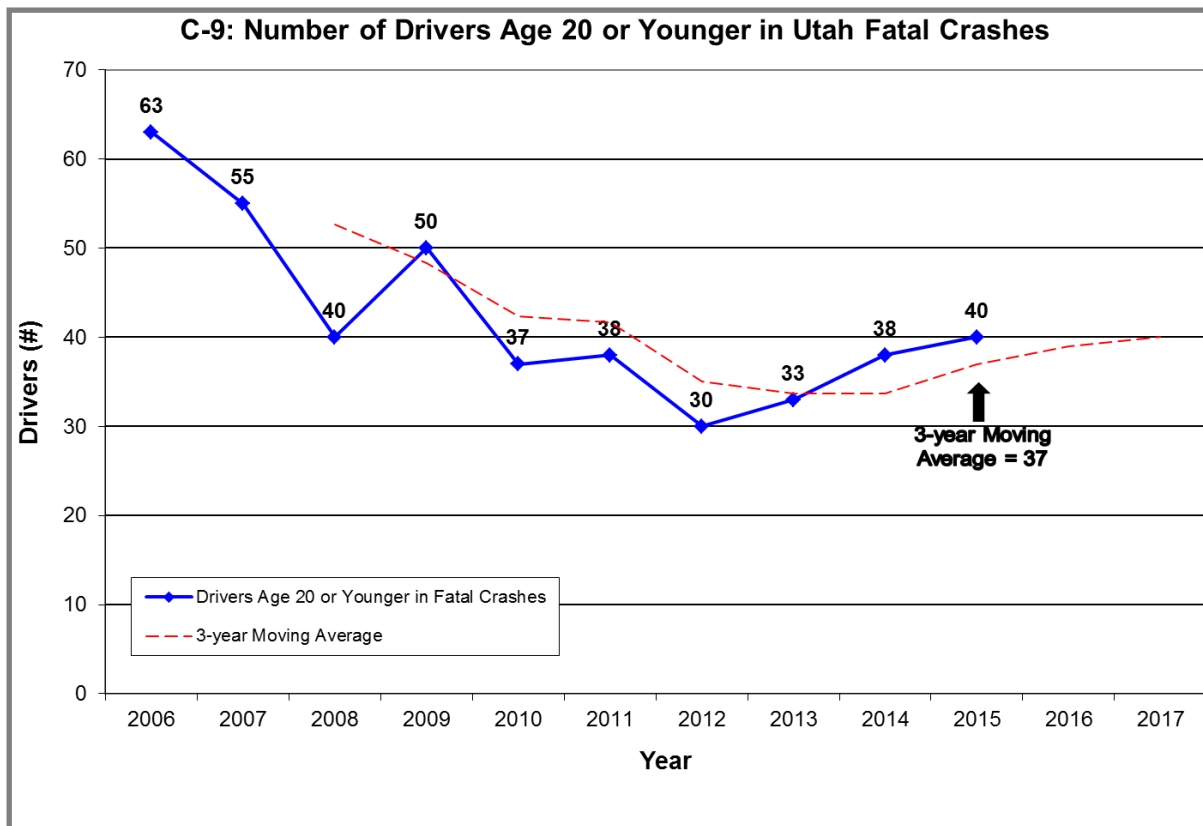


**U-5: Percent Unrestrained Among Seriously Injured and Killed Occupants in Crashes, Rural vs. Urban**

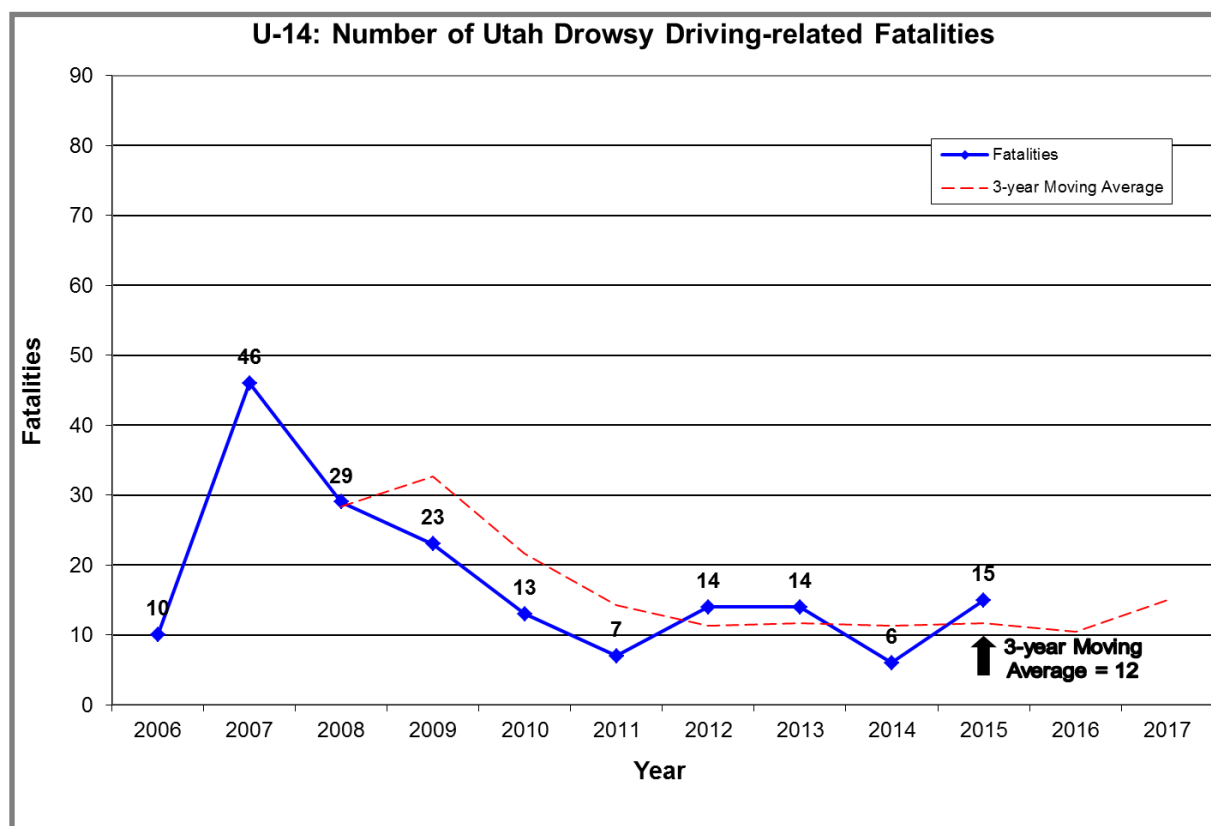
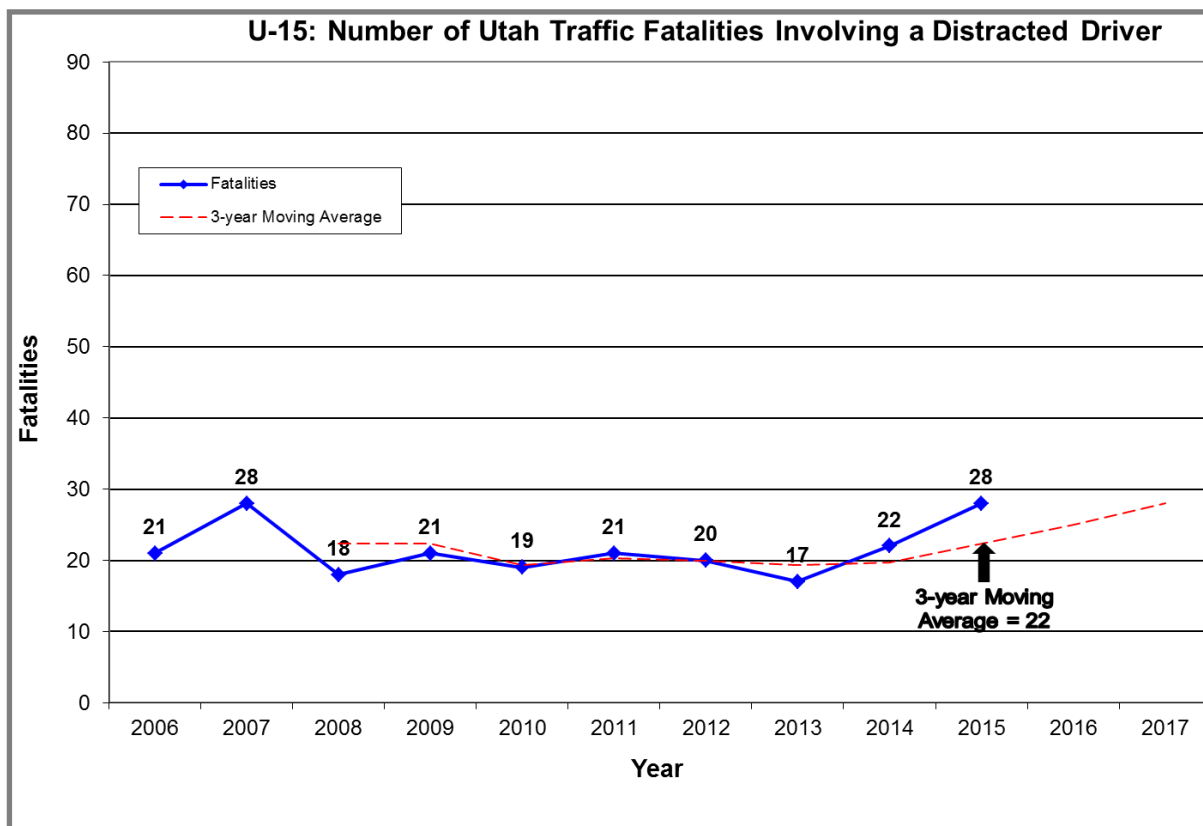


**B-1: Utah Observed Seat Belt Use for Front Seat Occupants in Passenger Vehicles**









The Utah Highway Patrol is continually looking for new opportunities to present our information in a fresh and interesting way. We work closely with the Utah Department of Public Safety's Highway Safety Office, Public Information Group and the Utah Department of Transportation to develop exciting ideas on how we can all improve highway safety in Utah. We strive to think outside of the box and try new approaches and techniques to reach our target audiences. The face of media continues to change, and there are numerous low-cost communication opportunities we strive to use.

The Utah Highway Patrol believes that having a united front and full participation in mobilizations, high-visibility enforcement and meaningful communication with the public produces overwhelmingly positive results.

"Strategic communication entails packaging a core message that reflects an agency's overall strategy, values, purpose, and mission to persuade key stakeholders and enhance positioning. Active, not reactive, it establishes organizational clarity and dissuades freelance endeavors that may serve a few well, but detract from the organization's overall direction and purpose. To this end, one important tool, a solid strategic communication plan, should synchronize organizational units and align resources to deliver a common core message," according to the August 2010 edition of the FBI Law Enforcement Bulletin.

### Alcohol & Drug Impaired Driving

#### Enforcement:

- ♦ Generate high awareness of enforcement efforts regarding impaired driving and the higher chances of being caught if behind the wheel after having too much to drink or if impaired by prescription or illicit drugs.

#### Social Norming:

- ♦ To inspire dialogue and recognition of the consequences and dangers of impaired driving and subsequently motivate people to change their attitudes and behavior.

- ♦ To encourage drivers to plan ahead and designate a sober driver before they drink or have a plan for a sober ride home.

#### Message:

- ♦ Plain and simple—don't drive after drinking or if drug impaired.
- ♦ Our message remains simple and unwavering: if you are caught behind the wheel after having too much to drink or under the influence of drugs, you will be arrested and prosecuted. No excuses. No exceptions.

#### Target Audience:

- ♦ A Primary Target - Men, ages 21 to 54
- ♦ A Primary Target - Women, ages 21 to 44
- ♦ A Secondary Target - Male teens, ages 15 to 20
- ♦ A Secondary Target - Newly arrived immigrant men, ages 21 to 34

### Seat Belt Use

#### Enforcement:

- ♦ Generate high awareness of enforcement efforts regarding seat belt use.

#### Social Norming:

- ♦ Convince drivers and passengers to always wear their seat belts.

#### Message:

- ♦ Plain and simple—seat belts save lives.
- ♦ Buckling up is the single most effective thing people can do to protect themselves in the unfortunate case of a crash.
- ♦ Seat belts, when used correctly, reduce the risk of fatal injury to front-seat passenger car occupants by 45 percent – and by 60 percent in pickup trucks, SUVs and minivans.

#### Target Audience:

- ♦ A Primary Target - Men, ages 18 to 34
- ♦ A Primary Target - Male teens, ages 15 to 17
- ♦ A Secondary Target - Newly arrived immigrant men, ages 18 to 34

## Speeding

### Enforcement:

- ◆ Generate high awareness of enforcement efforts regarding exceeding the speed limit.

### Social Norming:

- ◆ To inspire dialogue and recognition of the dangers exceeding the speed limit by even a few mph.

### Message:

- ◆ Plain and simple—speed is the highest contributing factor in fatal and serious injury crashes.
- ◆ Driving just 5 mph over the speed limit will significantly increase your chances of dying in a crash.

### Target Audience:

- ◆ Primary Target - All Drivers, ages 15 to 54

## Distracted Driving

### Enforcement:

- ◆ Generate high awareness of enforcement efforts regarding driving while distracted or drowsy.

### Social Norming:

- ◆ To inspire dialogue and recognition of the dangers of anything which takes the driver's attention away from driving, no matter how briefly.

### Message:

- ◆ Plain and simple—distraction for even 2 seconds opens the opportunity for a crash resulting in serious injury or death.
- ◆ At 70 mph, your car will travel the length of a football field during a 3 second distraction.

### Target Audience:

- ◆ Primary Target - All Drivers, ages 15 to 54

## Primary Communication Vehicles

- ◆ Earned Broadcast Television
- ◆ Earned Cable Television
- ◆ Earned Online Media
- ◆ Earned Radio
- ◆ Social Media
- ◆ PI&E Activities at Schools and Community Events

## Calendar of Events

February 3, 2017

- ◆ Super Bowl Weekend, Drive Sober or Get Pulled Over

March 9, 2017

- ◆ NASCAR Weekend

March 16, 2017

- ◆ St. Patrick's Day

April 13, 2017

- ◆ Easter Holiday/Spring Break

April 24, 2017

- ◆ Distracted Driving Month (April)

May 22, 2017

- ◆ Click It Or Ticket Mobilization (UHSO)

May 25, 2017

- ◆ 100 Deadliest Days of Summer Kickoff

June 6, 2017

- ◆ Secure Your Load

June 30, 2017

- ◆ Independence Day Holiday

July 20, 2017

- ◆ Pioneer Day Holiday

August 24, 2017

- ◆ Border to Border I-80/I-35

August 31, 2017

- ◆ Labor Day Holiday

October 30, 2017

- ◆ Halloween

November 21, 2017

- ◆ Thanksgiving Holiday

December 14, 2017

- ◆ December Holiday DUI Blitz

December 21, 2017

- ◆ Christmas Holiday

December 29, 2017

- ◆ New Years Eve Celebrations









# 2017

## ACTIVITY PLANNING CALENDAR

Jan. 1 DUI, Speed & Seat Belt Emphasis	Jan. 2	Jan. 3	Jan. 4	Jan. 5	Jan. 6	Jan. 7
Jan. 8	Jan. 9	Jan. 10	Jan. 11	Jan. 12	Jan. 13	Jan. 14
Jan. 15	Jan. 16	Jan. 17	Jan. 18	Jan. 19	Jan. 20	Jan. 21
Jan. 22	Jan. 23	Jan. 24	Jan. 25	Jan. 26	Jan. 27	Jan. 28
Jan. 29	Jan. 30	Jan. 31	Feb. 1	Feb. 2	Feb. 3 Super Bowl DUI Emphasis	Feb. 4 Super Bowl DUI Emphasis
Feb. 5 Super Bowl DUI Emphasis	Feb. 6	Feb. 7	Feb. 8	Feb. 9	Feb. 10	Feb. 11
Feb. 12	Feb. 13	Feb. 14	Feb. 15	Feb. 16	Feb. 17	Feb. 18
Feb. 19	Feb. 20	Feb. 21	Feb. 22	Feb. 23	Feb. 24	Feb. 25
Feb. 26	Feb. 27 - UDOT HOV Lane Enforcement Section-specific	Feb. 28 - UDOT HOV Lane Enforcement Section-specific	Mar. 1 - UDOT HOV Lane Enforcement Section-specific	Mar. 2 - UDOT HOV Lane Enforcement Section-specific	Mar. 3 - UDOT HOV Lane Enforcement Section-specific	Mar. 4

Legend	Media Anticipated	Priority, All Hands Effort	100 Days Activities	DUI Blitz	Saturation	Section's Discretion
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Mar. 5	Mar. 6	Mar. 7	Mar. 8	Mar. 9	Mar. 10 NASCAR Weekend Section-specific	Mar. 11 NASCAR Weekend Section-specific
Mar. 12 NASCAR Weekend Section-specific	Mar. 13	Mar. 14	Mar. 15	Mar. 16	Mar. 17 St. Patrick's Day DUI Blitz 	Mar. 18 NCAA Tournament SLC DUI Patrol
Mar. 19	Mar. 20	Mar. 21	Mar. 22	Mar. 23	Mar. 24 Night Time Seat Belt Enforcement	Mar. 25 Night Time Seat Belt Enforcement
Mar. 26 Night Time Seat Belt Enforcement	Mar. 27	Mar. 28	Mar. 29	Mar. 30	Mar. 31	Apr. 1
Apr. 2	Apr. 3 Work Zone Awareness Week	Apr. 4 Work Zone Awareness Week	Apr. 5 Work Zone Awareness Week	Apr. 6 Work Zone Awareness Week	Apr. 7 Work Zone Awareness Week	Apr. 8
Apr. 9	Apr. 10	Apr. 11	Apr. 12	Apr. 13	Apr. 14 - Easter/ Spring Break DUI/Speed/Seat Belt Emphasis 	Apr. 15- Easter/ Spring Break DUI/Speed/Seat Belt Emphasis 
Apr. 16- Easter/ Spring Break DUI/Speed/Seat Belt Emphasis 	Apr. 17	Apr. 18	Apr. 19	Apr. 20	Apr. 21	Apr. 22
Apr. 23	Apr. 24 Distracted Driving Emphasis	Apr. 25 Distracted Driving Emphasis	Apr. 26 Distracted Driving Emphasis	Apr. 27 Distracted Driving Emphasis	Apr. 28 Distracted Driving Emphasis	Apr. 29
Apr. 30	May 1	May 2	May 3	May 4	May 5	May 6
May 7	May 8 UDOT HOV Lane Enforcement Section-specific	May 9 UDOT HOV Lane Enforcement Section-specific	May 10 UDOT HOV Lane Enforcement Section-specific	May 11 UDOT HOV Lane Enforcement Section-specific	May 12 UDOT HOV Lane Enforcement Section-specific	May 13
May 14	May 15	May 16	May 17	May 18	May 19	May 20
May 21	May 22 B2B Seat Belt All-Hands Blitz 6-10 PM	May 23 Seat Belt CIOT 2-Week Mobilization	May 24 Seat Belt CIOT 2-Week Mobilization	May 25 Seat Belt CIOT 2-Week Mobilization	May 26 DUI, Speed & Seat Belt Emphasis 	May 27 DUI, Speed & Seat Belt Emphasis 

May 28 DUI, Speed & Seat Belt Emphasis 	May 29 DUI, Speed & Seat Belt Emphasis 	May 30 Seat Belt CIOT 2-Week Mobilization	May 31 Seat Belt CIOT 2-Week Mobilization	Jun. 1 Seat Belt CIOT 2-Week Mobilization	Jun. 2 Field Section DUI Activities	Jun. 3 Field Section DUI Activities
Jun. 4 Seat Belt CIOT 2-Week Mobilization	Jun. 5 Speed & Seat Belt Emphasis	Jun. 6 Secure Your Load Safety Campaign	Jun. 7 Speed & Seat Belt Emphasis	Jun. 8 Speed & Seat Belt Emphasis	Jun. 9 Field Section DUI Activities	Jun. 10 Field Section DUI Activities
Jun. 11 Speed & Seat Belt Emphasis	Jun. 12 Speed & Seat Belt Emphasis	Jun. 13 Speed & Seat Belt Emphasis	Jun. 14 Speed & Seat Belt Emphasis	Jun. 15 Speed & Seat Belt Emphasis	Jun. 16 Field Section DUI Activities	Jun. 17 Field Section DUI Activities
Jun. 18 Speed & Seat Belt Emphasis	Jun. 19 Speed & Seat Belt Emphasis	Jun. 20 Speed & Seat Belt Emphasis	Jun. 21 Speed & Seat Belt Emphasis	Jun. 22 Speed & Seat Belt Emphasis	Jun. 23 Field Section DUI Activities	Jun. 24 Field Section DUI Activities
Jun. 25 Speed & Seat Belt Emphasis	Jun. 26 Speed & Seat Belt Emphasis	Jun. 27 Speed & Seat Belt Emphasis	Jun. 28 Speed & Seat Belt Emphasis	Jun. 29 Speed & Seat Belt Emphasis	Jun. 30 Field Section DUI Activities	Jul. 1 Field Section DUI Activities
Jul. 2 Field Section DUI Activities 	Jul. 3 DUI, Speed & Seat Belt Emphasis 	Jul. 4 DUI, Speed & Seat Belt Emphasis 	Jul. 5 DUI, Speed & Seat Belt Emphasis	Jul. 6 Speed & Seat Belt Emphasis	Jul. 7 Field Section DUI Activities	Jul. 8 Field Section DUI Activities
Jul. 9 Speed & Seat Belt Emphasis	Jul. 10 Speed & Seat Belt Emphasis	Jul. 11 Speed & Seat Belt Emphasis	Jul. 12 Speed & Seat Belt Emphasis	Jul. 13 Speed & Seat Belt Emphasis	Jul. 14 Field Section DUI Activities	Jul. 15 Field Section DUI Activities
Jul. 16 Speed & Seat Belt Emphasis	Jul. 17 Speed & Seat Belt Emphasis	Jul. 18 Speed & Seat Belt Emphasis	Jul. 19 Speed & Seat Belt Emphasis	Jul. 20 Speed & Seat Belt Emphasis	Jul. 21 Seat Belt, Speed & DUI Emphasis	Jul. 22 Seat Belt, Speed & DUI Emphasis 
Jul. 23 Seat Belt, Speed & DUI Emphasis 	Jul. 24 Seat Belt, Speed & DUI Emphasis 	Jul. 25 Speed & Seat Belt Emphasis	Jul. 26 Speed & Seat Belt Emphasis	Jul. 27 Speed & Seat Belt Emphasis	Jul. 28 Field Section DUI Activities	Jul. 29 Field Section DUI Activities
Jul. 30 Speed & Seat Belt Emphasis	Jul. 31 Speed & Seat Belt Emphasis	Aug. 1 Speed & Seat Belt Emphasis	Aug. 2 Speed & Seat Belt Emphasis	Aug. 3 Speed & Seat Belt Emphasis	Aug. 4 Field Section DUI Activities	Aug. 5 Field Section DUI Activities
Aug. 6 Speed & Seat Belt Emphasis	Aug. 7 Speed & Seat Belt Emphasis	Aug. 8 Speed & Seat Belt Emphasis	Aug. 9 Speed & Seat Belt Emphasis	Aug. 10 Speed & Seat Belt Emphasis	Aug. 11 Field Section DUI Activities	Aug. 12 Field Section DUI Activities

Legend	Media Anticipated	Priority, All Hands Effort	100 Days Activities	DUI Blitz	Saturation	Section's Discretion
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Aug. 13 Speed & Seat Belt Emphasis	Aug. 14 Speed & Seat Belt Emphasis	Aug. 15 Speed & Seat Belt Emphasis	Aug. 16 Speed & Seat Belt Emphasis	Aug. 17 Speed & Seat Belt Emphasis	Aug. 18 Field Section DUI Activities	Aug. 19 Field Section DUI Activities
Aug. 20 Speed & Seat Belt Emphasis	Aug. 21 Speed & Seat Belt Emphasis	Aug. 22 Speed & Seat Belt Emphasis	Aug. 23 Speed & Seat Belt Emphasis	Aug. 24 Speed & Seat Belt Emphasis	Aug. 25 Border to Border I-80 & I-35 Effort Section-specific	Aug. 26 Border to Border I-80 & I-35 Effort Section-specific
Aug. 27 Border to Border I-80 & I-35 Effort Section-specific	Aug. 28 Speed & Seat Belt Emphasis	Aug. 29 Speed & Seat Belt Emphasis	Aug. 30 Speed & Seat Belt Emphasis	Aug. 31 Speed & Seat Belt Emphasis	Sep. 1 Labor Day Speed, Seat Belt & DUI Emphasis 	Sep. 2 Labor Day Speed, Seat Belt & DUI Emphasis 
Sep. 3 Labor Day Speed, Seat Belt & DUI Emphasis 	Sep. 4 Labor Day Speed, Seat Belt & DUI Emphasis 	Sep. 5	Sep. 6	Sep. 7	Sep. 8	Sep. 9
Sep. 10	Sep. 11	Sep. 12	Sep. 13	Sep. 14	Sep. 15	Sep. 16
Sep. 17	Sep. 18	Sep. 19	Sep. 20	Sep. 21	Sep. 22	Sep. 23
Sep. 24	Sep. 25	Sep. 26	Sep. 27	Sep. 28	Sep. 29	Sep. 30
Oct. 1	Oct. 2 UDOT HOV Lane Enforcement Section-specific	Oct. 3 UDOT HOV Lane Enforcement Section-specific	Oct. 4 UDOT HOV Lane Enforcement Section-specific	Oct. 5 UDOT HOV Lane Enforcement Section-specific	Oct. 6 UDOT HOV Lane Enforcement Section-specific	Oct. 7
Oct. 8	Oct. 9	Oct. 10	Oct. 11	Oct. 12	Oct. 13	Oct. 14
Oct. 15	Oct. 16	Oct. 17	Oct. 18	Oct. 19	Oct. 20	Oct. 21
Oct. 22	Oct. 23	Oct. 24	Oct. 25	Oct. 26	Oct. 27	Oct. 28
Oct. 29	Oct. 30	Oct. 31 Halloween DUI Emphasis 	Nov. 1	Nov. 2	Nov. 3	Nov. 4

Nov. 5	Nov. 6	Nov. 7	Nov. 8	Nov. 9	Nov. 10	Nov. 11
Nov. 12	Nov. 13	Nov. 14	Nov. 15	Nov. 16	Nov. 17	Nov. 18
Nov. 19	Nov. 20	Nov. 21	Nov. 22 Thanksgiving Speed & Belts	Nov. 23 Thanksgiving Speed & Belts	Nov. 24 Thanksgiving Speed & Belts	Nov. 25 Thanksgiving Speed & Belts
Nov. 26 Thanksgiving Speed & Belts	Nov. 27	Nov. 28	Nov. 29	Nov. 30	Dec. 1	Dec. 2
Dec. 3	Dec. 4 UDOT-funded HOV Lane Enforcement	Dec. 5 UDOT-funded HOV Lane Enforcement	Dec. 6 UDOT-funded HOV Lane Enforcement	Dec. 7 UDOT-funded HOV Lane Enforcement	Dec. 8 UDOT-funded HOV Lane Enforcement	Dec. 9
Dec. 10	Dec. 11	Dec. 12	Dec. 13 NHTSA Holiday DUI Emphasis	Dec. 14 NHTSA Holiday DUI Emphasis	Dec. 15 Wasatch Front Holiday DUI Blitz	Dec. 16 Wasatch Front Holiday DUI Blitz
Dec. 17 NHTSA Holiday DUI Emphasis	Dec. 18 NHTSA Holiday DUI Emphasis	Dec. 19 NHTSA Holiday DUI Emphasis	Dec. 20 NHTSA Holiday DUI Emphasis	Dec. 21 NHTSA Holiday DUI Emphasis	Dec. 22 Christmas Speed, Seat Belt & DUI	Dec. 23 Christmas Speed, Seat Belt & DUI
Dec. 24 Christmas Speed, Seat Belt & DUI	Dec. 25 Christmas Speed, Seat Belt & DUI	Dec. 26 NHTSA Holiday DUI Emphasis	Dec. 27 NHTSA Holiday DUI Emphasis	Dec. 28 NHTSA Holiday DUI Emphasis	Dec. 29 DUI, Speed & Seat Belt Emphasis	Dec. 30 DUI, Speed & Seat Belt Emphasis
Dec. 31 DUI, Speed & Seat Belt Emphasis	Jan. 1, 2018 DUI, Speed & Seat Belt Emphasis	Jan. 2, 2018	Jan. 3, 2018	Jan. 4, 2018	Jan. 5, 2018	Jan. 6, 2018

## HOLIDAY REPORTING PERIODS

St. Patrick's Day - March 17, 2017

Easter - April 14-16, 2017

Memorial Day - May 26-29, 2017

July 4th - July 2-4, 2017

July 24th - July 22-24, 2017

Labor Day - September 1-4, 2017

Halloween - October 31, 2017

Thanksgiving - November 22-26, 2017

Christmas - December 24-26, 2017

New Years Eve - December 31, 2017

Legend	Media Anticipated	Priority, All Hands Effort	100 Days Activities	DUI Blitz	Saturation	Section's Discretion
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**Major M. Zesiger**  
Asst. Superintendent



**Colonel M. Rapich**  
Superintendent



**Major J. Anderson**  
Asst. Superintendent



**Capt. C. Simmons**  
Bureau 1

**Lt. L. Perry**  
Section 1

**Lt. M. Loveland**  
Section 2

**Lt. M. McKay**  
Section 3

**Box Elder Comm.**  
**Cedar Comm.**  
**Price Comm.**  
**Richfield Comm.**  
**Salt Lake Comm.**  
**Uintah Comm.**



**Capt. D. McCleve**  
Comm. Bureau



**Capt. S. Winward**  
Bureau 2

**Lt. J. Nigbur**  
**Lt. B. Mason**  
Section 4

**Lt. P. Kotter**  
Section 16

**Lt. A. Lepley**  
Section 19

**Lt. C. Nye**  
Section 6

**Lt. S. Judd**  
Section 8

**Lt. J. Willmore**  
Section 21



**Capt. B. Riches**  
Bureau 3



**Capt. K. Middaugh**  
Bureau 4

**Lt. B. Gehring**  
Section 5

**Lt. R. Anderson**  
**Lt. G. Willmore**  
Section 15

**Lt. R. Nixon III**  
Section 10

**Lt. T. Roberts**  
Section 13

**Lt. S. Robertson**  
Section 14



**Capt. N. Bowles**  
Bureau 5



**Capt. A. Workman**  
Bureau 7

**Lt. S. Esplin**  
Section 11

**Lt. S. Hinton**  
Section 12

**Lt. T. Trotta**  
Section 20

**Lt. H. Watkins**  
Section 7

**Lt. D. Bennion**  
Section 9

**Lt. J. Ricks**  
Section 17

**Lt. R. Richey**  
Section 18



**Capt. B. Blair**  
Bureau 6





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