



2019-2024

STRATEGIC

PLAN

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Communications Bureau



Capt. J. Ricks
Special Services Bureau



Chief Pilot L. Bowman
Aero Bureau

Utah Department of Public Safety

Keeping Utah Safe

Vision Statement:

Keeping Utah Safe through dedicated public service and partnerships to protect Utah's great quality of life.

Priorities:

- Personal Preparation;
- Internal Performance; and
- External Service

Goals:

- Prepare employees for excellence in current assignments and future opportunities;
- Foster an internal culture that embraces meaningful work and inspires outstanding employee performance; and
- Provide quality and consistent external services that improve public safety.

Indicators of Success:

- DPS employees possess leadership qualities;
- Employees are proficient and progressive in their current duties;
- Performance based outcomes that highlight individual and organizational success;
- The culture and attitudes within the Department create a quality work environment; and
- Customers are prepared, safe, and satisfied through the service DPS provides.

Implementation and Follow Up:

In order for the Utah Department of Public Safety to be successful in attaining its vision, each division is responsible for employee development, internal performance, and external service. Divisions will develop goals and indicators of success and regularly evaluate and adjust to accomplish and exceed the vision set forth. This vision goes beyond the Department and Division functions and relies on each employee to fulfill his or her duty in Keeping Utah Safe.

Utah Highway Patrol

Goals & Initiatives

Our Mission:

Our mission is to provide professional police services and to protect the constitutional rights of all people in Utah.

Our Vision:

The Utah Highway Patrol sets the standard for excellence in law enforcement with professional service, building trust with each public interaction and demonstrating integrity and courage. Troopers are proactive in all efforts to enhance public safety through community outreach and effective enforcement. Troopers maintain the highest level of proficiency through continual training and education, particularly in issues critical to public safety.

Proactive Goals (Top 5):

The following five violations will be the foundation of high-volume, high-visibility traffic enforcement, focusing on saving lives and interdicting the criminal element.

1. DUI - Detect and remove impaired drivers from Utah roadways;
2. Seat Belts - Stop vehicles with unrestrained occupants and educate regarding seat belt and child restraint laws;
3. Speeding - Daily enforcement focused on speed and aggressive/reckless driving violations;
4. Distracted and Drowsy - Remove distracted and drowsy drivers from Utah roads, through proactive enforcement; and
5. Equipment Safety - Enhance public safety through continual enforcement of vehicle equipment laws.

Proficiency Goals:

Continue developing knowledge, skills, and abilities to ensure a complete, professional and thorough investigation of criminal incidents and motor vehicle crashes.

- Criminal Interdiction - Look beyond the initial violation to recognize indicators of criminal behavior;
- DUI Enforcement - Increase proficiency through training on indicators of impairment, SFST administration, and evidence documentation;
- Investigations - Enhance crash and criminal investigations capabilities through classroom and hands-on training. Utilize all available department resources to further active investigations. Recognize every traffic stop as an opportunity to gather, document and share valuable information;
- Continued Education & Training - Pursue post-secondary education to improve communication skills, promote independent decision making and problem solving, and develop leadership abilities necessary to succeed and thrive in the environment of 21st century policing; and
- Benchmarks - Meet expectations for benchmark training standards.

Professionalism Goals:

Enhance public confidence and foster quality public interactions through adherence to the core values of the Highway Patrol.

- Core Values - Reflect the Six Core Values of the Utah Highway Patrol in all aspects of work and personal life (Integrity, Service, Courage, Knowledge, Teamwork, and Professionalism);
- Uniform and Personal Appearance - Maintain a clean, neat and professional uniform, worn with pride;
- Positive Interactions - Treat members of the public with respect and courtesy;
- Officer Safety - Continued adherence to the Below 100 tenets, TIMS standards, and all Department policies which promote officer safety.

Personal Preparation

Officer Safety

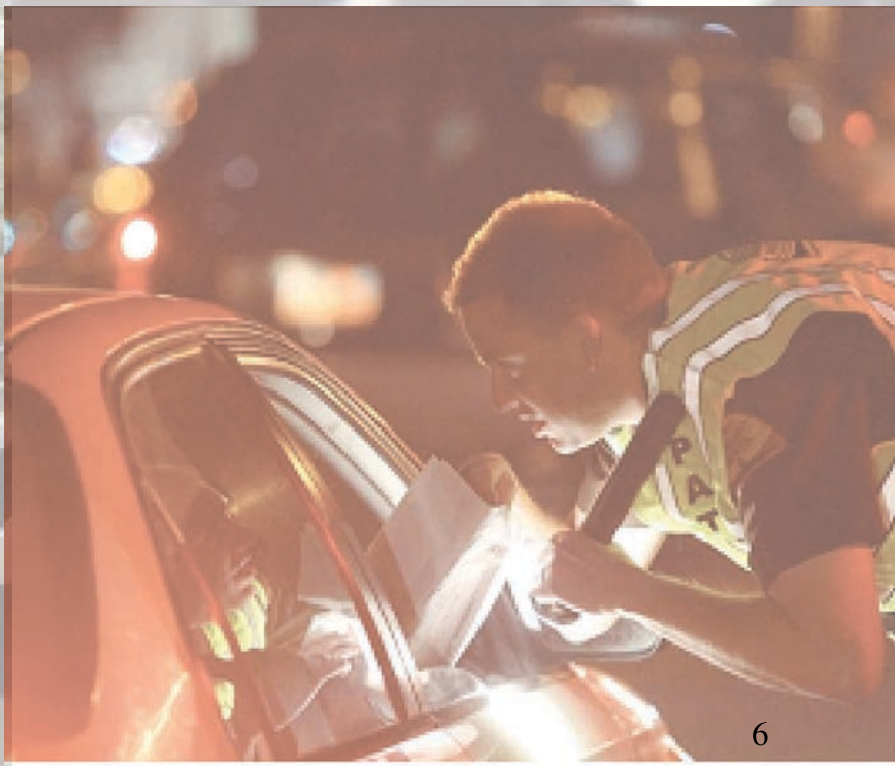
Our Department will develop, incorporate, and implement officer safety strategies to prevent trooper injury and/or death.

Activities:

- Follow the Below 100 initiative to eliminate line of duty deaths and injuries;
- Adhere to the TIMS standards and all Department policies which promote officer safety;
- Approach vehicles on the side of the vehicle away from traffic during traffic stops;
- Using proven vehicle and suspect search techniques to mitigate dangers; and
- Understand that complacency is the most dangerous threat troopers face.

Expected Outcomes:

- All troopers will receive the Below 100 training and incorporate it into daily practice, which will prevent trooper injuries and line of duty deaths;
- All troopers will receive current officer safety training annually; and
- All troopers will utilize TIMS procedures for traffic flow on all incident scenes.



Personal Preparation

Officer Health & Wellness

The Department will advocate for a working and personal environment which sustains officer wellness through physical health and mental health.

Activities:

- All troopers will receive awareness level training and utilize the Peer Support Program and counseling through the Partridge Psychological Group to provide emotional support for UHP members in need.
 - The Peer Support Team will include both sworn and non-sworn personnel that receive specialized training to conform to Utah State law.
- Facilitate trooper participation in Healthy Utah programs, such as:
 - Healthy Utah
 - Lighten Up
 - Wee Care
 - Health Coaching
 - Integrated Care
 - Quitline
- Facilitate and support physical fitness programs and healthy lifestyle choices;
- Encourage participation in the annual UHP Colonel's Fitness Challenge;
- Facilitate the annual Utah Physical Assessment Test (UPAT) fitness testing that every trooper is required to participate in; and
- Trooper financial planning opportunities to reduce monetary stress.

Expected Outcomes

- Troopers will be aware of and utilize the Peer Support Program and the Partridge Psychological Group services.
- Troopers will participate in regular physical fitness and Healthy Utah programs.
- Employees will have the resources and knowledge to deal with the stresses of the job.



Personal Preparation

Career Safety

Troopers will have fulfilling careers and assist others in doing the same to prevent premature departure from the department. Each trooper will set an example, above reproach, to our communities and fellow officers.

Initiatives:

- Live the 6 values, on and off duty (Integrity, Service, Courage, Knowledge, Teamwork, and Professionalism);
- Follow the Law Enforcement Code of Ethics;
- Help peers avoid the "grey" area
 - The early warning/indicators are the most vital to saving a career;
- Foster public trust in all your actions;
- Adhere to the organizations Mission Statement & Guiding Principles;
- Avoid a mindset or sub-culture which fosters a belief that the ends justify the means;
- Be thorough; avoid complacency in reporting, courtroom testimony, and other areas of scrutiny;
- Create a balanced work/personal life and avoid unhealthy coping activities (alcohol, drugs, etc.); and
- Maintain self-care and mental health; utilize the peer support team and other support systems to build a resilient mental health foundation.

Expected Outcomes:

- Troopers who live these six values on and off duty will have a fulfilling career. Troopers will provide outstanding service to the citizens of the state of Utah, and maintain a healthy work life balance that compliments the needs of the department and the individual's quality of life. The department is committed to aiding individuals in taking care of their physical and mental health; so when the time comes to move on to the next phase in life, they can leave the department accomplished and proud.

Personal Preparation

Utah Highway Patrol Benchmarks

The benchmark program is designed to increase a trooper's knowledge and capabilities as they progress through their career. This program helps troopers gain additional skills as well as refining abilities acquired through their regular job duties. It helps them become more effective in their duties and more capable of handling additional responsibilities.

0 to 4 year Benchmark Courses:

- Advanced Survival Tactics
- Basic Commercial Vehicle Safety Alliance (C.V.S.A.)
- Below 100
- Court Preparation & Report Writing
- Drug Recognition Expert (D.R.E.) or Advanced Roadside Impaired Driving Enforcement (A.R.I.D.E.)
- Intermediate Accident Investigations
- Interview & Interrogations
- Tactical Combat Casualty Care (TCCC)
- Traffic Incident Management Systems (TIMS)

5 to 8 year Benchmark Courses:

- Advanced Accident Investigation or Basic Investigations or Basic Crime Scene Investigation
- Criminal Interdiction or Basic Narcotics Investigation
- Crisis Intervention Team (CIT) or Department sponsored Mental Crisis Course
- Leadership in Police Organizations (L.P.O.)

9 to 10 year Benchmark Courses:

- Education
 - Associates, Bachelors, Masters, or a minimum of 120 semester hours
- Leadership
 - Emerging Leaders
 - Certified Public Manager
 - Northwestern Staff & Command
- Career Enhancement
 - Accident Reconstruction I & II
 - Crime Scene Investigator
 - DEA basic and advanced drug investigator
 - E.V.O Instructor
 - Field Training Officer
 - LPO Instructor
 - POST Instructor Development
 - Alcohol Technician
 - Bike Squad
 - Corporal
 - CVSA/Safety Inspection
 - Honor Guard
 - Public Protection Unit

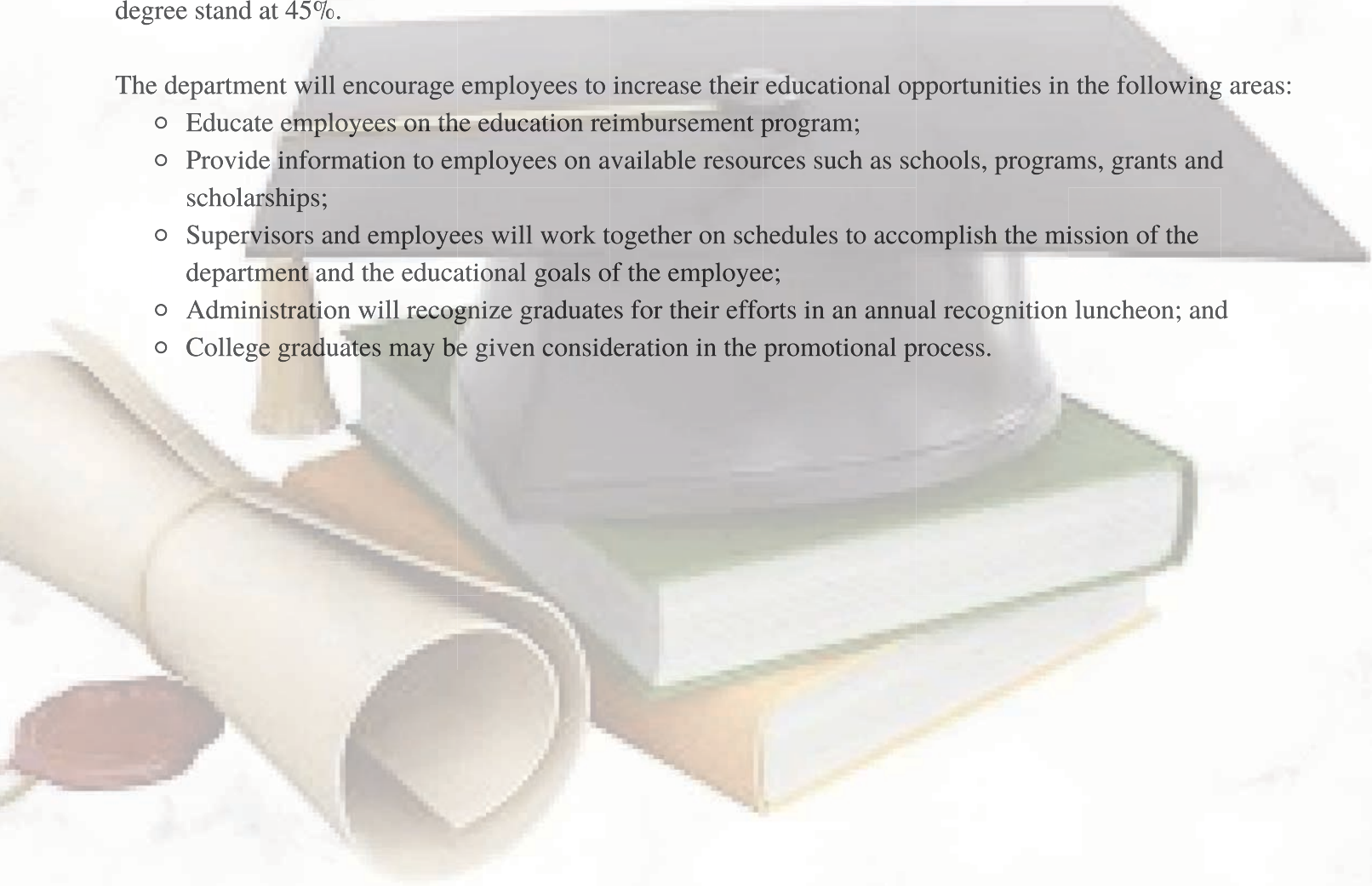
Personal Preparation

Post-secondary Education

Post-secondary education is an important part of the development of department employees. The Utah Highway Patrol is committed to Governor Herbert's initiative to have a 66% workforce with a post-secondary education. Post-secondary education is critical to the personal development of the employees and necessary for the future leadership of the organization. Members of the department that currently have a post-secondary degree stand at 45%.

The department will encourage employees to increase their educational opportunities in the following areas:

- Educate employees on the education reimbursement program;
- Provide information to employees on available resources such as schools, programs, grants and scholarships;
- Supervisors and employees will work together on schedules to accomplish the mission of the department and the educational goals of the employee;
- Administration will recognize graduates for their efforts in an annual recognition luncheon; and
- College graduates may be given consideration in the promotional process.



Internal Performance

Trooper Enforcement

Working with a purpose to reduce crime, crashes, and deaths on Utah roadways.

Activities:

- Engaging in high-volume and balanced traffic enforcement on every shift, with a focus on the top five contributors to fatal crashes:
 - DUI
 - Seat Belt Violations
 - Speeding
 - Distracted and Drowsy Driving
 - Equipment Violations
- Sustain higher traffic enforcement in areas identified by Data Driven Approach to Crime and Traffic Safety (DDACTS) and identified crash Hot Spots;
- Increase enforcement efforts during special events, target holidays, and the 100 Deadliest Days of Summer;
- Increase DUI enforcement efforts, focusing on both drug and alcohol DUI violations;
- Utilize unmarked patrol cars for aggressive driver and distracted driver enforcement;
- Utilize criminal interdiction training to identify all threats, crimes and hazards on Utah roadways;
- Utilize proven training and tactics to enhance traffic enforcement strategies.

Expected Outcomes:

- Reduce crashes and deaths on all Utah roadways throughout the year;
- Reduce crashes and death on Utah roadways during identified target times and in target areas;
- Identify and remove impaired drivers from Utah roadways;
- Identify aggressive and distracted drivers and take appropriate enforcement action;
- Identify criminal indicators during traffic stops and take appropriate enforcement action; and
- Maintain UHP enforcement culture through ongoing training.



Internal Performance

Data Driven Approach to Crime and Traffic Safety **DDACTS**

Public Outreach:

- UHP will work with the Utah Highway Safety Office, University of Utah, and the Utah Department of Transportation (UDOT), on building a DDACTS model that will drive the Utah Highway Patrol into the future of predictive policing;
- Partner with local media to highlight significant crash areas throughout Utah, including major contributors to crashes; and
- Utilize UDOT freeway message boards and other technologies to educate the public about high crash areas.

Enforcement:

- Historical crash data will be used to create a baseline as Section Commanders utilize DDACTS to create monthly enforcement plans based on information derived from the Utah Transportation and Public Safety (UTAPS) database;
- Enforcement efforts will be focused in high crash areas identified through UTAPS data, as verified by GPS statistics from patrol vehicles; and
- Enforcement efforts will focus on behaviors which cause crashes and support the Department's goals and initiatives, as verified by statistical information regarding issued citations and warnings.

Outcomes:

- UHP will become more efficient and effective in accomplishing its mission and goals;
- The public will become aware of high crash zones through outreach and enforcement, resulting in a change in individual driver behavior; and
- Traffic collisions will reduce within identified high crash zones.



UTAPS-CDI

Utah Transportation & Public Safety Crash Data Initiative.

Internal Performance

Technology Services

Services:

- The Utah Highway Patrol Technology Services provide and manage the following:
 - In-car and body cameras with data storage media;
 - The Records Management System (RMS); and
 - Access to and usage of criminal information in partnership with the Bureau of Criminal Identification (BCI).

Projects:

- Web Service cloud data storage for video;
- Utah Interactive Media Vault portal project;
- Whiteboard report upgrades (crash, citation, incident, and impound);
- Ongoing RMS database upgrades;
- Integration of biometric scanning capabilities;
- Digital driver license technology;
- Partnering with industry leaders in autonomous vehicle technology; and
- Develop Unmanned Aerial Vehicle (UAV) technology and capability.

Future Endeavors:

- Streamline technology: "one stop shopping" for troopers;
- Mobile applications and smart technology: RMS, UCJIS, ESS availability and applications;
- Transition to a new RMS platform
- Wireless and paperless; and
- Foster effective working relationships with Department of Technology Services (DTS).

Challenges and Resources Needed:

- Accountability measures for external vendors and departments.

Internal Performance

Manpower & Field Operations

Challenges:

- Since 2011, Utah's population has increased nearly 8 percent from 2.8 million to 3.2 million people;
 - Licensed drivers and registered vehicles have increased approximately 12 percent;
 - Vehicle miles traveled (VMT) has increased 24 percent, from 25 billion to 31 billion miles; and
 - Utah Highway Patrol's field staffing has only increased 7.6 percent, from 301 to 324.
- The volume of vehicles on the roads is the primary determining factor for UHP workload. This metric has proportionally outstripped field trooper growth by 300 percent.

Methodology:

- Northwestern University Police Allocation Model and Northwestern University School of Police Staff and Command Resource Allocation Model were followed;
- Formulas utilized obligated vs. unobligated (proactive) time as the primary metric;
- A 60 percent obligated and 40 percent unobligated split was identified as the ideal ratio;
- Utilizing these formulas, the workload and current staff levels were identified for each field section; and
- Additional troopers can be allocated proportionally based on workload need.

Current Request Increase:

- 36 total Full Time Employees (FTE's);
 - 8 estimated for full-time crash clearance and Major Crash Investigation Team (MCIT); and
 - 28 FTE's to field sections for manpower increase.

Section and Covered Counties:	Current Staff:	Projected Needs based on Allocation Models:	Total Adjustment Needed:	*Deployment of 36 Troopers assigned to ORG:	Remaining Future Needs
1-Cache and Box Elder	29	31.41	2.41	1	1.41
2-Weber and Morgan	24	28.19	4.19	2	2.19
3-Davis	27	31.70	4.70	2	2.70
4-Salt Lake	60	103.86	43.86	11	32.86
5-Duchesne, Uintah, Dagget	19	17.65	-1.35	0	0
6-Utah	34	38.91	4.91	2	2.91
7-Rich, Summit, Wasatch	19	23.03	4.03	1	3.03
8-Tooele	16	20.83	4.83	2	2.83
9-Carbon, Emery, Eastern Wayne	16	16.14	0.14	0	0
10-Sanpete, Sevier, Piute, Garfield, Western Wayne	18	25.57	7.57	2	5.57
11-Beaver, Iron	16	20.65	4.65	1	3.65
12-Kane, Washington	18	20.33	2.33	0	2.33
13-Grand, San Juan	12	18.76	6.76	2	4.76
14-Juab, Millard	16	22.15	6.15	2	4.15
**Crash Clearance MAIT Team	0	8	8	8	0
Totals	324	419.19	95.19	36	59.19

Internal Service

Recruitment, Development & Retention

Goal:

Recruit and retain the highest qualified candidates while enhancing all employees' knowledge, skills, and abilities in order to meet the growing demands of the Department of Public Safety (DPS).

Recruitment:

- Explore new and innovative marketing strategies that will appeal to motivated and dedicated individuals, ready to do the job.
- Encourage current DPS employees to make referrals to qualified candidates.

Retention:

- Instill the Department core values and culture within all troopers throughout the state;
- Review and address compensation and benefits to remain competitive with other law enforcement agencies in Utah;
- Provide job design and variety to all troopers;
- Encourage troopers to work toward continued education and advancement opportunities; and
- Provide employee recognition for excellence.

Development:

- Provide training to create a well-rounded trooper, to include:
 - Leadership in Police Organization (LPO)
 - Benchmarks
 - In-service
 - Supervisor training
 - Promotional process

Outcomes:

Through recruiting and retaining quality employees

- Staffing levels will be maintained;
- Developed employees will result in a more highly skilled workforce.
- Department of Public Safety will be better prepared to meet the ever increasing demands of keeping people safe in Utah.

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External Service

Vehicle Safety

Public Outreach:

- Deliver regular and focused messaging on the consequences of unsafe vehicles through media events which educate and encourage compliance.
- Partner with the Highway Safety Office to create public outreach videos to be disseminated in Drivers Education Classes and other online media. These may include videos regarding vehicle equipment laws, video segments from vehicle repair professionals and videos which document consequences of equipment failure.

Enforcement:

- Enforcement efforts will be focused in geographical areas where equipment violations were a factor in crashes and other incidents;
- Enforcement efforts will also focus on the top five equipment violations:
 - Unsafe or unapproved tires
 - Altered vehicles
 - Damaged or broken glass
 - Window tint
 - Unapproved lighting
- Troopers will receive additional training in the identification, documentation, and enforcement of equipment laws. The Department will provide troopers with a toolkit specifically designed to confirm equipment violations, which will include:
 - Window tint meter
 - Measuring tape
 - Tire tread depth gauge
 - Tire pressure gauge

Methods:

- Education and enforcement through traffic stops;
- Equipment enforcement blitzes to saturate Utah roadways;
- Vehicle Repair Order (VRO) process: an administrative tools to ensure compliance when violations are egregious, there is a pattern of noncompliance, or vehicles have multiple violations; and
- Provide training to and support allied agencies in the equipment violation enforcement and use of the VRO program.

Measurement/Analysis:

- Tracking of faulty equipment as a contributor to vehicle crashes;
- Tracking of equipment violations through citations and warning issued; and
- Tracking of VRO's issued and compliance of violators.

Outcomes:

- Collection of data to highlight needs and successes;
- Increased law enforcement contacts for equipment violations;
- Reduction in equipment related crashes and fatalities; and
- Safer vehicles traveling on Utah's roadways.

External Service

Truck Inspection

Public Outreach:

- Troopers will provide consistent and focused messaging on the consequences of unsafe commercial motor vehicles. They will do this by providing company specific outreach, designed to educate and encourage Federal Motor Carrier Safety Administration (FMCSA) compliance. Troopers will also work with the Utah Truckers Association to focus on commercial vehicle causes of crashes and incident.
- Troopers will partner with the Utah Department of Transportation to enhance public outreach programs inside Ports of Entry. These programs include:
 - Truckers Against Trafficking
 - Annual Top Hands training and competition
 - Assistance with National Association of Inspector Championships

Enforcement:

- Truck inspectors will focus their efforts on the top three (3) commercial vehicle areas of interest:
 - Properly secured loads
 - Hours of Service (HOS)
 - Post-crash fatal investigations
- Troopers will receive additional training in the area of unsecured load and electronic logging device (ELD) enforcement, as well as a toolkit specifically designed to perform post-crash fatal inspections.

Methods:

- Vehicle equipment enforcement blitzes utilizing extra manpower and overtime;
- Provide training to companies on properly securing loads; and
- Perform post-crash fatal investigations on every fatal crash.

Measurement/Analysis:

- Increased enforcement of unsecured loads;
- ELD and log book violation tracked; and
- Post-crash fatal investigation increased.

Outcomes:

- Collection of data to highlight needs and successes;
- Reduction of hours of service (HOS) and unsecured load related crashes;
- Measured increase in contacts for commercial vehicles; and
- Safer commercial vehicles traveling Utah's roadways.



External Service

Motorcycle Squad

Enforcement:

- Establish regional selective-enforcement motor crews to focus year-round on traffic enforcement and education;
 - Utilize patrol vehicles in winter months and assist with road coverage on snow days; and
 - Partner with the UHP Safety Inspection section for equipment violations enforcement and vehicle inspections.

Manpower:

- Create a full-time motor special enforcement squad;
- Increase number of UHP motorcycle troopers from 22 to 28;
- This increase in manpower would allow for
 - More special events and details;
 - Increased visibility and effectiveness of hot spot enforcement in populated areas; and
 - Increase retention on the motor squad by increasing the number of troopers available to participate in events, avoiding "burnout" and reducing stress on home life.

Education:

- A full-time motor squad and additional manpower would allow for
 - Increased public education opportunities, including motorcycle safety classes, public awareness events, and community interaction;
 - Opportunities to offer training to other law enforcement agencies with motorcycle squads, enhancing cohesiveness between agencies and establishing higher levels of safety and professionalism; and
 - Monthly training opportunities for motor officers.

Equipment:

- Establish an equipment database that will assist in tracking inventory and issued items, which will assist in planning for future expenditures and purchases.

Measurements:

- Historical crash data will be used to identify effectiveness of enforcement efforts;
- Problem areas will be identified through DDACTS and UTAPs; and
- Adjusted enforcement plans will be created to utilize the unique capabilities of the motor officers in targeting problem areas and recurring violations which consistently cause motor vehicle crashes.

Outcomes:

- Crash reduction and traffic patterns will improve;
- Public involvement and awareness will increase; and
- UHP will be more efficient and effective at addressing problem areas.

External Service

DUI Squad Enforcement

Public Outreach:

- Work with Department of Public Safety (DPS) Public Information Officer (PIO) office to increase awareness of the dangers of and reduce instances of impaired driving.

Enforcement:

- Focus on all impaired driving violations, including alcohol, prescription medications, and illicit drugs; and
- Identify and conduct proactive enforcement in geographical areas with high DUI violation rates.

Training:

- Provide regular refresher training for troopers to effectively investigate and document evidence in DUI cases, including new and existing case law; and
- Assist with field training of new troopers on complete and thorough DUI investigations.

Methods:

- Participate in special enforcement projects throughout Utah with the Criminal Interdiction Team, at minimum four times per year;
- Travel to different Sections throughout Utah, conducting refresher training and assisting in the enforcement of DUI laws; and
- Facilitate DUI blitzes on major holidays throughout the year.

Measurements/Analysis:

- The effectiveness of the DUI enforcement program will be measured by analyzing the number of arrests and successful prosecution of each case.
- This will result in a decline in alcohol and drug positive crashes.



External Service

Public Safety Special Emergency Response Team

The DPS Special Emergency Response Team (SERT) consists of one full-time coordinator and 15 part-time operators who respond to incidents, assist with training, plan operations, and provide tactical response throughout Utah.

Proficiency:

- Training: DPS SERT will meet and exceed the recommendations set by the National Tactical Officers Association (NTOA) for 16 hours of proficiency training per month.
- The team will maintain a mandatory physical fitness test and an increased firearms standard.

Professional:

- Staffing: For the past 20 years, the SERT team has consisted of 16 individuals. To meet increasing demands upon the team, there is a need to add a full-time assistant coordinator and an additional five part-time operators, bringing the total membership to 22.

Proactive:

- Engagement: SERT members will actively seek opportunities to share their knowledge, skills, and abilities with other troopers. Many SERT members have advanced certifications, which will be used to better the Department as a whole.

Outcome:

A fully trained and staffed SERT team will provide the Department with resources to carry out critical missions and operations. Properly trained and proficient members will ensure the SERT team can continue to quickly and effectively respond to incidents, and provide for the safety of officers and citizens.



External Service

Public Protection Unit

Areas of Development

Personnel:

- Maintain staffing levels of the Public Protection Unit sufficient to accomplish ongoing operations and respond to critical incidents. The minimum staffing level would be at minimum at 50 total members. 2 sgt at 18 and will have 6 operators, trained in crowd management, tools, skills and techniques.
 - Active and trained squad at 18.

Training:

- All team members will be properly trained to the Level One Standard
 - Continue our role in the National Institute of Justice (NIJ) committee's development of a national standard for law enforcement.
 - Monthly training to enhance proficiency and safety in the following disciplines: formations, arrest control, less lethal, gas training, and physical fitness.

Equipment:

- Equip all members of the team with upcoming national standards in regards to Personal Protective Equipment (PPE).
- Standardization of rapid deployment trailers with necessary operational resources.

Inter-agency Relations:

- Maintain, and continue to develop, inter-agency relationships with federal, state, and local agencies
 - Strengthen mutual aide agreements
 - Establish a working relationship and cross-train with the National Guard.



External Service

K-9 and Criminal Interdiction Team

Public Outreach:

- Provide K-9 demonstration to schools, community groups, and at public events throughout Utah;
- Provide education to the public about the importance of K-9's as a useful tool for law enforcement; and
- Provide outreach within our own Department in search of talent as future K-9 handlers and interdiction team members.

Training:

- Provide training to all troopers department wide regarding K-9 capabilities and limitations;
- Provide education on existing statutes and case law; and
- Provide regular legal updates on statutory changes and new case law.

Enforcement:

- Maintain consistency in all enforcement actions;
- Identify and investigate indicators of criminal activities discovered on traffic stops;
- Provide the proper tools to K-9 handlers and interdiction team members, enabling them to carefully and thoroughly search vehicles suspected of criminal activity;
- Partner with local, State, and Federal agencies in criminal investigations; and
- Implement saturation projects throughout Utah, at a minimum of four times annually.

Measurement/Analysis:

- Conduct audits to ensure consistency in enforcement action taken; and
- Conduct audits to determine outcome in criminal cases.

Outcomes:

- Collect and share data and intelligence from all significant criminal cases with law enforcement partners;
- Create a barrier preventing distribution of illicit products through increased criminal interdiction; and
- Create safer environment for citizens of Utah.



External Service

Dive Team

Personnel:

- Increase the staffing levels of the DPS Dive Team with two additional certified divers to more effectively and safely accomplish various dive missions; and
- Obtain appropriate FEMA Public Safety Dive Team rating.

Training:

- Train team members to properly operate technology aiding in underwater search, recovery and auditing tasks;
- Develop team members' SCUBA skills to enhance safety and proficiency;
- Schedule regular training with sonar and other underwater detection equipment to maintain current skills related to technology;
- Help team members obtain and maintain Master Diver Certification; and
- Establish training benchmarks to obtain and improve FEMA Public Safety Dive Team rating.

Equipment:

- Equip the dive team with reliable and up-to-date SCUBA gear and technologies to enhance proficiency and safety;
- Maintain current life supporting equipment and technologies;
- Obtain an underwater remote operated vehicle to improve team capabilities; and
- Obtain necessary equipment to qualify as a FEMA Public Safety Dive Team.

Inter-Agency Relations:

- Maintain and develop additional inter-agency relationships with Federal, State, and local agencies; and
- Participate in events related to training, public education, and other activities where support from the team is appropriate.



External Service

Aero Bureau

The Aero Bureau supports agencies throughout Utah with law enforcement, search and rescue, and other support missions.

Personnel:

- The Department of Public Safety Aero Bureau consists of two full-time pilots, two part-time pilots, two full-time mechanics, and eight part-time Tactical Flight Officers (TFO).
- Many requests for the helicopter come on evenings and weekends, when current staffing levels do not allow for personnel to be on stand-by at the hanger.
- One additional full-time pilot should be hired to replace the two part-time pilots and a second full-time pilot should be hired within five years to meet increasing mission demands.
- The part-time TFO's should be replaced with five full-time TFO's.

Training:

- Hoist Training
 - Conduct bi-weekly hoist training to maintain proficiency; and
 - Conduct annual hoist training with ARS, one of the country's leading hoist training companies.
- Aircraft Systems Training
 - Conduct monthly training on systems that are equipped in the helicopters, including FLIR, Aerocomputers Mapping Systems, Rhotheta, radios, etc.

Equipment:

- A new helicopter is needed to replace the 25-year-old model, which is incapable of being equipped with hoist or FLIR; and
- This additional helicopter will increase the Bureau's ability to respond to various missions and provide redundancy when one helicopter is down for maintenance or already engaged in a mission.

Outcome:

- A well-trained team with appropriate staffing and equipment will allow the Aero Bureau to continue to respond to requests for service throughout Utah.

External Service

Major Crash Investigation Team (MCIT)

Mission:

Provide timely, complete and efficient crash investigation and provide support to UHP, local law enforcement and victims.

Personnel:

- Increase full-time staffing levels to five reconstructionists, one sergeant, and two SBI investigators;
- Implement a Fatal Crash Review Board which will consist of members from SBI and UHP to
 - Look for consistency in criminal and non-criminal fatal crash investigations;
 - Ensure investigations meet Department standards prior to submission to the local prosecutor;

Training:

- Establish clear policies and procedures regarding major crash incidents, including proper death notification and ensuring access to victim advocate services;
- Train troopers to properly document, capture, and preserve evidence for an MCIT investigation; and
- Provide on-scene training to troopers at major crash scenes to improve their current skills and develop interest and identify future MCIT reconstructionists; and
- Establish clear criteria of when to contact the prosecutor and engage them early in the process.

Equipment:

- Evaluate current equipment to determine its capabilities of accurately and efficiently capturing evidence; and
- Identify future equipment needs to increase efficiency and effectiveness.

Outcome:

- Victims will receive appropriate support, a professional investigation and timely follow-up;
- Prosecutors will receive a timely and complete investigation and will be engaged early on in the process;
- 80% of crash reconstructions are completed within 14 days; and
- 80% of criminal crash investigations are completed within 30 days.



External Service

Crash Clearance/Traffic Incident Management Systems (TIMS)

Goal:

Increase motorist and Trooper safety, while reducing secondary crashes, through aggressive crash clearance techniques.

Strategies & Outcomes:

- Collaboration with UDOT
 - Increase number of roadside signage encouraging motorists to move vehicles to an off-ramp before calling to report a crash or other incident; and
 - Increase the number and availability of Incident Management Team (IMT) trucks equipped with tow stingers able to move disabled and crashed vehicles out of travel lanes and off highways;
- Collaboration with media
 - Promote the Move Off program in conjunction with increased roadside signage; and
 - Continue to broadcast information regarding the Slow Down, Move Over law.
- Dispatchers
 - Instruct drivers to clear travel lanes and move to an off-highway location whenever possible;
 - Coordinate and record tow truck response times to crashes and crash clearance; and
 - Coordinate with DTS to develop web and mobile applications allowing tow companies to monitor their position in the rotation.
- UHP
 - Provide education and enforcement of the Slow Down, Move Over law;
 - Deploy 360 degree crash scene mapping technology; and
 - Offer Traffic Incident Management Systems (TIMS) training to multidisciplinary first responder groups.

Outcomes:

- Reduce incident clearance time;
- Reduce roadways clearance time; and
- Reduce number of secondary crashes.

External Service

Salt Lake Community College

Goal:

To provide a safe and secure educational learning environment for all students, faculty, and campus visitors.

Proficiency:

- Provide training to all troopers assigned to Section 21 that includes:
 - Less-lethal tactics;
 - Clery 101;
 - Title IX;
 - Lethality Assessment Protocols; and
 - Interview and Interrogation
- Reports and investigations are held to the highest standard. Investigations will be handled professionally and thoroughly. Reports will be detailed to ensure the prosecution of criminal cases.

Professional:

- Conduct training on campus with faculty, staff, and students. Practice the techniques that are taught and ensure that participants feel confident with the training they receive.
- More manpower is needed to address minimum coverage at the various campuses.
- Develop partnerships with local agencies and organizations that will help achieve the DPS mission.

Proactive:

- Lead Rescue Task Force Training each year at SLCC campuses;
- Establish consistent training with the Public Protection Unit to prepare for upcoming public events, protests, and potential problems;
- The bicycle patrol squad utilizes the most updated and challenging training methods to stay ready and squad members make every effort to stay visible on campus to prevent criminal activity;

Outcome:

- Salt Lake Community College and the Utah Highway Patrol are partners in campus safety. Preparedness, prevention, mitigation, response, and recovery are all considerations that we train to handle effectively. Section 21 troopers have the training they need to be successful and can use many different tools and resources to address campus safety concerns.



External Service

Dignitary Protection

Proficiency:

- The Utah Highway Patrol is committed to providing a safe and secure environment to the citizens, state employees, and public officials. To accomplish our mission, members of the section are tasked to become proficient in other areas of responsibilities which include:
 - Bike Squad
 - Explosive K-9
 - Public Protection Unit (PPU)
 - SERT
 - Court Security (Supreme Court/Appellate Court)
 - Threat Management

Professional:

- Policing the Utah State Capitol Complex to protect the Governor, Members of the Legislature, other elected officials, staff, and visitors from crime and threats of disruption and terrorism;
- Preserving the law and order, serving as a deterrent to violations of laws, rules, and regulations.
- Enforcing Utah State Law and regulations set by the Capitol Preservation Board as the governing body.
- Perform protective services, securing state-owned buildings, property, and equipment.
- Conduct preliminary investigations of crimes and accidents.

Proactive:

- Patrolling in cars, on foot, and on bicycles;
- Providing crowd control and maintaining order during large and/or high profile demonstrations, rallies, and other events;
- Conducting community-oriented policing efforts cooperatively in and around state facilities.

Outcome:

- Working with our partners at the Capitol, troopers will be able to keep elected officials, government employees, and the public safe. Troopers will be proficient with training and equipment to effectively respond to all types of incidents.

Goals:

- Section 18 is addressing future needs with a state of the art operations center. This center will be utilized by certified dispatchers. It will serve as a focal point for operational needs.
- Section 18 is addressing security concerns by constructing a mail room for the Capitol Complex. All deliveries to the complex will be routed through one delivery point; and
- Section 18 will fill the remaining open Trooper and Sergeant positions to complete our staffing of 30 Troopers and 6 Sergeants.

External Service

Public Information & Education (PI&E)

Goal:

Keeping Utah safe through targeted outreach and education to the motoring public.

Vision:

The PI&E/community outreach program will contribute to traffic safety education through a focus on high-risk driving behaviors such as speed, failure to wear seat belts, distracted driving, impaired driving, and drowsy driving.

Personal Preparation:

PI&E officers will seek out continuing opportunities to keep on the forefront of personal development in presentation skills and content related to public safety and the motoring public.

Internal Performance:

- Develop new methods and ways to connect with groups that are at higher risk for traffic safety issues, such as teen drivers, etc.
- Assist UHP field sections with outreach to local groups. These groups include but are not limited to high schools, religious organizations, community events, (County and State fairs), etc.
- Coordinate closely with DPS' Public Information Office and Highway Safety on targeted campaigns through various media platforms related to motoring public safety.

External Service:

- Promote and coordinate an Adopt a High School program for each field section in the UHP.
- Schedule and attend safety fairs throughout the state and be a key partner in the DPS Public Safety Fair.
- Be consistent in teaching driver education classes, by providing safe driving curriculum. Use field section troopers to assist with the effort as a force multiplier.



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