



2019 - 2024

STRATEGIC

PLAN

2021 Edition

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Colonel M. Rapich
Deputy Commissioner



Lt. Colonel M. Zesiger
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Major S. Winward
Asst. Superintendent



Major T. Kotter
Asst. Superintendent



Capt. S. Salas
Southeast Bureau



Capt. J. Nigbur
South Central Bureau



Capt. T. Kincaid
North Central Bureau



Capt. B. Mason
Southern Bureau



Capt. C. Simmons
Northern Bureau



Capt. T. Trotta
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

2021 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 keep Troopers safe and healthy.

Activities:

- Follow the Below 100 initiative to eliminate line of duty deaths and injuries.
 - *Wear your seat belt.*
 - *Wear your vest.*
 - *Watch your speed.*
 - *WIN- What's Important Now*
 - *Remember: Complacency Kills.*
- 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.
- Understand that complacency is the most dangerous threat troopers face.
- *Use proper PPE when interacting with the public and suspects.*
- *Adhere to state and federal guidelines for social distancing guidelines.*

Expected Outcomes:

- All troopers will receive the Below 100 training and incorporate it into daily practice to prevent trooper injuries and line of duty deaths.
- All troopers will receive current officer safety training annually.
- All troopers will utilize TIMS procedures for traffic flow on all incident scenes.
- *All troopers will remain healthy and be effective in the workplace and secure in their duties.*

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.
- *Blomquest Hale general and virtual visits.*
- *Weekly updates and Peer Support Team flyer.*

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.
- *Avoid a mindset which develops negative sub-cultural mindsets, beliefs, or practices.*
- 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.).
- Maintain self-care and mental health, and
- Utilize the peer support team and other support systems to build a resilient mental health foundation.

Expected Outcome:

- 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.
- *Continue to develop future leaders within the UHP who are prepared to meet future challenges and opportunities.*



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 a goal to achieve and maintain 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 50%.

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.

Post secondary education is essential to ensure an organization possessing leaders and fine officers to meet and exceed the demands of the rapidly changing environment of 21st century policing.



Internal Performance

Trooper Enforcement

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

Activities:

Engage in high-volume and balanced traffic enforcement on every shift, with a focus on the top five contributors to fatal crashes, to positively impact traffic safety and crime:

- DUI
- Seat Belt Violations
- Speeding
- Distracted and Drowsy Driving
- Equipment Violations
- Sustained and focused traffic enforcement in areas identified through an effective Data Driven Approach to Crime and Traffic Safety (DDACTS) within identified crash Hot Spots;
- Increase focus enforcement efforts during special events, target holidays, and the 100 Deadliest Days of Summer;
- Increase DUI enforcement efforts, with an emphasis 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 an effective and proactive UHP enforcement culture through ongoing training.



INTERNAL PERFORMANCE *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.



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;
- *Identify, evaluate and implement a new RMS and CAD system.*
- Integration of biometric scanning capabilities;
- Digital driver license technology;
- Partnering with industry leaders in autonomous vehicle technology; and
- *Continue to advance Unmanned Aerial Vehicle (UAV) technology and capability.*
- *Successful implementation of the 28 day review statewide.*

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 processing
- Foster effective working relationships with the Department of Technology Services (DTS).

Challenges and Resources Needed:

- Accountability measures for external vendors and departments.
- *Staffing and funding to continue to meet increasing demands of technology driven 21st century environment of law enforcement.*

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 348.
- 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 & Covered Sections	Current Staff	Projected Needs	Total Adjustment Needed	Deployment of 36 Troopers Assigned to ORG	Remaining Needs
1- Cache & Box Elder	29	31.41	2.41	0	1.41
2- Weber & Morgan	24	28.19	4.19	3	2.19
3- Davis	27	31.70	4.70	0	2.70
4- Salt Lake	60	103.86	43.86	8	32.86
5- Duchesne, Uintah, Daggett	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	20	20.83	4.83	0	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	1	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	1	4.76
14- Juab, Millard	16	22.15	6.15	2	4.15
Crash Clearance MAIT	6			4	
Aero Bureau	11				3
Special Ops	3				
Total	448	419.18	95.18	23	71.39

INTERNAL PERFORMANCE

Recruitment, Development & Retention

Goal:

Recruit and retain the highest qualified candidates while enhancing all employees' knowledge, skills, and abilities in order to meet the current and future challenges and opportunities facing the Utah Highway Patrol.

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.
- *The UHP recruiter will use technology opportunities to engage virtually with applicants throughout the entire hiring process. The recruiter will include the applicant's significant other in these opportunities, to keep them engaged, educated, and answer any questions they may have.*

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.
- *The Utah Highway Patrol will be better prepared to meet the ever increasing demands of keeping people safe in Utah.*
- *UHP Troopers will effectively represent the communities of the State of Utah.*

Internal Performance

Peer Support & Wellness



The Peer Support Team will share their mission and role in providing emotional support after exposure to traumatic incidents. Support is provided to both sworn and non-sworn Department of Public Safety (DPS) employees, understanding no one in the public safety profession is exempt from the impact of the overarching and ever-present stress of the job.

Peer Support Training and Resources:

- Peer support training for team members
- Peer support awareness training for all troopers
- Partridge Psychological Group partnership
- Healthy Utah programs
- Emotional survival training
- Weekly Wellness 360 bulletin
- Diversity training
- Community outreach
- Physical fitness program and Colonel's Challenge
- Financial training

Identified Current Traumatic Events:

- Officer involved use of force
- Trooper involved crashes
- Fatal crash investigation
- Suicide response
- Officer death
- Officer involved critical incidents (OICI)
- Major crashes
- Criminal incidents

Future Goals:

- Conduct quarterly fitness challenges
- Maintain Northern and Southern region coordinators
- Identify two peer support team members for each section

EXTERNAL SERVICES

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- non workers
- 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:

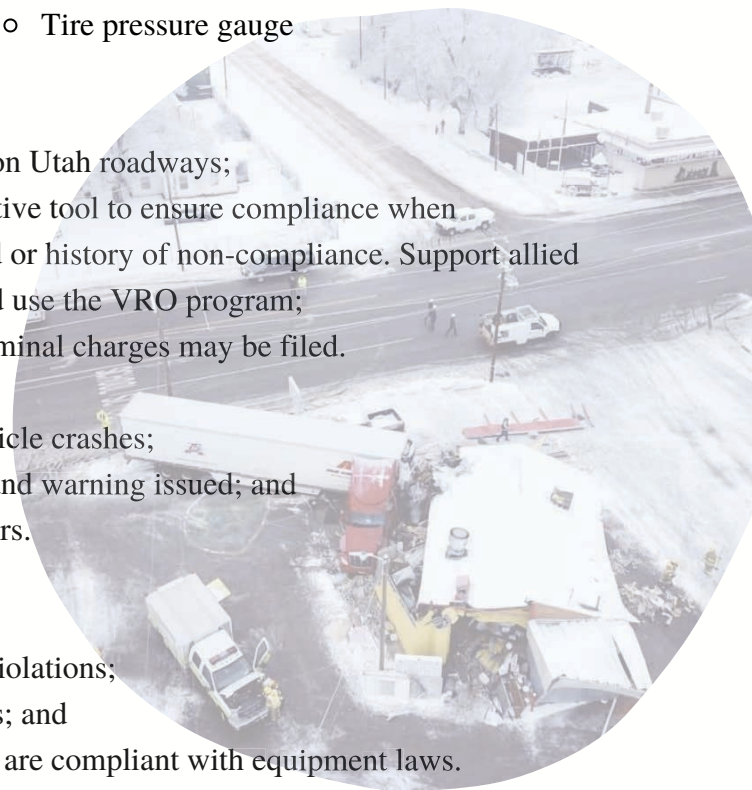
- Education and enforcement through traffic stops;
- Equipment enforcement blitzes to be highly visible on Utah roadways;
- Vehicle Repair Order (VRO) process: an administrative tool to ensure compliance when violations are present, or an immediate safety hazard or history of non-compliance. Support allied agencies in the equipment violation enforcement and use the VRO program;
- Post crash investigation on fatal crashes or when criminal charges may be filed.

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
- Vehicles traveling on Utah's roadways are safer and are compliant with equipment laws.



EXTERNAL SERVICES

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 incidents.
- 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
 - Traffic violations and driver behaviors
 - Hours of Service (HOS)
 - Post-crash investigations
- Troopers will receive additional training in the area of unsecured load and electronic logging device (ELD) enforcement inspections.

Methods:

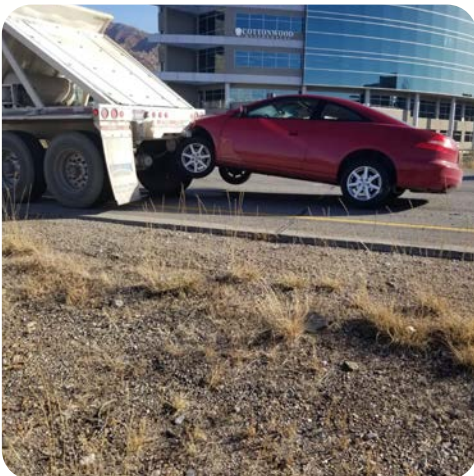
- Vehicle equipment enforcement blitzes utilizing extra manpower and overtime;
- Provide training to companies on properly securing loads; and
- Perform post-crash fatal investigations on as requested

Measurement/Analysis:

- Increased enforcement of unsecured loads;
- ELD and log book violation tracked; and
- Post-crash fatal investigations On all CMV crashes.

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
- Enhance commercial motor vehicle safety on Utah's roadways.



EXTERNAL SERVICES

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.
 - 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.
 - 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.
 - 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.
- 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 SERVICES

DUI Squad

Public Outreach:

- Work with the Department of Public Safety (DPS) Public Information Officer (PIO) office to increase awareness of the dangers of and reduce instances of impaired driving.
- *Partner with the Western State's Coalition Task Force on coordinated enforcement projects.*

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:

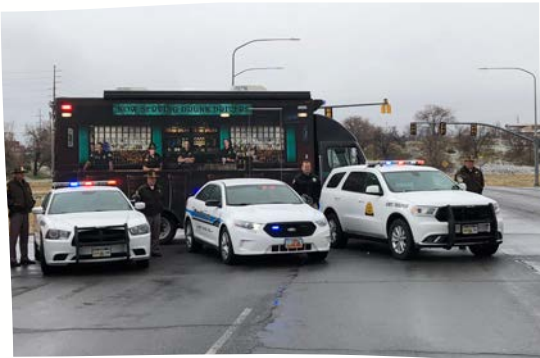
- Provide regular refresher training for troopers to effectively investigate and document evidence in DUI cases, including new and existing case law.
- Assist with field training of new troopers on complete and thorough DUI investigations.
- *Actively support DUI training initiatives with POST.*

Methods:

- 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.
- *Analyzing which bars and or establishments have had an increase in over-service violations, which led to loss of liquor license.*
- This will result in a decline in alcohol and drug positive crashes.





EXTERNAL SERVICES

SERT

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.
- Provide the best possible tactical response to ensure the best outcome involving high risk operations and incidents.

EXTERNAL SERVICES

Public Protection Unit



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 to support the Capitol Protection bureau.*

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.
- *All troopers will be trained in Mobile Field Force (MFF) and receive the necessary equipment.*
- *UHP to be trained to support crowd management operations.*

Equipment:

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

Inter-agency Relations:

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

EXTERNAL SERVICES

K9 & Criminal Interdiction

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.
- *Provide search and seizure training for POST new hires and UHP Benchmark.*
- *Provide POST certifications in Narcotics Detection and Patrol Apprehension for all canines and handlers.*
- *Provide training to local agencies on National Crimes Against Children Enforcement.*

Enforcement:

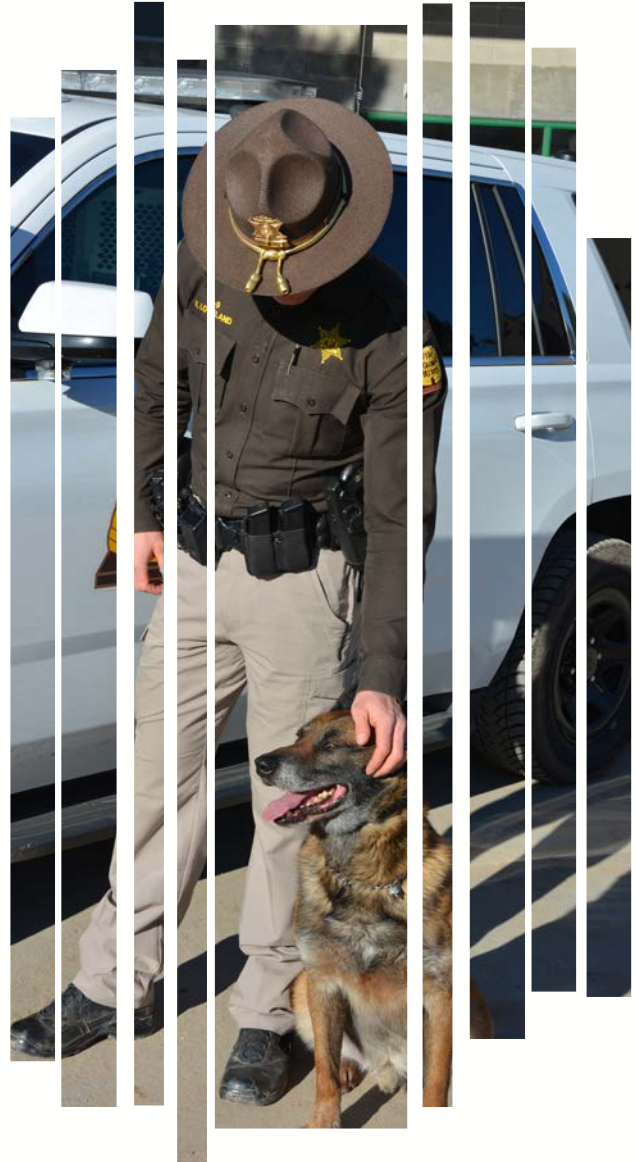
- Maintain consistency in all enforcement actions;
- Identify and investigate indicators of criminal activities discovered on traffic stops;
- Provide the proper tools to K-9 handlers and interdiction team members, enabling them to carefully and thoroughly search vehicles suspected of criminal activity;
- Partner with local, State, and Federal agencies in criminal investigations; and
- Implement saturation projects throughout Utah, at a minimum of four times annually.
- *Participate in the National Crimes Against Children Enforcement projects.*
- *Two explosive detection canines to compliment our drug detection program.*

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;
- *Share intel with SIAC on all major drug seizures to investigate local and national drug trafficking organizations; and*
- Create a safer environment for citizens of Utah.



EXTERNAL SERVICES

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 type II FEMA Public Safety Dive Team rating.
- *In an effort to support the dive team members, two support staff positions will be added. These positions will be filled by one Sergeant and one trooper. This will bring our team to 12 members, two of which will not dive.*

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 SERVICES

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 three full-time pilots, one part-time pilot, two full-time mechanics, and six 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 hangar.
- 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 *three* full-time TFO's.

Training:

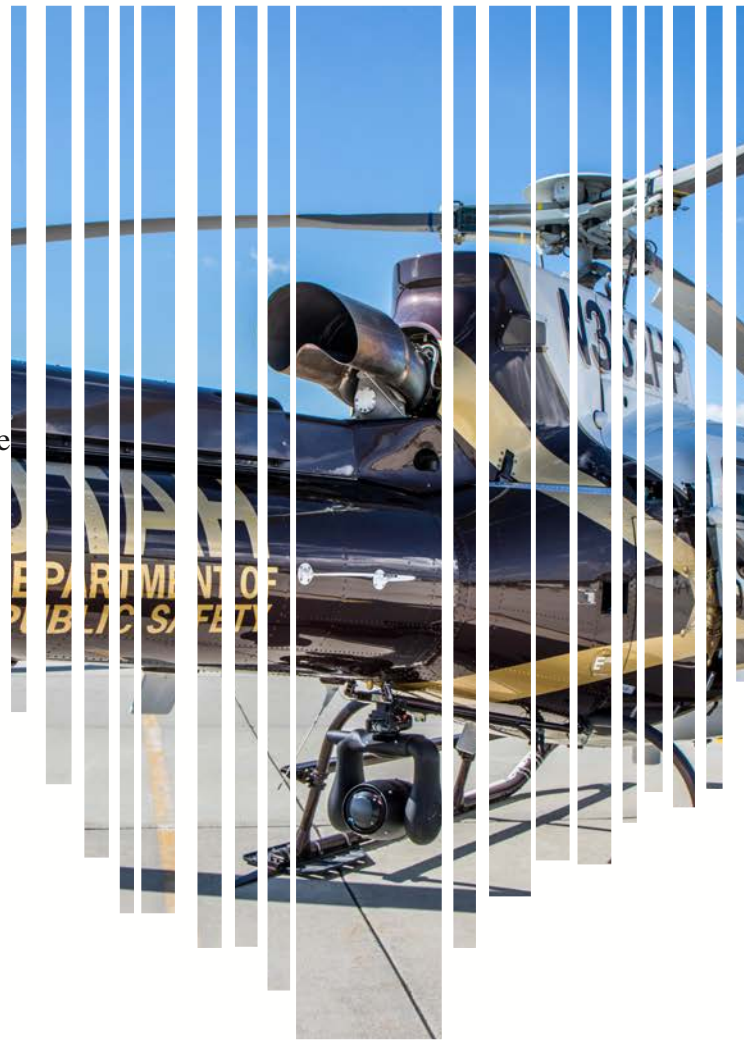
- Hoist Training
- Conduct bi-weekly hoist training to maintain proficiency.
- Conduct annual hoist and *operational safety training* with ARS, one of the country's leading certified hoist training companies.
- Aircraft Systems Training
- Conduct monthly training on systems that are equipped in the helicopters, 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.
- 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.

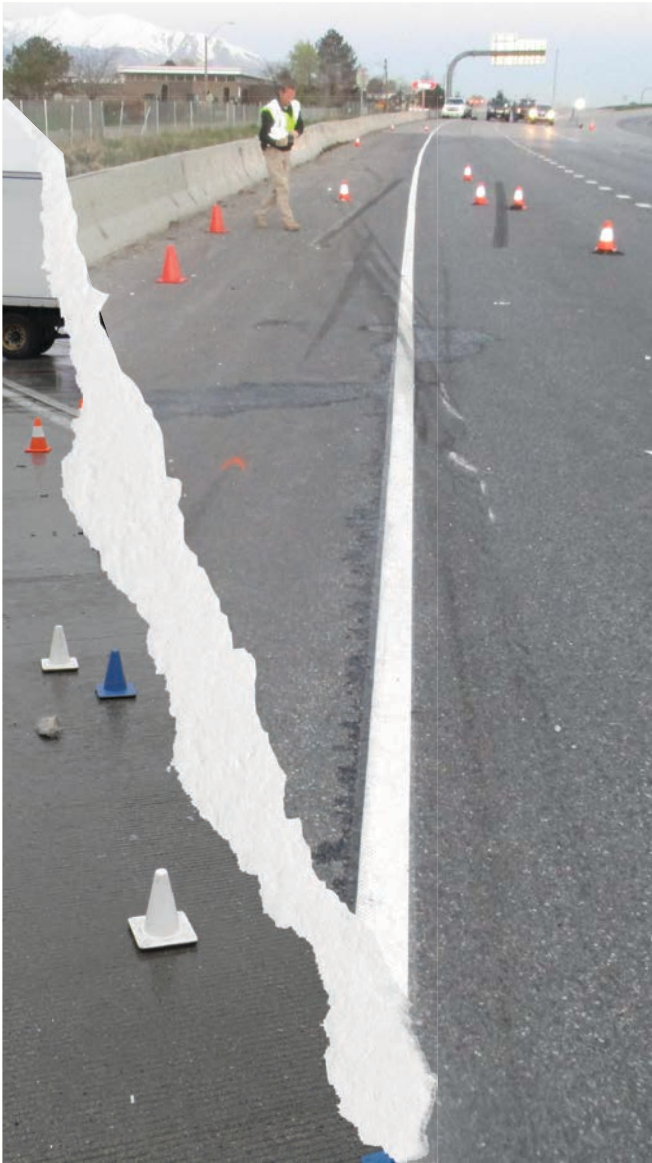
Outcome:

- 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 SERVICES

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 from four reconstructionists, two SBI investigators, and one Sergeant to six reconstructionists located in areas of highest need throughout the State of Utah. The current need is in the southern, and northern part of the state.
- Continuation of the Fatal Crash Review board in its current capacity, which meets on a weekly basis.
- Look for consistency in criminal and non-criminal fatal crash investigations.
- Ensure investigations meet Department standards prior to submission to the local prosecutor.

Training:

- Further establish clear policies and procedures regarding major crash incidents, and part time team member development.
- Establish a clear training path for field personnel to aid in increased quality of reports, properly capture, document and preserve evidence.
- Identification, and attendance of, specialized training for the advancement of full/part-time MCIT members which will aid in effective training of department members and outside customers.

Equipment:

- Ongoing evaluation of current equipment and software to increase accuracy, effectiveness, and decrease report completion time.
 - Total Station & GPS System
 - UAV/Drone
 - Laser scanner
 - Software
- Identification of future equipment and software 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 SERVICES

Crash Clearance (TIMS)

Goal:

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

Strategies:

- 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.
- 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.
- 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.
- Coordinate with DTS to develop web and mobile applications allowing tow companies to monitor their position in the rotation.
- Provide education and enforcement of the Slow Down, Move Over law.
- Deploy 360 degree crash scene mapping technology.
- Offer Traffic Incident Management Systems (TIMS) training to multidisciplinary first responder groups.

Outcomes:

- Reduce incident clearance time.
- Reduce roadways clearance time.
- Reduce the number of secondary crashes.
- Reduce the number of responders struck at traffic incidents.



EXTERNAL SERVICES

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.
- *Timely reporting of incidents to SLCC public safety.*

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 & SLCC mission.
- *Ensure effective communication and coordination with SLCC public safety and staff.*

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
- *Engage SLCC public safety and staff for constant involvement of law enforcement services.*

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 SERVICES

Dignitary & Executive Protection

Proficiency:

The Utah Highway Patrol is committed to providing a safe and secure environment to the citizens, state employees, and public officials. *Section troopers provide protection from physical harm or political embarrassment to the Governor, Governor's family, Lt. Governor, and any other public official.* Members of the section are tasked 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
- *Mobile Field Force*
- *Executive Protection*

Professional:

- Policing the Utah State Capitol Complex to protect the Governor, Lieutenant 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.
- *Work and coordinate effectively with all capital stakeholders.*

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:

- . The Security Control Center now has camera feeds from several DLD buildings. They are in the process of hiring additional dispatchers with certification training pending.
- 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.
- Section 18 will fill the remaining open Trooper and Sergeant positions to complete our staffing of 30 troopers and 6 Sergeants.



EXTERNAL SERVICES

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. *The PI&E program will strive to reach new audiences through social media, virtual presentations, and new technologies.*

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. *New troopers will be sought and given opportunities to become involved and contribute to the program.*

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.
- *Incorporate input from minority community members to improve our methods of educating and spreading information.*

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.
- Be consistent in teaching driver education classes, by providing a safe driving curriculum. Use field section troopers to assist with the effort as a force multiplier.
- *Provide ready made presentation tools covering driver education, winter driving etc. for field section troopers to utilize and keep them current.*
- *Work as part of the DPS Community Outreach effort.*



EXTERNAL SERVICES

Community Outreach



Goal:

To create awareness within the community about the Department of Public Safety Utah Highway Patrol; and to decrease crime by increasing community relations in multi-ethnic communities.

Vision:

The Utah Highway Patrol will continue to increase citizen willingness to report crimes and suspect information to the police. We will build trust and familiarity with community members, and create and expand broader opportunities in which to engage community members. All of this all increased trust among State Troopers and citizens of Utah.

Personal Preparation:

We will continue to be well versed in state laws regarding police actions, and will train troopers on their roles and responsibilities while interacting with citizens. Troopers will continue to engage in community events such as country fairs, public safety events, and school activities. The outreach team will engage with community leaders to build meaningful relationships with all communities.

Internal Performance:

- Develop new methods of community engagement and outreach. Create after school activities that engage at risk youth.
- Use social media to advertise and engage in safety tips and community engagement.
- Coordinate with the State Bureau of Investigations (SBI), and the PI&E group to ensure our message is reaching all communities.

External Services:

- Schedule regular meetings with key stakeholders.
- Continue to use social media to educate on our vision of Keeping Utah Safe. Utilize social media platforms to answer questions, i.e., virtual ride-along.



EXTERNAL SERVICES

Diversity

Goal:

Obtain a better and ongoing understanding of diverse cultures and become more aware of, and sensitive to, our relationships with those communities.

Vision:

To understand diversity among different populations and acquire cultural competency skills to interact with people of diverse communities.

Personal Preparation:

- Troopers will be well educated in cultural diversity, community involvement, and implicit bias through continuing education efforts for all department members.
- Department instructors, who are specially trained, will continue to teach Diversity and Inclusion classes and protocols through classroom instruction.
- Phase II Diversity and Inclusion training will reach all sworn department members fall of 2021.
 - This training will consist of both classroom lecture and example based incident reviews, giving our troopers the knowledge, skills, and abilities they need to serve all citizens of Utah with dignity and respect.

Internal Performance:

- Cultural awareness training for all troopers.
- Divide sensitivity training into two types: Race-relations and racial/cultural awareness.

External Services:

- Better service by utilizing knowledge gained through ongoing in-service diversity training.
- Partnerships with external departments & organizations to collaborate and explore new, ongoing, and valid diversity training. We currently utilize selected individuals with extensive backgrounds in Diversity and Inclusion training from local colleges, universities and local governments and community groups.
- Improved customer service through a deeper understanding that other communities view issues and incidents differently than law enforcement.
- Crucial conversations with key stakeholders pertaining to life and cultural experiences. This will lead to maintaining trust and transparency with the populations troopers serve.
- Healthy relationships with the communities UHP troopers serve.



EXTERNAL SERVICES

Implicit Bias

Goal:

Educate troopers on the racial disparities that can be found in law enforcement. Ensure troopers are trained to engage all in communities they may not otherwise be involved, and have challenging conversations to broaden the thought process for both viewpoints.

Vision:

The Utah Highway Patrol will employ men and women who are culturally diverse. Troopers will know how to recognize an unintended bias within themselves and encourage their peers to do the same. The public will feel safe and respected by all troopers.

Personal Preparation:

The department will continue to implement unconscious bias training and conversation among troopers. Troopers will be required to participate in training that will help them identify their implicit bias, and how to navigate through those thoughts.

Internal Preparation:

- Create protocols and checklists for various law-enforcement situations.
- Continue to recruit and welcome new hires from all cultures.
- The Utah Highway Patrol will be transparent in their current and future practices to maintain public trust.
- Troopers will be encouraged to amplify who they are and what our organization represents when interacting with the citizens of Utah.

External Services:

- Collaborating with special interest groups and underrepresented communities.
- Increase troopers involved in community events, with a focus on underrepresented communities.



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