

DEPARTMENT OF PUBLIC SAFETY
UTAH HIGHWAY PATROL

STRATEGIC PLAN

FY2026 - FY2031

**Providing professional
police and traffic services
and protecting the
constitutional rights of all
people in Utah.**



UHP - Strategic Plan for FY2026-2031

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- **MAJOR JEFF NICBUR**
- **MAJOR STEVE SALAS**
- **CAPTAIN W. BREUR: SALT LAKE BUREAU**
- **CAPTAIN T. DENNEY: NORTHERN BUREAU**
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- **CAPTAIN A. LEPLEY: SPECIAL SERVICES**
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- **CAPTAIN R. RICHES: SOUTHERN BUREAU**
- **CAPTAIN S. ROBERTSON: SOUTH CENTRAL BUREAU**

- **CAPTAIN M. SPILLMAN:** HEADQUARTERS
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- **STRATEGIC PLAN FOR THE UTAH HIGHWAY PATROL**
- The Department of Public Safety and the Utah Highway Patrol acknowledge the critical importance of Strategic Planning.
- A well-crafted plan provides a roadmap for success, guiding decision-making and establishing a clear long-term direction.
- The UHP's Strategic Plan for Fiscal Years 2026-2031 is structured to align with the DPS vision of "Keeping Utah Safe" and its priorities and goals.
- **DPS Priorities & Goals**
 - **Personal Preparation:** Prepare employees for excellence in current assignments and future opportunities.
 - **Internal Performance:** Foster an internal culture that embraces meaningful work and inspires outstanding employee performance.
 - **External Service:** Provide quality and consistent external services that improve public safety.
- **Our Vision**
- The Utah Highway Patrol sets the standard for excellence in law enforcement with professional service.
- The UHP aims to build trust with each public interaction and demonstrate integrity and courage.
- Troopers are proactive in their efforts to enhance public safety through community outreach and effective enforcement.
- Troopers maintain a high level of proficiency through continuous training and education, particularly in areas critical to public safety.
- The plan outlines the UHP's objectives and measures, allowing the department to focus resources on its mission: "providing professional police and traffic services and protecting the constitutional rights of all people in Utah".

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- **GOAL #1: PERSONAL PREPARATION**
 - Prepare employees for excellence in current assignments and future openings.
- **OBJECTIVE 1.1 - OFFICER SAFETY**
 - The Department will develop and implement officer safety strategies to keep Troopers safe and healthy.
 - Following the Traffic Incident Management (TIM) model, the UHP will develop a coordinated, multi-disciplinary process to respond to and clear traffic incidents to prevent secondary crashes, trooper injury or death, and maintain traffic flow.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 1.1.1:** Troopers will work to reduce incident severity and clearance times by:

- Utilizing effective traffic incident management principles.
- Moving vehicles off the roadway to reduce secondary crashes and injuries.
- Restoring traffic flow to minimize congestion from roadway incidents.
- Advancing the relationship with UDOT, fire, tow, and emergency services personnel.
- **Expected Outcome:** All troopers will perform Traffic Incident Management (TIM) duties safely and effectively, in accordance with national TIM standards.
- **MEASURE 1.1.2:** Troopers will be trained on and adhere to the Below 100 initiative to eliminate line of duty deaths and injuries. The initiatives include:
 - Wear your seat belt.
 - Wear your vest.
 - Watch your speed.
 - WIN - What's Important Now.
 - Remember - Complacency Kills.
- **MEASURE 1.1.3:** Troopers will use non-traffic side approaches, proper arrest control, and defensive tactics to avoid personal injury.
- **MEASURE 1.1.4:** Troopers will use proper personal protective equipment (PPE).
- **MEASURE 1.1.5:** All troopers will receive current officer safety training annually.
- **MEASURE 1.1.6:** All troopers will remain healthy, effective in the workplace, and secure in their duties.

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- **PERSONAL PREPARATION**
- **OBJECTIVE 1.2 - OFFICER HEALTH & WELLNESS**
 - The Department will advocate for and support an environment that sustains officer wellness and resilience through an emphasis on physical and mental health.
 - All department employees and their families will have immediate access to mental, emotional, physical, and financial services.
 - Department members will be given the knowledge and skills to nurture emotional resilience and healthy coping strategies to increase job satisfaction and personal wellness.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 1.2.1:** As troopers prioritize their mental and emotional health, they will be better prepared to provide the best possible external service to their communities.
 - **Expected Outcome:** Troopers will develop emotional intelligence and communication skills, facilitating positive interactions and building rapport with the community.
 - **MEASURE 1.2.2:** Through mental and physical awareness and resilience education, troopers will be prepared to avoid personal vulnerabilities and job burnout.

- **Expected Outcome:** Enhanced individual job satisfaction and improved department retention rates.
- **MEASURE 1.2.3:** Troopers and their families will have increased support, allowing them to work through potential personal difficulties with departmental assistance.
 - **Expected Outcome:** Departmental support in managing personal difficulties will increase work-life balance and peace of mind, improving decision-making and performance.
- **MEASURE 1.2.4:** To provide emotional support, all troopers will receive awareness-level training on the Peer Support Program, wellness assessments, mental health benefits, and other resources through the wellness coordinator. The Peer Support Team (PST) will include both sworn and non-sworn personnel who receive specialized training to conform to Utah State law.
 - **Expected Outcome:** Creating and assisting Trooper utilization of resources available to increase overall Departmental wellness.

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● PERSONAL PREPARATION

- **MEASURE 1.2.5:** Facilitate trooper participation in wellness programs like Healthy Utah, annual physician check-ups, quarterly physical challenges, health coaching, and Quitline.
 - **Expected Outcome:** Continued elimination of stigma and promotion of personal improvement.
- **MEASURE 1.2.6:** Facilitate and support participation in physical fitness programs and departmental encouragement to make healthy lifestyle choices.
 - **Expected Outcome:** Greater departmental physical aptitude, personal satisfaction, and improved morale.
- **MEASURE 1.2.7:** Encourage participation in the annual UHP Colonel's Fitness Challenge and other various fitness challenges through PST.
 - **Expected Outcome:** Positive habit creation and improved peer relations/camaraderie.
- **MEASURE 1.2.8:** Provide Trooper financial planning opportunities to reduce monetary stress.
 - **Expected Outcome:** Empowerment of Troopers to have financial freedom and eliminate potential financial strain that can affect other aspects of life.
- **MEASURE 1.2.9:** Provide Peer Support training for all new hires and their spouses.
 - **Expected Outcome:** By setting career expectations and providing knowledge of available peer support resources, help will be sought and potential mental/emotional issues can be addressed in a timely manner.
- **MEASURE 1.2.10:** Blomquist Hale general and virtual visits.
 - **Expected Outcome:** Troopers and their families will become knowledgeable of expanded mental health benefits (EAP). The

Department will promote the use of this and other tools to enhance mental health and cope with stressors.

- **MEASURE 1.2.11:** Utilization of four hours of Governor's mental health leave.
 - **Expected Outcome:** With supervisor support, this time will be used by Troopers to meet with a mental health professional, participate in mental health improvement activities, or recover from critical incidents.
- **MEASURE 1.2.12:** All troopers will attend annual wellness assessments with the department psychological provider.
 - **Expected Outcome:** Troopers will form a healthy relationship with mental health professionals, understand their current mental health, and learn to manage it. The Department will also learn what areas of wellness can be improved for Troopers.
- **MEASURE 1.2.13:** Employees will have the resources and knowledge to deal with the emotional and physical demands of the job with increased resiliency.

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- **PERSONAL PREPARATION**

- **OBJECTIVE 1.3 - CAREER SAFETY**

- Troopers will have fulfilling and successful careers, preventing premature departure from the department.
- Each trooper will set an example, above reproach, for communities and fellow officers.
- Troopers will adhere to the six values of the Utah Highway Patrol (Integrity, Service, Courage, Knowledge, Teamwork, and Professionalism) on and off duty.

- **MEASURES & EXPECTED OUTCOMES**

- **MEASURE 1.3.1:** Through adherence to the six values of the UHP, on and off duty, all troopers will have fulfilling and successful careers.
- **MEASURE 1.3.2:** The Office of Professional Standards will provide career safety training to all new hires and periodically to the entire department through in-service training.
 - **Expected Outcome:** Troopers will better understand possible disciplinary outcomes from poor choices, leading to fewer investigations into alleged employee misconduct.
- **MEASURE 1.3.3:** Abide by the Law Enforcement Code of Ethics.
- **MEASURE 1.3.4:** Adhere to the organization's Mission Statement.
- **MEASURE 1.3.5:** Avoid a mindset that develops negative sub-cultural mindsets, beliefs, or practices.
- **MEASURE 1.3.6:** Understand and continually review policy.
- **MEASURE 1.3.7:** Working together, all troopers will maintain proficient and professional standards.
- **MEASURE 1.3.8:** Be proactive, self-aware, and observe early warning/indicators that are most vital to career safety.
- **MEASURE 1.3.9:** All troopers will have the support and confidence to identify and correct problems lying in wait.

- **OBJECTIVE 1.4 - BENCHMARKS**

- The benchmark program is designed to increase a trooper's knowledge and capabilities as they progress through their career. It helps them gain additional skills and refine abilities acquired through regular job duties, making them more effective and capable of handling additional responsibilities.

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- **PERSONAL PREPARATION**

- **MEASURES & EXPECTED OUTCOMES**

- **MEASURE 1.4.1:** Completion of associated benchmark courses.
 - **Expected Outcomes:** All troopers and sergeants will complete the benchmark requirements as outlined.

- **OBJECTIVE 1.5 - POST-SECONDARY EDUCATION**

- Post-secondary education is an important part of employee development.
- The Utah Highway Patrol is committed to a goal of achieving and maintaining a 66% workforce with a post-secondary education.
- Post-secondary education is critical for personal development and necessary for the future leadership of the organization.

- **MEASURES & EXPECTED OUTCOMES**

- **MEASURE 1.5.1:** The Department will encourage employees to increase their educational opportunities in the following areas:
 - Encourage employees to use the education reimbursement program.
 - Provide information on available resources like schools, programs, grants, and scholarships.
 - Supervisors and employees will work together on schedules to achieve both the department's mission and the employee's educational goals.
 - Administration will recognize graduates at an annual recognition luncheon.
 - College graduates may be given additional consideration in the promotional process.
 - **Expected Outcomes:**
 - Disseminate information through the "Trooper Weekly Report" publication.
 - Provide opportunities to attend Northwestern Staff and Command and the FBI Academy.
 - Provide a yearly luncheon for recognition.

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- **GOAL #2: INTERNAL SERVICE**

- Foster an internal culture that embraces meaningful work and inspires outstanding employee performance.

- **OBJECTIVE 2.1 - TROOPER ENFORCEMENT**

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

- Troopers will make every enforcement contact an opportunity to educate the public and help "Keep Utah Safe" by providing coverage along the I-15 corridor, with a goal of 24-hour coverage by 2026.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 2.1.1:** All troopers will engage in increased enforcement efforts, with an emphasis on: Speed, Seatbelt, DUI, Reckless driving, and Distracted driving. Additional enforcement will be provided during special events, targeted holiday traffic weekends, and the 100 Deadliest Days of Summer.
 - **Expected Outcome:** Reduce crashes and deaths on all Utah roadways throughout the year.
 - **MEASURE 2.1.2:** Troopers will participate in various training opportunities, such as criminal interdiction, to identify all threats and hazards on Utah roadways. Leaders will support proactive enforcement to nurture core competencies, confidence, and learning opportunities.
 - **Expected Outcome:** Reduce traffic-related injuries and fatalities through effective and targeted enforcement efforts.
 - **MEASURE 2.1.3:** Troopers will engage in high-volume, balanced, and strategic traffic enforcement on every shift, using Data Driven Approach to Crime and Traffic Safety (DDACTS) strategies. Troopers will focus on the top five contributors to fatal crashes: DUI, Seatbelt Violations, Speeding, Distracted/Drowsy Driving, and Equipment Violations.
 - **Expected Outcomes:** Identify and remove impaired drivers. Identify aggressive and distracted drivers and take appropriate enforcement action. Identify criminal indicators during traffic stops and take appropriate enforcement action. Maintain an effective and proactive UHP enforcement culture through ongoing training.

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- **INTERNAL SERVICE**
- **OBJECTIVE 2.2 - TECHNOLOGY SERVICES**
 - Develop and leverage technology and information sharing to increase the capacity and effectiveness of UHP troopers.
 - The technology section will continue to develop and improve a single point of support for troopers and allied agencies by maintaining an effective, statewide, 24-hour support function.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 2.2.1:** Manage the digital storage of video evidence for the department.
 - **Expected Outcome:** Full implementation of a digital storage solution for UHP video/digital evidence.
 - **MEASURE 2.2.2:** Implement new RMS and CAD to CAD systems.
 - **Expected Outcome:** Full implementation of a new RMS and CAD system, biometric scanning capabilities, and digital driver license technology.

- **MEASURE 2.2.3:** Integration of biometric scanning capabilities.
 - **Expected Outcome:** Maintain and develop good relationships with internal partners, external customers, and outside vendors.
- **MEASURE 2.2.4:** Digital driver license technology integration into Tyler RMS and all Trooper Work phones for Verification.
- **MEASURE 2.2.5:** The Utah Highway Patrol Technology Services provide and manage in-car and body cameras with data storage, the Records Management System (RMS), and access usage of criminal information with the Bureau of Criminal Identification (BCI).
- **MEASURE 2.2.6:** Continue to provide customer service for other state agencies, such as DNR, DOC investigations, and UDOT.
- **MEASURE 2.2.7:** Develop accountability measures for external vendors and departments.
- **MEASURE 2.2.8:** Increased staffing and funding to meet increasing technology demands in law enforcement.
- **MEASURE 2.2.9:** Maintain effective working relationships with the Utah Department of Technology Services (DTS).
- **MEASURE 2.2.10:** Mobile applications and smart technology: RMS, UCJIS, SMOT, ESS availability and applications.

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- **INTERNAL SERVICE**
- **OBJECTIVE 2.3 - MANPOWER & FIELD OPERATIONS**
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 2.3.1:** Increase Trooper staffing levels to meet demands associated with new and expanded state roadway responsibility. Current projects include:
 - Bangerter Highway/Mountain View Corridor - Salt Lake/Utah County
 - SR7/17 - Washington County
 - Mid-Valley Highway - Tooele County
 - I-15 Southern Corridor, 24/7 Coverage Juab, Millard, Beaver, Iron, and Washington Counties
 - **Expected Outcomes:** As openings are staffed, operations can begin incrementally along roadways like Bangerter Highway and the West Davis Corridor.
- **OBJECTIVE 2.4 - RECRUITMENT, DEVELOPMENT & RETENTION**
 - Recruit and retain the highest qualified candidates while enhancing all employees' knowledge, skills, and abilities to meet current and future challenges.
 - The Utah Highway Patrol will effectively represent the communities of Utah and be better prepared to meet the demands of "Keeping Utah Safe".
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 2.4.1:** Explore new and innovative marketing strategies to appeal to motivated individuals ready to be a Utah State Trooper.
 - **Expected Outcome:** Through recruiting and retaining quality employees, UHP will increase staffing levels, develop effective troopers, and identify

future leaders. UHP will work to maintain a vacancy rate within sworn positions of less than 5%.

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- **MEASURE 2.4.2:** Encourage current DPS employees to refer qualified candidates.
- **MEASURE 2.4.3:** The Utah Highway Patrol will strive to actively engage a diverse recruitment pool for future troopers.
- **MEASURE 2.4.4:** Continue to enhance and perpetuate the "Just Cause" of a UHP trooper.
- **MEASURE 2.4.5:** Instill Department core values and culture.
- **MEASURE 2.4.6:** Maintain a fair and aggressive compensation plan to ensure the UHP remains effective in recruiting and retaining the best law enforcement officers.
- **MEASURE 2.4.7:** Actively encourage troopers to work toward continued education, personal development, and advancement opportunities.
- **MEASURE 2.4.8:** Seize every opportunity to recognize exceptional performance and service.
- **MEASURE 2.4.9:** UHP recruitment efforts will use technology to engage applicants and their families throughout the hiring process.
- **MEASURE 2.4.10:** Provide training to create a well-rounded trooper, including Benchmarks, In-service, Leadership development, and Advancement preparation.

- **OBJECTIVE 2.5 - PEER SUPPORT & WELLNESS**

- The Peer Support Team (PST) will share its mission to provide emotional support after exposure to traumatic incidents.
- Support is provided to both sworn and non-sworn DPS employees, as no one in public safety is exempt from job-related stress.
- Department members, their families, and retirees will have immediate access to mental health resources.

- **MEASURES & EXPECTED OUTCOMES**

- **MEASURE 2.5.1:** The PST will continue to seek qualified candidates in good standing with the department who have the desired qualities of a peer support team member.

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- The PST will be led by a contracted mental health clinician to certify team members and oversee operations. A wellness coordinator will enhance the wellness program and provide ongoing peer support training, certification for new members, awareness training for all troopers, and other resources.

- **Expected Outcome:** As the peer support team develops, additional statewide training can be implemented through All Trooper Training, All Supervisor Training, Inservice, In-House Academy, regional peer-to-peer contact, and training.
 - **MEASURE 2.5.2:** The Utah Highway Patrol will continue to identify and develop strategies to advance the effectiveness of peer support and wellness through quarterly challenges, education, and other opportunities.
 - **Expected Outcome:** Acquisition of connectivity tools like an app, increased communication between the department and the wellness program/PST, regular audits of program effectiveness, and constantly seeking new literature and means of improvement.
 - **MEASURE 2.5.3:** Troopers and their families will have increased wellness and job satisfaction, which will enhance a cohesive working environment and positive interactions with citizens. Retirees will also have access to peer support to help them transition to retirement.
 - **Expected Outcome:** Continued development of effective outreach strategies, learning opportunities, and distribution of wellness material. Other engagement opportunities through family and retired workshops/events.
- **OBJECTIVE 2.6 - VEHICLE SAFETY**
 - Troopers will deliver regular and focused messaging on the consequences of unsafe vehicles through media to educate and encourage compliance, by partnering with the Highway Safety Office.
 - The goal is to reduce traffic collisions, injuries, and deaths through increased awareness and adherence to vehicle safety standards.

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- **INTERNAL SERVICE**
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 2.6.1:** Increase enforcement efforts focusing on the top five equipment violations:
 - Unsafe or unapproved tires
 - Altered vehicles
 - Damaged or broken equipment/glass
 - Window tint
 - Unapproved or non-working lighting
 - **Expected Outcomes:** Collection of data to highlight needs and successes. Increased law enforcement contacts for equipment violations. Reduction in equipment-related crashes and fatalities. Safer vehicles on Utah's roadways that are compliant with equipment laws.
 - **MEASURE 2.6.2:** Continued training on identification, documentation, and enforcement of equipment laws. Troopers will use department-issued toolkits, including tint meters, tire pressure gauges, and tire tread depth gauges.

- **Expected Outcome:** Training on equipment violations and the use of issued equipment (Inservice).
- **MEASURE 2.6.3:** Deliver regular and focused media messaging on the consequences of unsafe vehicles.
- **MEASURE 2.6.4:** Partner with the Highway Safety Office to create public outreach media for Driver's Education classes and other online platforms.
 - **Expected Outcome:** Reduction in crashes related to equipment failure.
- **MEASURE 2.6.5:** Continue to educate the public through traffic enforcement.
 - **Expected Outcome:** Crash reduction due to equipment violations.
- **MEASURE 2.6.6:** Conduct equipment enforcement blitzes to saturate Utah roadways.
- **MEASURE 2.6.7:** Continue to use the Vehicle Repair Order (VRO) process as an administrative tool to ensure compliance.
 - **Expected Outcome:** Reduction of crashes due to equipment violations.
- **MEASURE 2.6.8:** Provide training and support to allied agencies in equipment violation enforcement and use of the VRO program.

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- **INTERNAL SERVICE**
- **MEASURES & EXPECTED OUTCOMES**
 - **Expected Outcome:** Greater database on equipment violations that lead to crashes.
 - **MEASURE 2.6.9:** Tracking of faulty equipment as a contributor to vehicle crashes.
 - **Expected Outcome:** Data collection to address problem violations and crash causation.
 - **MEASURE 2.6.10:** Tracking of equipment violations through citations and warnings issued.
 - **Expected Outcome:** Data collection to address problem violations and crash causation.
 - **MEASURE 2.6.11:** Tracking of VROs issued and compliance of violators.
 - **Expected Outcome:** Data collection to address problem violations and crash causation.
- **OBJECTIVE 2.7 - COMMERCIAL MOTOR VEHICLE SAFETY PROGRAM**
 - Work with internal and external partners to advance commercial motor vehicle safety through effective engagement, enforcement, education, and partnerships.
 - Reduce traffic collisions, injuries, and deaths through increased awareness and adherence to commercial vehicle safety standards.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 2.7.1:** Truck inspectors will focus efforts on the top three commercial vehicle areas: Traffic violations and CMV driver behaviors, Hours of Service (HOS), and Brakes.
 - **Expected Outcome:** Collection of data to highlight needs and successes.

- **MEASURE 2.7.2:** Provide training and equipment to improve semi-crash investigation and enforcement.
 - **Expected Outcome:** Reduction of Hours of Service (HOS) and CMV driver error crashes.
- **MEASURE 2.7.3:** DUI and TAT enforcement blitzes using overtime.
 - **Expected Outcome:** Measured increase in contacts for commercial vehicles.
- **MEASURE 2.7.4:** Provide training to companies on properly securing loads.
 - **Expected Outcome:** Safer commercial vehicles traveling Utah's roadways.

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- **INTERNAL SERVICE**

- **MEASURE 2.7.5:** Perform post-crash fatal investigations on every fatal crash.
 - **Expected Outcome:** Monitor MCIT team training and MCSAP specific expenses to ensure proficiency.
- **MEASURE 2.7.6:** Increased enforcement on CMV traffic violations that are causing crashes.
 - **Expected Outcome:** Become certified and conduct 8 PBBT inspections.
- **MEASURE 2.7.7:** ELD and log book violations tracked.
 - **Expected Outcome:** Data collection to address problem violations and crash causation.
- **MEASURE 2.7.8:** Brake violations identified and corrected.
 - **Expected Outcome:** Data collection to address problem violations and crash causation.
- **MEASURE 2.7.9:** Implement VIS (Vehicle Inspection Systems) check trailers for targeted enforcement.
 - **Expected Outcome:** Data collection to address problem violations and crash causation.
- **MEASURE 2.7.10:** Troopers will provide consistent and focused messaging on the consequences of unsafe commercial motor vehicles by providing company-specific outreach and working with the Utah Truckers Association. These efforts are tracked in the MSCAP grant.
 - **Expected Outcome:** Continued training and outreach, and gaining voluntary compliance.
- **MEASURE 2.7.11:** Troopers will partner with UDOT to enhance public outreach programs inside Ports of Entry, including Truckers Against Trafficking, Annual Top Hands Training & Competition, and assistance with the National Association of Inspector Championships.
 - **Expected Outcome:** Participation in joint projects like road checks, human trafficking blitzes, and other annual trainings.
- **MEASURE 2.7.12:** Continued/ongoing training to increase proficiency in commercial motor vehicle state and federal regulations, including Top Hands training and Parts A and B inspection training.

- **Expected Outcome:** Proficiency in applying state and federal regulations relating to safety inspection and commercial vehicle inspections.

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- **INTERNAL SERVICE**

- **MEASURE 2.7.13:** Troopers will receive training and become proficient on the Performance Based Brake Tester (PBBT), with an application of PBBT per trooper per year for each certified PBBT inspector to increase safety in problem areas related to brakes and equipment crashes.
- **MEASURE 2.7.14:** Annual Top Hands training/conference to enhance proficiency with internal and external partners. All troopers are to attend annual training for Out of Service and operational policies.
 - **Expected Outcome:** Proficiency in applying state and federal regulations relating to safety inspection and commercial vehicle inspections.

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- **GOAL #3: EXTERNAL SERVICE**

- Provide quality and consistent external services that improve public safety.

- **OBJECTIVE 3.1 - MOTORCYCLE SQUAD**

- The Motor Squad accomplishes UHP goals through proactive enforcement, public education, inter-agency training, and by providing traffic services for special and high-profile events.
- The squad's goals include a yearly total of vehicles stopped and increasing the number of available motors to 30, with the eventual goal of a full-time dedicated traffic enforcement squad to focus on crash hotspots statewide.

- **MEASURES & EXPECTED OUTCOMES**

- **MEASURE 3.1.1:** 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.
 - **Expected Outcomes:** Crash reduction and improved traffic patterns. Increased public involvement and awareness.
- **MEASURE 3.1.2:** Increase public education opportunities, including motorcycle safety classes, public awareness events, and community interaction.
 - **Expected Outcome:** UHP will be more efficient and effective at addressing problem areas.
- **MEASURE 3.1.3:** Continue to offer training to other law enforcement agencies with motorcycle squads, enhancing cohesiveness and establishing higher levels of safety and professionalism.
 - **Expected Outcome:** Other law enforcement agencies will benefit from the training provided by UHP.
- **MEASURE 3.1.4:** Participate in monthly training opportunities for motor officers.

- **MEASURE 3.1.5:** Enforcement strategies will be based on a data-driven approach, using crash data from Highway Safety and enforcement data from the LEDC to drive enforcement in high crash zones. Adjusted enforcement plans will be created to use the unique capabilities of motor officers to target problem areas and recurring violations that cause crashes.
 - **Expected Outcome:** Reducing crashes by partnering with statewide sections to conduct enforcement blitzes in identified hotspot crash zones.

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- **EXTERNAL SERVICE**

- **MEASURE 3.1.6:** Expand to a dedicated full-time enforcement squad.
 - **Expected Outcome:** Reduce crashes by focusing on statewide hotspots.
- **MEASURE 3.1.7:** Increase the number of UHP motorcycle troopers from 24 to 30. The advancement of this goal is budget-driven, with increases from 22 to 24 in 2023 and 24 to 26 for 2025.
 - **Expected Outcome:** An increase in bikes will allow the program to expand to new areas of the state.
- **MEASURE 3.1.8:** This increase in manpower would allow for increased visibility and effectiveness of hot spot enforcement in populated areas and increased participation in enforcement events and special events, while avoiding "burnout" and reducing stress on home life.
- **MEASURE 3.1.9:** The motorcycle squad has a goal of 11,000 traffic stops each year, to be accomplished through proactive enforcement in identified hot spot areas.
 - **Expected Outcome:** Targeted high visibility traffic enforcement has been shown to decrease overall crashes, including fatal crashes.

- **OBJECTIVE 3.2 - DUI SQUAD**

- The DUI Squad, a Special Enforcement Team, will conduct high visibility traffic enforcement to interdict drivers before catastrophe. They will continue to support UHP Field Sections with DUI enforcement and training.

- **MEASURES & EXPECTED OUTCOMES**

- **MEASURE 3.2.1:** Focus on all impaired driving violations, including alcohol, prescription medications, and illicit drugs.
 - **Expected Outcome:** The effectiveness of the program will be measured by analyzing the number of arrests and successful prosecution of each case.
- **MEASURE 3.2.2:** Identify and conduct proactive enforcement in geographical areas with high DUI violation rates.
 - **Expected Outcome:** Decrease the number of traffic collisions, injuries, and deaths related to impaired driving.

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- **EXTERNAL SERVICE**

- **MEASURE 3.2.3:** Travel to field Sections throughout Utah, conducting refresher training and assisting in the enforcement of DUI laws.
 - **Expected Outcome:** Increased proficiency and effectiveness of Utah State Troopers in interdicting impaired drivers.
- **MEASURE 3.2.4:** Facilitate DUI blitzes on major holidays throughout the year.
 - **Expected Outcome:** An increase of enforcement will help decrease the number of traffic collisions, injuries, and deaths related to impaired driving.
- **MEASURE 3.2.5:** Frequently collaborate with the SBI Alcohol Enforcement Team to identify high-risk events and problem areas.
 - **Expected Outcome:** Collaboration will help the DUI squad focus enforcement efforts to remove impaired drivers from roadways.
- **MEASURE 3.2.6:** Identify opportunities for proactive public outreach, including working with the DPS Public Information Officer (PIO) office and partnering with the Utah Highway Safety Office and other task forces on coordinated enforcement projects.
 - **Expected Outcome:** Maintain an effective and proactive DUI enforcement culture through ongoing training.
- **MEASURE 3.2.7:** Work with SBI to identify bars or establishments with an increase in over-service violations that led to the loss of a liquor license.
- **MEASURE 3.2.8:** Actively engage in training initiatives, including new trooper DUI investigations training, refresher training for troopers on effective DUI case investigation, and POST's DUI training initiatives.
- **OBJECTIVE 3.3 - SERT**
 - The DPS Special Emergency Response Team (SERT) will consist of one full-time coordinator and 17 part-time operators.
 - In the interest of public safety, they will respond to incidents, assist with training, plan operations, and provide tactical response throughout Utah in support of federal, state, and local agencies.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 3.3.1:** Maintain staffing and training levels to provide tactical solutions for a variety of incidents.

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- **EXTERNAL SERVICE**
 - **Expected 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 team can quickly and effectively respond to incidents and provide for the safety of officers and citizens.
 - **MEASURE 3.3.2:** SERT Team members will assist UHP Training to build tactical core competencies within and outside of the Department.
 - **Expected Outcome:** Provide the most professional, proficient, and timely tactical response to ensure the best outcome during high-risk operations and incidents.

- **MEASURE 3.3.3:** Provide opportunities for DPS to collaborate and train with agencies throughout the state.
- **MEASURE 3.3.4:** Continue to develop and leverage effective operational capabilities between DPS SERT and DPS SBI.
- **MEASURE 3.3.5:** Expand SERT support in Southern Utah and other rural areas with operators and supervision.
- **MEASURE 3.3.6:** DPS SERT will maintain high-level skill sets and standards, including the National Tactical Officers Association (NTOA) recommendation of 20 hours of proficiency training per month.
- **MEASURE 3.3.7:** The SERT team will have a working relationship with the Threat Management Unit (TMU) and support their team in crisis negotiation capabilities statewide.
- **OBJECTIVE 3.4 - PPU**
 - The DPS Public Protection Unit (PPU) will maintain training and equipment specialized in crowd management.
 - The team will be capable of statewide deployment in response to, but not limited to, crowd management, civil disorder, and rioting.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 3.4.1:** Equip all PPU team members with rapid deployment equipment and resources to safely accomplish their mission and meet or exceed NTOA standards.
 - **Expected Outcome:** A fully trained and staffed team that is equipped and available to respond throughout the state as a resource to maintain or establish order.
 - **MEASURE 3.4.2:** Establish and support regional multi-agency POU relationships and agreements, finding opportunities to train and build relationships with partner agencies.
 - **Expected Outcome:** Maintain and continue to develop inter-agency relationships with federal, state, and local agencies.

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- **EXTERNAL SERVICE**
 - **MEASURE 3.4.3:** Maintain PPU staffing levels sufficient to accomplish ongoing operations and respond to critical incidents, with a goal of 50 total members.
 - **Expected Outcome:** Maintain a working relationship and cross-train with the Army and Air National Guard.
 - **MEASURE 3.4.4:** Active and trained squad to support the Capitol Protection bureau.
 - **MEASURE 3.4.5:** Growing population and increasing tactical incidents in Southern Utah and other rural areas enhance the need to expand DPS PPU Troopers and Supervision in those areas.
 - **MEASURE 3.4.6:** All team members will be properly trained to the Level One Standard and maintain this standard through monthly training.

- **MEASURE 3.4.7:** Continue our role in the National Institute of Justice (NIJ) committee's development of a national standard for law enforcement.
- **MEASURE 3.4.8:** Continue training in Mobile Field Force (MFF) and receive the necessary equipment throughout the entire department.
- **OBJECTIVE 3.5 - K9 & CRIMINAL INTERDICTION**
 - In 2023, the Utah Highway Patrol was legislatively approved for a 10-person full-time interdiction/K9 team.
 - The Criminal Interdiction and K9 Team are comprised of full and part-time troopers stationed statewide, who support the 14 UHP Field Sections with criminal interdiction enforcement and training.
 - Five Explosive K9s are assigned to Section 18 at the Utah State Capitol, where they provide physical security, assist with explosive sweeps, and conduct evidence searches.
 - In 2025, the staffing for the full-time Criminal Interdiction team was increased to fifteen Trooper/K-9 teams to support fentanyl enforcement efforts.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 3.5.1:** Maintain consistency in all enforcement actions.
 - **Expected Outcome:** Recruit and select existing part-time members to become full-time interdiction/K9 team members.

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- **EXTERNAL SERVICE**
 - **MEASURE 3.5.2:** Identify and investigate indicators of criminal activities discovered on traffic stops.
 - **MEASURE 3.5.3:** Provide the proper tools to K-9 handlers and interdiction team members to carefully and thoroughly search vehicles.
 - **Expected Outcome:** Collect and share data and intelligence from all significant criminal cases with law enforcement partners.
 - **MEASURE 3.5.4:** Partner with local, state, and federal agencies in criminal investigations.
 - **Expected Outcome:** Create a barrier preventing distribution of illicit products through increased criminal interdiction.
 - **MEASURE 3.5.5:** Implement saturation projects throughout Utah, at a minimum of four times annually.
 - **Expected Outcome:** Share intel with SIAC on all major drug seizures to investigate local and national drug trafficking organizations.
 - **MEASURE 3.5.6:** Maintain certification while actively participating in National Crimes Against Children Enforcement projects.
 - **MEASURE 3.5.7:** Five explosive detection canines to complement the drug detection program.
 - **MEASURE 3.5.8:** Conduct comprehensive audits to ensure consistency in enforcement actions and determine outcomes in criminal cases, thereby enhancing investigative processes.

- **MEASURE 3.5.9:** Conduct explosive sweeps at large public gatherings, during VIP visits, and during legislative meetings.
- **MEASURE 3.5.10:** Monitor the national training progress and legal acceptance of using police canines to detect fentanyl substances.
- **MEASURE 3.5.11:** Provide education to the public about the importance of K-9s as a useful tool for law enforcement.
- **MEASURE 3.5.12:** Provide support to internal and external partners with narcotics detection and patrol apprehension requests.
- **MEASURE 3.5.13:** Provide outreach within the Department in search of talent as future K-9 handlers and interdiction team members.
- **MEASURE 3.5.14:** Maintain competency and expertise in relevant case law, canine standards, and state code through ongoing training from both state and federal prosecution partners.
- **MEASURE 3.5.15:** Attend nationally recognized criminal interdiction training to increase team proficiency.
- **MEASURE 3.5.16:** Provide comprehensive department-wide training to educate troopers on the capabilities and limitations of K-9 operations. Incorporate specialized search and seizure training for new hires.
- **MEASURE 3.5.17:** Provide POST certifications in Narcotics Detection, Explosives Detection, and Patrol Apprehension for all canines and handlers.

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- **EXTERNAL SERVICE**
- **OBJECTIVE 3.6 - DIVE TEAM**
 - The Utah Department of Public Safety Dive Team will use various dive specialty skills and advanced underwater searching equipment to protect the critical infrastructure of Utah.
 - The DPS dive team will partner with federal, state, county, and local agencies to support public safety, including evidence collection, vehicle recoveries, and search and recovery efforts of drowning victims.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 3.6.1:** Equip the dive team with reliable and up-to-date equipment and technologies to enhance proficiency and safety while maintaining FEMA type II rating standards.
 - **Expected Outcome:** Maintain and develop additional inter-agency relationships with federal, state, and local agencies.
 - **MEASURE 3.6.2:** Maintain the staffing levels of the DPS Dive Team to effectively and safely accomplish various missions through ongoing training and the use of technology and equipment.
 - **Expected Outcome:** Participate in events related to training, public education, and other activities where support from the team is appropriate.
 - **MEASURE 3.6.3:** Seek opportunities to better equip and train the team through researching and implementing best practices and new technology.

- **MEASURE 3.6.4:** Provide opportunities for DPS to collaborate and train with agencies throughout the state.
- **OBJECTIVE 3.7 - AERO BUREAU**
 - Deliver effective law enforcement and public safety aviation resources throughout the State of Utah.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 3.7.1:** The DPS Aero Bureau will support all law enforcement agencies within the state with airborne law enforcement and search and rescue operations.
 - **Expected Outcome:** A well-trained and equipped team will allow the Aero Bureau to provide efficient and effective assistance to the State of Utah.

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- **EXTERNAL SERVICE**
 - **MEASURE 3.7.2:** The Aero Bureau will seek out new and innovative equipment and training to further develop the program in the interest of public safety.
 - **MEASURE 3.7.3:** Conduct regular training to maintain proficiency on hoisting, FLIR, camera, and recording functions, and general Search and Rescue and Airborne Law Enforcement missions.
 - **MEASURE 3.7.4:** Provide critical Life Safety and Officer Safety air assets and operations to increase safety and effectiveness, while minimizing officer exposure to high-risk threats and environments.
 - **MEASURE 3.7.5:** Provide effective and accurate ongoing cost analysis associated with the demand for LE Air Resources throughout Utah.
 - **Expected Outcome:** Provide stakeholders with clear data on the costs associated with this critical service.
- **OBJECTIVE 3.8 - MCIT**
 - The Major Crash Investigation Team (MCIT) will provide timely, accurate, complete, and efficient major crash investigations and support to UHP, local law enforcement, and victims.
 - The team will be staffed with well-trained experts who are equipped with the best current technology to lead the state in providing crash scene investigations.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 3.8.1:** Ongoing evaluation of current equipment and software to increase accuracy, effectiveness, and decrease report completion time, including Total Station & GPS System, UAV/Drone, Laser scanner, and Software.
 - **Expected Outcome:** MCIT will produce professional investigations and timely follow-up by ensuring all investigations meet department standards before submission to the local prosecutor. The team will conduct fatal crash case review meetings to ensure prosecutors receive timely and complete investigations and are engaged early in the process.
 - **MEASURE 3.8.2:** Identification of future equipment and software needs to increase efficiency and effectiveness.

- **MEASURE 3.8.3:** Identify future evidence storage locations for vehicles involved in significant and fatal crashes.
- **MEASURE 3.8.4:** Establish and maintain a clear training path for field personnel to aid in increased quality of reports and properly capture, document, and preserve evidence.
- **MEASURE 3.8.5:** 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.

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- **EXTERNAL SERVICE**
- **OBJECTIVE 3.9 - CRASH CLEARANCE**
 - Increase motorist and Trooper safety, while reducing secondary crashes, through effective and safe crash clearance techniques.
 - Develop effective crash clearance strategies that are universally implemented by all troopers and traffic incident responders statewide.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 3.9.1:** Effectively utilize relationships with local media to bring attention to traffic incident management (fender bender move-off, slow down, move over, crash clearance and safety).
 - **Expected Outcome:** Increase safety of motorists and crash responders and reduce traffic incident impacts by reducing clearance times, secondary crashes, and the number of responders struck at traffic incidents.
 - **MEASURE 3.9.2:** Dispatchers capable of providing instructions to drivers to clear travel lanes and move to an off-highway location whenever possible.
 - **MEASURE 3.9.3:** Educate troopers in effective crash clearance techniques to reduce secondary crashes and struck-by incidents.
 - **MEASURE 3.9.4:** Continue to coordinate with current TIM Coalition partners to develop web and mobile applications to enhance the effectiveness of towing rotations and response.
 - **MEASURE 3.9.5:** Collaborate with UDOT, the Utah TIM Coalition, and other law enforcement agencies to expand the current National TIM program within the state.
 - **MEASURE 3.9.6:** Provide education and enforcement of the Slow Down, Move Over law and educate the public to move crashes off the roadway when possible.
 - **MEASURE 3.9.7:** Offer Traffic Incident Management Systems (TIMS) training to multi-disciplinary first responder groups and ongoing training to troopers.
 - **MEASURE 3.9.8:** Maintain a Northern and Southern TIM Coalition.
- **OBJECTIVE 3.10 - SLCC**
 - Provide a safe and secure environment for all students, faculty, and Salt Lake Community College (SLCC) campus visitors.
 - Provide effective law enforcement resources trained and equipped to meet the demands of an academic law enforcement environment.

- **EXTERNAL SERVICE**
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 3.10.1:** Lead Rescue Task Force Training each year at SLCC campuses in conjunction with DPS SERT and PPU teams to prepare for public events and critical incidents.
 - **Expected Outcome:** Salt Lake Community College and the Utah Highway Patrol are partners in campus safety, with preparedness, prevention, mitigation, response, and recovery all being trained for. Section 21 troopers have the necessary training to be successful and can use various tools and resources to address campus safety concerns.
 - **MEASURE 3.10.2:** The bicycle patrol squad uses updated training methods to stay ready, and squad members stay visible on campus to prevent criminal activity.
 - **MEASURE 3.10.3:** Engage SLCC Public Safety and staff for constant involvement of law enforcement services.
 - **MEASURE 3.10.4:** Conduct training on campus with faculty, staff, and students. Practice techniques and ensure participants feel confident with the training.
 - **MEASURE 3.10.5:** Develop partnerships with local agencies and organizations to achieve the DPS & SLCC mission.
 - **MEASURE 3.10.6:** Ensure effective communication and coordination with SLCC public safety and staff.
 - **MEASURE 3.10.7:** Continued training will be provided to all troopers assigned to Section 21 to keep them engaged and proficient, including: Less-lethal tactics, Clery 101, Title IX, Lethality Assessment Protocols, and Interview and Interrogation.
 - **MEASURE 3.10.8:** Reports and investigations are held to the highest standard. Investigations will be handled professionally and thoroughly, and reports will be detailed to ensure the prosecution of criminal cases.
 - **MEASURE 3.10.9:** Timely reporting of incidents to SLCC Public Safety.
 - **MEASURE 3.10.10:** Proactive implementation of campus safety and threat management standards and training.
- **OBJECTIVE 3.11 - CAPITOL & EXECUTIVE PROTECTION**
 - Provide effective safety and security for the Utah State Capitol, elected officials, and the citizens of Utah.
 - Provide professional executive protection services to the Governor and other elected officials as needed.

- **EXTERNAL SERVICE**
- **MEASURES & EXPECTED OUTCOMES**

- **MEASURE 3.11.1:** Provide professional and courteous law enforcement encounters with a proactive police presence through patrols in cars, on foot, and on bicycles to deter criminal behavior and enforce statutes.
 - **Expected Outcome:** Working with partners, troopers will keep officials, government employees, and the public safe. Troopers will be proficient with training and equipment to effectively respond to incidents and will be the epitome of professionalism.
- **MEASURE 3.11.2:** Provide crowd control and maintain order during large and/or high-profile demonstrations, rallies, and other events.
- **MEASURE 3.11.3:** Conduct community-oriented policing efforts cooperatively in and around state facilities.
- **MEASURE 3.11.4:** Offer/conduct training for Capitol stakeholders on threats and workplace violence, security posture, safe space designations, emergency protocols, and active shooter training.
- **MEASURE 3.11.5:** Members of the Threat Management Unit (TMU) will monitor threats to elected officials, state employees, and state buildings.
- **MEASURE 3.11.6:** Perform protective services, securing state-owned buildings, property, and equipment.
- **MEASURE 3.11.7:** Work and coordinate effectively with all Capitol stakeholders.
- **MEASURE 3.11.8:** Continue to provide monthly situational reports to critical stakeholders, advising of the current threat climate, cases, and notable events.
- **MEASURE 3.11.9:** Effective and proactive law enforcement and Capitol protection resources include: Bike Squad, Explosive Detection K-9, Public Protection Unit/Mobile Field Force, SERT, Security tactics/expertise, Active monitoring and management of cameras and access control, Emergency notification application (DIR-S), Threat management investigation, and Executive Protection.
- **MEASURE 3.11.10:** Seek out and implement new technologies and best practices related to building and personal protection.

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- **EXTERNAL SERVICE**
- **OBJECTIVE 3.12 - 24/7 PROGRAM**
 - The 24/7 Sobriety Program was instituted statewide in 2022, with 20 counties currently participating.
 - The program has had 2,700 active participants and has proven beneficial in allowing DUI offenders to maintain their driving privileges and avoid jail time while ensuring public safety.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 3.12.1:** The program coordinator will maintain communication with every Sheriff's office to promote and implement the program. The coordinator will also work with prosecutors and defense attorneys to communicate the program's necessity.

- **Expected Outcome:** With the program's implementation, offenders can maintain their driving privileges and employment. There is an anticipated reduction in DUI recidivism and fatality rates. The program is expected to improve accountability and may change drinking habits, reducing criminal activity.
- **MEASURE 3.12.2:** The coordinator will conduct training for all correctional facilities in Utah, including law enforcement, courts, judges, clerks, and prosecutors. Training will focus on program rules and regulations and creating communication channels. There are currently 19 of 25 possible counties with operating 24/7 programs.
- **MEASURE 3.12.3:** The Utah Highway Patrol will continue to support the 24/7 program and engage other law enforcement entities in onboarding the program. This engagement will help bring programs online quicker, resulting in a reduction in DUI recidivism and fatality rates.
 - **Expected Outcome:** The coordinator will monitor DUI-related statistics to determine the program's effectiveness.

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- **EXTERNAL SERVICE**
- **OBJECTIVE 3.13 - PI&E**
 - The Public Information & Education (PI&E) community outreach program will contribute to traffic safety education by focusing on high-risk driving behaviors such as speed, failure to wear seat belts, distracted driving, impaired driving, and drowsy driving.
 - The program will strive to reach new audiences through social media, virtual presentations, and new technologies.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 3.13.1:** Focus PI&E efforts across the state to increase effectiveness among targeted driving groups and better use grant funding.
 - **Expected Outcomes:** Engaging with communities and educating them on traffic safety laws will promote safe driving, deter poor driving habits, and strengthen the relationship between law enforcement and the community. PI&E troopers will work together to engage citizens in achieving the mission of "Keeping Utah Safe".
 - **MEASURE 3.13.2:** Promote and facilitate an education board-approved presentation in all public high school driver education classes each year. Train field section troopers to effectively provide these presentations in their local communities.
 - **MEASURE 3.13.3:** Promote and coordinate a High School Outreach program for each field section in the UHP.
 - **MEASURE 3.13.4:** Coordinate closely with the DPS Public Information Office and Highway Safety on targeted campaigns through various media platforms related to motoring public safety.

- **MEASURE 3.13.5:** Assist UHP field sections and the DPS Community Outreach team with outreach to other local groups such as religious organizations, community events, and county/state fairs.
- **MEASURE 3.13.6:** Engage field sections in PI&E events by seeking local troopers to become involved and contribute to the program.
- **MEASURE 3.13.7:** PI&E officers will seek personal development in presentation skills and content related to public safety and the motoring public.

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- **EXTERNAL SERVICE**
- **OBJECTIVE 3.14 - COMMUNITY ENGAGEMENT**
 - The goal is to create community awareness about the Department and its divisions, decrease crime, and increase trust in law enforcement.
 - DPS employees will build respectful relationships with the community and provide meaningful service, paying particular attention to those in crisis, experiencing mental illness, or addiction.
 - The vision is to increase safety and security through trusting relationships and having the knowledge and resources to connect individuals to appropriate social services.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 3.14.1:** The Department will facilitate consistent meetings with key stakeholders and community partners.
 - **MEASURE 3.14.2:** The Department will use social media platforms to engage in meaningful and informative interactions with the public.
 - **Expected Outcome:** This will create better transparency and help humanize the work of troopers.
 - **MEASURE 3.14.3:** The Department will train employees on improving interactions with the public and earning trust through positive and meaningful interactions.
 - **Expected Outcome:** Better collaboration between law enforcement and the community will create a more effective environment where residents understand the department's principles and goals.
 - **MEASURE 3.14.4:** DPS employees will seek opportunities to build relationships of trust by being actively engaged in the community, specifically with communities of faith, refugee, and minority communities.
 - **Expected Outcome:** These initiatives will help demystify DPS' practices, providing the community with a better understanding of law enforcement, which contributes to building trust and confidence.

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- **EXTERNAL SERVICE**

- **MEASURE 3.14.5:** The Department of Public Safety will implement innovative efforts to interact with the public, such as creating after-school activities that engage at-risk youth.
- **MEASURE 3.14.6:** The Department will use social media to advertise safety tips and community engagement services.
- **MEASURE 3.14.7:** The Department will coordinate with the State Bureau of Investigations (SBI), Utah Highway Patrol (UHP), and Peace Officer Standards and Training (POST) to ensure its message is reaching and teaching all communities.
- **OBJECTIVE 3.15 - DIVERSITY & CULTURAL AWARENESS**
 - The goal is to educate DPS employees on racial and cultural disparities that can occur within diverse communities and to obtain a better understanding of these communities.
 - DPS employees will be trained to engage communities with knowledge, understanding, and respect.
 - The Department will engage in conversations with diverse communities to increase understanding from both sides.
 - The vision is to create an environment where the public feels safe and respected, and employees understand the value of positive interactions with diverse populations.
 - The Department will train employees to acquire the necessary cultural competency skills.
 - The Department and its divisions will employ culturally diverse individuals.
 - Employees will be trained to understand and respond appropriately to the concept of unintended bias within themselves and encourage their peers to do the same.
- **MEASURES & EXPECTED OUTCOMES**
 - **MEASURE 3.15.1:** The Department will collaborate and meet regularly with special interest groups and diverse communities.

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- **EXTERNAL SERVICE**
 - **Expected Outcome:** Strengthened trust and confidence between law enforcement and the community, leading to increased cooperation, crime reporting, and collaborative problem-solving.
 - **MEASURE 3.15.2:** The Department will increase the number of sworn employees involved in community events, with a focus on engagements with underrepresented communities.
 - **Expected Outcome:** Create a force multiplier where troopers become more familiar with and appreciate community policing efforts while also increasing department relationships with communities.
 - **MEASURE 3.15.3:** The Department will provide better service to the public and its employees by utilizing knowledge from ongoing in-service diversity training.

- **Expected Outcome:** Increased cultural understanding and sensitivity among law enforcement officers, fostering awareness and responsiveness to various cultural norms, practices, and expectations.
- **MEASURE 3.15.4:** The Department will create external partnerships and collaborate with other law enforcement agencies to explore new and ongoing cultural humility and diversity training.
 - **Expected Outcome:** Improved understanding of community needs through two-way communication, enabling law enforcement agencies to adapt their approaches based on resident concerns and feedback on practices.
- **MEASURE 3.15.5:** The Department will seek out and use individuals with extensive backgrounds in diversity and inclusion training from local colleges, universities, and community groups.
 - **Expected Outcome:** Improved understanding of community needs through two-way communication, enabling law enforcement agencies to adapt their approaches based on resident concerns and feedback on practices.
- **MEASURE 3.15.6:** The Department will improve customer service through a deeper understanding that other communities view issues and incidents differently than law enforcement.
 - **Expected Outcome:** Increased cultural understanding and sensitivity among law enforcement officers, fostering awareness and responsiveness to various cultural norms, practices, and expectations.
- **MEASURE 3.15.7:** The Department will engage in crucial conversations with key stakeholders pertaining to life and cultural experiences. This will lead to maintaining trust and transparency with the populations served.
 - **Expected Outcome:** Proactive identification and resolution of community-specific problems, resulting in the development of effective community-based solutions and initiatives for crime prevention.
- **MEASURE 3.15.8:** The Department will create and maintain respectful relationships with the communities it serves.

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● EXTERNAL SERVICE

- **MEASURE 3.15.9:** Employees will be well-educated in cultural diversity, community involvement, and implicit bias through continuing education efforts.
- **MEASURE 3.15.10:** Department instructors will continue to teach diversity and inclusion classes and protocols through classroom and virtual instruction.
- **MEASURE 3.15.11:** Divide sensitivity training into two types: race relations and racial/cultural awareness.
- **MEASURE 3.15.12:** Remain inclusive in recruiting efforts and welcome new hires from all cultures.
- **MEASURE 3.15.13:** The Department will be transparent in its current and future practices to maintain public trust.

- **MEASURE 3.15.14:** Autism awareness training will be provided annually to all sworn members.
- **MEASURE 3.15.15:** Training will be provided on cultural awareness and de-escalation tactics and techniques.
- **MEASURE 3.15.16:** The Department will continue to implement unconscious bias training and conversation among troopers, requiring them to participate in training that will help them identify implicit bias and navigate these issues appropriately.
- **OBJECTIVE 3.15 - OUTREACH**
 - The Utah Department of Public Safety will strive to build trust with citizens, serving and addressing the needs of individuals and communities through effective and innovative community policing efforts.
 - The Department will use a co-responder model to address the needs of victims of crime and vulnerable populations, including those experiencing crisis, addiction, and homelessness.
 - The Department will seek to meet the goals of this plan by providing assistance to "high users" (HUs) of emergency services and the criminal justice system. The identification of persistent HUs is imperative to completing the goals of the Department, as targeted approaches are needed for those in most need of intervention and resource services.

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- **EXTERNAL SERVICE**
 - **MEASURE 3.16.1:** Consistent/Frequent Law Enforcement Presence - Positive and public safety-guided enforcement interaction with people experiencing crisis on a regular basis. This allows officers to establish accountability and a positive rapport with the people they serve.
 - **Expected Outcome:** Troopers will increasingly recognize the importance of a focused approach when dealing with individuals in crisis, viewing mental health and other crises as public health issues rather than solely law enforcement matters. Troopers will work closely with MCOT and other mental health service providers.
 - **MEASURE 3.16.2:** Multi-disciplinary Approach - DPS will engage in a co-responder model, which involves police officers, outreach officers, victim advocates, and social workers. The co-response model provides multiple options, including social services, for those in need of support or who have been victims of crime. This model is an effort to address the continuing need for diversion and elimination of mental health criminalization.
 - **Expected Outcome:** Troopers will increasingly recognize the importance of a focused approach when dealing with individuals in crisis. Collaborative efforts between law enforcement and mental health professionals will ensure individuals in crisis receive appropriate care, acknowledging that police officers may not have the expertise to address complex mental health issues alone.

- **MEASURE 3.16.3:** Crime Focused Unit - Includes narcotics and criminal enforcement units focusing on those who are distributing drugs and preying on vulnerable populations. A crime focused unit can use intelligence-led policing efforts and data to identify criminals and enhance public safety. They work with the Community Engagement Team to connect and refer individuals to services and support.
 - **Expected Outcome:** Troopers will focus on preventing criminal activities before they occur by using intelligence to identify potential threats and hotspots and deploying resources in a targeted manner to deter criminal behavior.

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- **EXTERNAL SERVICE**

- **MEASURE 3.16.4:** Community Oriented Policing - This type of policing allows officers to know the community, build trust, establish accountability, and use informed discretion when taking enforcement actions. It is critical for law enforcement to build relationships with the community, specifically those experiencing crises.
 - **Expected Outcome:** Troopers will contribute to the overall well-being of communities, foster positive relationships, and enhance the effectiveness of law enforcement in protecting and serving the public.

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- **DEPARTMENT OF PUBLIC SAFETY**
- **UTAH HIGHWAY PATROL**
- **STRATEGIC PLAN**
- **FY2026 - FY2031**