



**Communications
Bureau**

Strategic Plan



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FOUNDATION AND VISION

Division Mission Statement

The mission of the Communications Bureau is to provide effective communications support for public safety agencies, provide useful communications service for the public, and efficiently manage the state's public safety communications resources.

We serve the people of Utah, making a daily difference through advice, intervention, sound judgement, and rapid communication. We strive to do our best by keeping all levels of government aware of the importance of supporting public safety communications. We recognize dispatchers as the vital link between public need and emergency response, remaining constantly alert to provide critical communication during crises, accidents, and natural disasters. We manage entrusted resources responsibly and value professionalism and excellence. We are committed to ensuring certified dispatchers have the knowledge, tools, and resources needed for strong performance and quality customer service.

GOALS AND OBJECTIVES FOR NEW INITIATIVES

- **External Engagement**
- **Innovation & Adaptability**
- **Collaboration**
- **Operational Efficiency**
- **Individual Development**

EXTERNAL ENGAGEMENT

- **Goal:** Certified Dispatchers, Communications Supervisors and Center Managers will help foster public trust by supporting outreach efforts that strengthen awareness of emergency communications and public safety services.
- **Objectives:**
 - Support the creation or distribution of public safety communications materials and participate in at least one community education or outreach event each year, when requested.
 - Maintain timely and professional communication with external stakeholders, including public safety partners and community members.
 - Provide accurate information and guidance during public inquiries or non-emergency interactions with documented professionalism.
- **Measurement and Accountability:**
 - Success will be measured by delivering expert knowledge, improving customer satisfaction, and expediting service interactions. We aim to maintain a minimum satisfaction score of 4.0 on the Qualtrics satisfaction survey for both website and in-person services.

INNOVATION & ADAPTABILITY

- **Goal:** Certified Dispatchers, Communications Supervisors and Center Managers will incorporate new tools, technologies, and methods to improve service delivery and adapt quickly to evolving emergency needs.
- **Objectives:**
 - Complete training on newly implemented technologies within 60 days of rollout.
 - Demonstrate competency on new software or tools as measured by post-training assessments.
 - Successfully adjust workflows during policy, technology, or procedural transitions with minimal performance disruptions.
 - Establish and implement consistent bureau wide quality assurance guidelines and methods.
- **Measurement and Accountability:**
 - Success will be evaluated based on the attainment of approval and positive feedback from key stakeholders. Moreover, a high level of user adoption across multiple LEA's, combined with the effective execution of training by DLD, will be indicative of achievement.

COLLABORATION

- **Goal:** Communications Supervisors and Center Managers will work seamlessly with partner agencies, and bureau team members to maintain clear, coordinated, and timely communication during all incidents.
- **Objectives:**
 - Attend at least one interagency or cross-training session each year.
 - Participate in after-action reviews within required timeframes following major incidents.
 - Maintain positive peer and agency feedback through monthly check-ins, quarterly surveys and UPM evaluations.
- **Measurement and Accountability:**
 - Success will be evaluated by the increase in partnerships with shelters across the state and the resulting expansion of card issuance to the unsheltered population.

OPERATIONAL EFFICIENCY

- **Goal:** Certified Dispatchers and Communications Supervisors will perform their duties with accuracy, speed, and resource awareness to ensure reliable and effective emergency response.
- **Objectives:**
 - Achieve established call-processing time standards within the national standards for emergency and non-emergency calls.
 - Maintain a documented accuracy rate in call documentation, location verification, and radio communication.
 - Participate in monthly reviews to identify workflow improvements and, as applicable, correct repeated errors.
 - Meet or exceed national and bureau standards for timely dispatching and unit coordination.
- **Measurement and Accountability:**
 - The project's success is measured by the successful completion and deployment of the internal capture station, which will lead to the removal of the vendor's equipment.

INDIVIDUAL DEVELOPMENT

- **Goal:** Certified Dispatchers, Communications Supervisors and Center Managers will continuously strengthen their knowledge, skills, and professional standards to deliver high-quality emergency communications.
- **Objectives:**
 - Complete all required annual training and certifications by established deadlines.
 - Participate in at least one optional professional development course, workshop or secondary education class each year.
 - Demonstrate improvement on quarterly performance evaluations in targeted skill area(s).
 - Maintain 100% compliance with policy, procedure, and protocol updates within 30 days of release.
- **Measurement and Accountability:**
 - Success will be measured by employee engagement and completion rates. Improvements in core knowledge and skills. Higher employee satisfaction by demonstrating that the training is relevant and engaging.