Strategic Plan

FY 2024-2028

Department of Public Safety
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dps.utah.gov

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Commissioner's Message

I am excited to reveal the strategic plan for the Utah Department of Public Safety in meeting our mission of 'Keeping Utah Safe.' Much thought, discussion, and experience have been put into the priorities, goals, and potential outcomes as we focus on Personal Preparation, Internal Performance, and External Service.

These three pillars are the driving force behind our efforts to maintain a great quality of life in Utah and improve government outcomes in accordance with the Utah Home Road-map.

The Utah Department of Public Safety strives to build strategies based on a vision, understanding, and knowledge of the hard work and discipline of working toward objectives that can have both immediate and long-term outcomes. We look forward to the significant progress as we build upon key strategy principles in 'Keeping Utah Safe' for all citizens of the state of Utah!

**Jess L. Anderson
Commissioner
Utah Department of Public Safety**

Who We Are

Many Divisions; One DPS

Working to ensure the safety of residents and visitors of Utah.

CRIMINAL IDENTIFICATION
https://bci.utah.gov

The Bureau of Criminal Identification (BCI) team maintains criminal records for the state of Utah. Our BCI team uses these records to support law enforcement and civil processes in order to keep Utah safe.

COMMUNICATIONS
https://dispatch.utah.gov

Through seven dispatch centers, the Department of Public Safety Communications Division team members serve as the first, first responders.

DRIVER LICENSE DIVISION
https://dld.utah.gov

At 27 offices throughout the state, the Driver License team works to license and regulate drivers in Utah and promote public safety.

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EMERGENCY MANAGEMENT
https://dem.utah.gov

The Emergency Management team works to coordinate the efforts necessary to mitigate, prepare for, respond to, and recover from emergencies, disasters, and catastrophes.

FIRE MARSHAL'S OFFICE
https://fmo.utah.gov

The Fire Marshal works to reduce the risk from fire and protect the public from the related hazards.

FORENSIC SERVICES
https://forensicservices.utah.gov

The Forensic Services Crime Lab is the only fully accredited lab in Utah. From its three locations, the team analyzes evidence from crime scenes and crime-related incidents for criminal prosecution and provides criminalistics laboratory services.

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HIGHWAY PATROL
https://uhp.utah.gov

The men and women of the Utah Highway Patrol work 365/24/7 to provide quality police services and to protect the constitutional rights of all people in Utah.

HIGHWAY SAFETY OFFICE
https://hso.utah.gov

The team at the Highway Safety Office works to save lives by changing behavior and ensuring everyone on Utah's roadways arrives safely. They also work to create a culture where roadway users take responsibility for their own and others' safety.

PEACE OFFICER STANDARDS AND TRAINING
https://post.utah.gov

The Peace Officer Standards and Training team provides professional standards and training, leadership, and certification for peace officers and dispatchers. It also protects the rights and privileges of Utah's citizens while elevating the integrity of the profession.

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STATE BUREAU OF INVESTIGATION
https://sbi.utah.gov

The State Bureau of Investigation agents collaborate with communities and allied agencies to reduce crime, increase security, and provide professional investigative services.

STATEWIDE INFORMATION AND ANALYSIS CENTER
https://siac.utah.gov

The Statewide Information and Analysis Center team is an integral conduit to national security agencies. It supports Utah law enforcement with criminal information reports, case support, and threat assessments, focusing on crimes conducted in drug and human trafficking, criminal gangs, cyber threats, terrorism, mass threats of violence, and others.

New Division Additions 2024

Expanding to meet the needs of our public safety customers

EMERGENCY MEDICAL SERVICES

Emergency Medical Services ensures emergency and trauma care while enhancing preparedness, response, and recovery capabilities for public health and medical emergencies.

STATE SECURITY

State Security works to provide a safe and secure environment to learn, work, and recreate state wide.

Department of Public Safety Focus

Mission

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

Priorities

1. Personal Preparation
2. Internal Performance
3. External Service

Goals

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

PREPARE EMPLOYEES FOR EXCELLENCE IN
CURRENT ASSIGNMENTS AND FUTURE
OPENINGS

Objective
To ensure employees are well prepared to embrace a long-term career focus with the Department of Public Safety.

How will this benefit all customers involved with this goal?
With career development opportunities, ongoing success, effective support, and resources, our employees can best progress in their careers, leading to consistent public safety services for the communities they serve.

STRATEGY TO OBTAIN THE GOAL
1.1 Encouragement of Outstanding Performance
- 1.1.1 Identifying and Supporting Ideal Performance
- 1.1.2 Attracting and retaining Public Safety's finest

Working to engage all employees and provide for their success
- 1.1.3 Employee progress evaluation through quarterly reviews

Promote effective engagement and communication to ensure positive relationships and results
- 1.1.4 Celebration of Successes

Ensure employees are supported and recognized for their contributions

1.2 Support of Education, Training, and Career Engagement
- 1.2.1 Career Support and Professional Development

Leadership development opportunities

Advanced training and certification

Skill development

Benchmarks

Tuition reimbursement

Education recognition
- 1.2.2 Training Program Development

Working to guide employees through their career

STRATEGY TO OBTAIN THE GOAL

1.3 Feedback and Continuous Communication Improvement

- 1.3.1 Town Hall Events

Working to build effective communication throughout the organization

- 1.3.2 Internal Newsletters
- 1.3.3 MyDPS

One-stop information platform for all things DPS-related

- 1.3.4 DPS Wellness 360

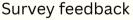Working to ensure healthy habits beyond the work environment

- 1.3.5 Employee Survey Feedback

Opportunities to do better for our employees

Opportunities For Measuring Performance

Number of employees retained past benchmark years
Number of enrollments identified training opportunities
Percentage of quarterly evaluation improvements
Percentage of those who apply and complete secondary education or certification
Number of those who access townhall or myDPS communication platforms
Number of participants in Wellness 360 programs
Survey feedback

FOSTER AN INTERNAL CULTURE THAT EMBRACES MEANINGFUL WORK AND INSPIRES OUTSTANDING EMPLOYEE PERFORMANCE

Objective
Embracing a culture that doesn't settle for the status quo and strives to improve upon public safety services for the future.

How will this benefit all customers involved with this goal?
Through continual evaluation of the services we offer and the customers' needs, the Department of Public Safety will ensure consistent quality, timely response, and standards of excellence to meet the increasing population demands.

STRATEGY TO OBTAIN THE GOAL
2.1 Effective planning to support future public safety needs
- 2.1.1 Improving infrastructure and resources to support expanding services

Ensuring capabilities support demands
- 2.1.2 Technology integration and expansion of technology services
- 2.1.3 Responding to increasing public safety responsibilities

Ensuring continued public safety as growth and development occurs
- 2.1.4 Ensure staffing resources support DPS services and expansion requirements
- 2.1.5 Work with the Legislature to support public safety needs and funding changes

Identifying and addressing areas of concern or potential gaps
- 2.1.6 Strengthening partnerships with external stakeholders to ensure consistent public safety services

Ensuring consistent communication and collaboration with community stakeholders

Opportunities For Measuring Performance
Response time improvement percentage
Investigation time reduction percentage
Percentage of services or cases meeting established timeframes
Percentage of backlog reduction
Percentage of qualified law enforcement completing training
Number of participants involved in outreach engagements

PROVIDE QUALITY AND CONSISTENT EXTERNAL SERVICES THAT IMPROVE PUBLIC SAFETY

<u>Objective</u>
Ensuring public safety customers receive the high-quality services they expect.

<u>How will this benefit all customers involved with this goal?</u>
Through continual evaluation of our services and customers' needs, the Department of Public Safety strives to ensure consistent quality, timely response, and standards of excellence.

STRATEGY TO OBTAIN THE GOAL
3.1 Optimize Systems and processes
- 3.1.1 Customer-centric focus

Utilizing customer service feedback to support effective changes
- 3.1.2 Online Service Enhancement

Invoicing and payment services
Online training and education opportunities
Applications for services
- 3.1.3 Improving current programming and technology expansion to support customer needs

3.2 Meet the needs of rural Utah
- 3.2.1 Rural Utah expansion of accessible services

Working to ensure the availability of services beyond the population centers
- 3.2.2 Community outreach

Working to ensure services are specific to the needs of the community
- 3.2.3 Expanding service availability

Working with local communities and service providers to support activities

PROVIDE QUALITY AND CONSISTENT EXTERNAL SERVICES THAT IMPROVE PUBLIC SAFETY

STRATEGY TO OBTAIN THE GOAL

3.3 Work to meet the needs of the increasing population in all areas of the state

- 3.3.1 Identify areas in need of additional resources

Ensuring communities have access to needed services and resources

Opportunities For Measuring Performance

Percentage of community engagement opportunities
Number of customer feedback responses
Percentage of positive customer service responses
Utilization percentage for online services
Number of times online services are accessed
Response time improvement percentage

Work Plan

Division Priority					
Goal #1 Prepare employees for excellence in current assignments and future openings.					
1.1 Encouragement of outstanding performance					
Goal #	Strategy	Champion	Resources Needed	Timeline	Status
1.1.1	Identifying and supporting ideal performance	Employees, Supervisors, Managers, Directors	Funding to support performance and ensure retention of employees	Ongoing	Underway
1.1.2	Attracting and retaining Public Safety's finest	Employees, Supervisors, Managers, Directors	Hiring and training of personnel, funding for staffing needs or increases in staffing	Ongoing	Underway
1.1.3	Employee progress evaluation through quarterly reviews	Employees, Supervisors, Managers, Directors	Time to manage and mentor, and funding to support career mobility	Ongoing	Underway
1.1.4	Celebration of successes	Employees, Supervisors, Managers, Directors	Time to manage and mentor, utilization of Public Information staff and MyDPS platform	Ongoing	Underway
1.2 Support for Education, Training, and Career Engagement					
1.2.1	Career support and professional development	Supervisors, Managers, Directors, Administration	Time to manage and mentor, and funding to support career mobility	Ongoing	Underway
1.2.2	Training Program	Supervisors, Managers, Directors, Administration	Time and funding to manage program		Beginning discussions

Work Plan

Division Priority					
Goal #1 CONT. Prepare employees for excellence in current assignments and future openings.					
1.3 Feedback and Continuous Communication Improvement					
Goal #	Strategy	Champion	Resources Needed	Timeline	Status
1.3.1	Town Hall	Employees, Public Information staff, Administration	Time to manage program	Ongoing	Underway
1.3.2	Internal Newsletters	Employees, Supervisors, Managers, Directors	Time to manage program	Ongoing	Underway
1.3.3	MyDPS	Public Information Staff	Time to manage program	Ongoing	Underway
1.3.4	DPS Wellness 360	Employees, Wellness Coordinator	Time to manage program	Ongoing	Underway
1.3.5	Employee Survey Feedback	Employees, Administration, Governor's Office	Funding to address costly concerns, time to improve results	Ongoing	Underway

Work Plan

Division Priority					
Goal #2 Foster an internal culture that embraces meaningful work and inspires outstanding employee performance.					
2.1 Effective planning to support expansion and future public safety needs					
Goal #	**Strategy**	**Champion**	**Resources Needed**	**Timeline**	**Status**
2.1.1	Improving infrastructure and resources to support expanding services	Division Leadership, Administration, Legislature	Funding to support expanding services	Ongoing	Ongoing
2.1.2	Technology integration and expansion of technology services	Division Leadership, Administration, Legislature	Funding to support expanding services	Ongoing	Underway
2.1.3	Responding to increasing public safety responsibilities	Employees, Division Leadership, Administration, Legislature	Funding to support expanding services, staffing, and technology resources	Ongoing	Underway
2.1.4	Ensure staffing resources support DPS services and expansion requirements	Division Leadership, Administration, Legislature	Funding to support expanding services	Ongoing	Underway
2.1.5	Work with the Legislature to support public safety needs and funding changes	Division Leadership, Administration, Legislature	Time to support communication and strengthening of relationships, funding for changes	Ongoing	Underway
2.1.6	Strengthening partnerships with external stakeholders to ensure consistent public safety services	Employees, Division Leadership, Administration, Legislature	Time to support communication and strengthening of relationships	Ongoing	Underway

Work Plan

Division Priority					
Goal #3 Provide quality and consistent external services that improve public safety.					
3.1 Optimize Systems and processes					
Goal #	Strategy	Champion	Resources Needed	Timeline	Status
3.1.1	Customer centric focus	Administration, Division Leadership, Employees	Customer service surveys and communication, funding to address gaps, time to support changes	Ongoing	Ongoing
3.1.2	Online service enhancement	Legislature, Administration, Division Leadership, DTS	Customer service surveys and communication, funding to address gaps, time to support changes	Ongoing	Underway
3.1.3	Improving current programming and technology expansion to support customer needs	Legislature, Administration, Division Leadership, DTS	Funding, time to support changes	Ongoing	Underway
3.2 Meet the needs of rural Utah					
3.2.1	Rural Utah expansion of accessible services	Legislature, Administration, Division Leadership, DTS	Customer service surveys, funding to address gaps, time to support changes	Ongoing	Ongoing
3.2.2	Community outreach	Administration, division leadership, employees	Time to support communication and strengthening of relationships	Ongoing	Underway
3.2.3	Expanding service availability	Legislature, Administration, Division Leadership, DTS	Funding, time to support changes	Ongoing	Underway
3.3 Work to meet the needs of the increasing population					
3.3.1	Identify areas in need of additional resources	Legislature, Administration, Division Leadership, DTS	Funding to address gaps, time to support changes, communication and strengthening of relationships	Ongoing	Underway

Appendix

All associated division plans are available at
dps.utah.gov/category/reports/

Criminal Identification
Communications
Driver License
Emergency Management
Emergency Medical Services
Fire Marshal's Office
Forensic Services
Highway Patrol
Highway Safety Office
Peace Officer Standards & Training
State Bureau of Investigation
State Security
Statewide Information & Analysis Center