

VERSION 2.0  
REV. 05/22/2023



# 2024 – 2029 STRATEGIC PLAN

## UTAH STATE BUREAU OF INVESTIGATION

UTAH DEPARTMENT OF PUBLIC SAFETY,  
STATE BUREAU OF INVESTIGATION  
4501 S. 2700 W  
TAYLORSVILLE, UT 84119

## 2024 TO 2029 STRATEGIC PLAN

This document aims to create a long-term and sustainable plan to identify action items and expectations for the next five years. This plan should serve as a guide to meeting the needs for providing specialized, professional, thorough, and unbiased investigative law enforcement services while protecting the constitutional rights of all people in Utah. This plan is intended to outline short-term, mid-range, and long-term strategies to increase public safety, decrease victimization, reduce crime, and build trust with all communities.

### State Bureau of Investigation

#### Strategic Plan for 2024/2025

The Strategic Plan for the State Bureau of Investigation for 2023 seeks to ensure the safety and security of all people in Utah through specialized investigative services while building trust and legitimacy between law enforcement and the public. To achieve this, SBI will focus on the following two objectives:

- 1) **Employee Development**
- 2) **Professional Organizational Growth and**
- 3) **Investigative Specialization**

---

#### MISSION STATEMENT

**CURRENT MISSION STATEMENT:** The State Bureau of Investigation serves to reduce crime and increase security. Our mission is to provide professional investigative services to all people by investigating crime and working with allied agencies and the community.

**PROPOSED MISSION STATEMENT (03/12/2024):** The Utah State Bureau of Investigation is “Keeping Utah Safe” by providing professional specialized investigative and law enforcement services while protecting the constitutional rights of all people in Utah.

---

#### FOUNDATIONAL PREPARATION

The State Bureau of Investigation must use its will and resources to increase safety and security for the public, protect individuals, decrease crime and victimization, and be a good steward of the resources and trust endowed upon us by the public. As such, the hierarchy of priorities for the State Bureau of Investigation to support and advance this plan is as follows:

##### 1. PERSONAL PREPARATION

Personal preparation will be the priority for accomplishing the plan. The mission of SBI can only be adequately achieved by being personally prepared. Personal preparation involves having and or developing internal “will” to contribute to the health and well-being of the Department and Bureau.

## 2. INTERNAL PERFORMANCE

Internal Performance will be prioritized to ensure the long-term success of the Bureau's efforts. "Internal Performance" will be defined as the sum of all physical and financial resources and individual efforts collectively used to contribute to the Bureau's health, growth, and success.

## 3. EXTERNAL SERVICES

External services can be deployed successfully once the effective implementation of personal preparation and internal performance is foundationally established, which then provides the opportunity to successfully provide specialized services to all key stakeholders, partnerships, and the public.

---

### IMPLEMENTATION OF STRATEGIC PLAN

For the Utah State Bureau of Investigation to successfully achieve its vision, each Section within the Bureau is responsible for tailoring its respective strategic plans to support the Bureau's Strategic Plan, which ultimately supports the Department's Strategic Plan of "Keeping Utah Safe." Section plans should focus on creating opportunities for employee wellness, growth, and career development, creating internal efficiencies, and building relationships of trust.

Each section must develop goals and indicators of success and regularly evaluate and adjust organizational goals to ensure the long-term success of the Bureau beyond the tenure and assignments of the current leaders of the Bureau and Sections.

---

### ORGANIZATIONAL GOALS

The mission of the State Bureau of Investigation is to increase public safety and security, reduce crime and victimization, provide specialized investigative law enforcement services, and build relationships of trust while protecting the constitutional rights of all people in Utah.

The mission of SBI should be balanced with the Department's mission to Keep Utah Safe while focusing on Bureau and Division priorities. Bureau and Division goals will be a vehicle to support the Department's mission. If SBI's objectives become disruptive or destabilize the Department's overall mission, SBI's administration shall re-evaluate the goals and prioritize the Bureau's objectives as needed.

Within the Bureau's strategic plan, SBI will focus on a series of continual goals to support the Department's mission, and may include the following::

#### 1. Building Trust and Legitimacy

SBI recognizes the need to build trust and legitimacy between law enforcement and the public. SBI intends to build relationships with community leaders, organizations, and stakeholders to address community concerns, prioritize community needs, and develop effective strategies to prevent and solve crimes. SBI plans to do this by focusing on the following objectives:

- i) **Victim Services and Community Outreach.** SBI plans to prioritize victim services and community outreach initiatives to support victims of crime and build trust with the community. SBI aims to expand the current victim advocate program by employing more full-time employees (including social workers) to increase SBI's ability to provide better access to victim services in all areas of the State. This initiative also seeks to expand the program to the State's rural areas. We will continue identifying internal and legislative funding sources to provide specialized victim-centered support services and increase public safety.
- ii) **Domestic violence prevention and victim services:** SBI prioritizes initiatives that aim to prevent domestic violence and support its victims. During the past year, SBI and the SIAC, with legislative support and funding, implemented the first part of a long-term initiative to help identify risks to domestic violence victims by developing an online tool through BCI that line officers will use in real-time in domestic violence situations. This protocol will help determine the level of danger an individual may face and allow for appropriate intervention.
  - (a) Implementing a five-year plan will ensure the successful implementation of a statewide standardized LAP tool and process, resulting in increased victim safety and better decision-making by law enforcement agencies in domestic violence situations. Medium to long-term goals for this program will include the following at a minimum:
    - (i) Work with law enforcement agencies and non-profit groups to ensure proper training and adoption of the LAP tool and process.
    - (ii) Develop a system for data collection and analysis of LAPs conducted statewide for trend analysis and policy improvements.
    - (iii) Continue to monitor and evaluate the effectiveness of the statewide standardized LAP tool and process.
    - (iv) Make necessary adjustments to the training program or LAP tool based on feedback and data analysis.
    - (v) Collaborate with SIAC and other agencies to identify policy improvements based on trend analysis of LAP data.

## 2) Technology and Innovation

- a) **Technology:** SBI aims to prioritize using emerging technologies and innovations to help the Department operate more effectively and efficiently. This includes using body cameras and the future implementation of car-mounted cameras in its fleet of unmarked vehicles.

SBI prioritizes training its investigators to use FARO scanners and Crime Scene Response and Documentation. SBI will focus on growing its capabilities in these investigative techniques to provide value to the community.

SBI would also work to develop partnerships with technology companies and academic institutions to help the Department stay ahead of emerging crime trends.

- b) **Advanced DNA Testing and Investigative Genetic Genealogy.** SBI will continue to focus on using advanced DNA testing and prioritize implementing state-wide policies regarding investigative genetic genealogy (IGG). IGG will aid law enforcement agencies in solving cold cases, identifying suspects, and potentially preventing future crimes.

However, it is also essential to establish internal policies and procedures based on best practices to set a framework for how, why, and when to use IGG in criminal investigations. This will help ensure that law enforcement's use of IGG in the State of Utah is not unnecessarily compromised and that best practices are implemented while addressing the public's concerns over privacy rights associated with this investigative tool.

- c) **Investigative Software and Hardware.** SBI has invested in and will need to continue to invest in deploying investigative technologies such as Cellebrite and Gray Key, Wiretap Intercepts, Trap and Trace, and Penlink Investigations. To stay proficient and current with the advances in these technologies, SBI will need to plan for the continual purchase of software and hardware updates associated with cellular, phone, internet, and IP address-related technologies.

In 2023/2024, SBI will focus on procuring digital evidence management software and the ability to store, track, and transfer digital evidence associated with downloading information from cell phones related to criminal investigations.

### 3) Training and Education

**Specialization Investigations and Techniques:** This objective aims to enhance the SBI’s capability to provide critical investigative support to allied law enforcement agencies throughout the state and to ensure public safety by keeping up-to-date with the latest technological advances.

- a) **Section 22 – Alcohol Enforcement Unit.** Through legislation and the implementation of measurable performance objectives, the Alcohol Enforcement Team (AET) hopes to increase public safety by reducing the number of alcohol-related injuries and deaths. This objective aims to improve SBI's ability to conduct effective Overt, Covert, Cubs, and TRACE investigations. To do this, the AET will work with local community members, the legislature, and the County DA to make recommendations regarding DABS licensees, monitor state statutes, and propose necessary legislative changes.

(1) Areas of Likely Growth and Development

(a)

- b) **Section 23 – Major Crimes Unit.** This plan seeks Specialized Training and Certifications for SBI Agents and Investigators. The Major Crimes Unit will focus on: Crime Scene Response and Documentation, Officer Involved Critical Incidents, Death Investigations, Sexual Assault Investigations, Child Exploitation Investigations, Advanced DNA and Investigative Genetic Genealogy, Financial Crimes and Public Corruption Cases, and Cryptocurrency and Cyber Crimes.

- (1) Areas of Likely Growth and Development
  - (a) Special Victim’s Program - Implementation of Social Workers and Program Development
  - (b) Potential Cold Case Unit
  - (c) IGG Reporting
  - (d) Lawfully Owed DNA
  - (e) Investigative Technologies

c) **Section 24 – Narcotics Enforcement Unit.** The Narcotics Unit aims to reduce the availability of illegal drugs, disrupt drug trafficking organizations (DTOs), and minimize the overall harm caused by illegal drugs through practical training. Specifically, the unit aims to:

- (1) Partner with local schools, colleges, and universities to provide age-appropriate drug education and prevention programs to students and young adults, focusing on the risks of drug use and the importance of making healthy choices.
- (2) Foster partnerships with other law enforcement agencies and community organizations to promote a coordinated and effective response to drug trafficking and related criminal activities.
- (3) Continue to develop and implement specialized investigative techniques to investigate drug trafficking organizations and disrupt their operations through wire intercepts. Additionally, this unit will begin implementing MOUs and procedures related to License Plate Readers as part of their specialized training and tactics to intercept illegal drug shipments.
- (4) Areas of Likely Growth and Development
  - (a)
  - (b)

By achieving these objectives, the Narcotics Unit aims to reduce the availability of illegal drugs, disrupt the operations of drug trafficking organizations, and minimize the overall harm caused by illicit drugs in the community, in line with the President's pillar of training and education.

#### 4) **Community Policing**

SBI recognizes the need to engage in effective policing efforts and collaborate with the community and local, state, and federal partners to identify and solve problems. To do this, SBI plans to implement the following objectives:

- a) **Engage in Collaboration and Partnerships:** This will include working closely with schools, social service agencies, and other community organizations to develop programs and initiatives that address the root causes of crime and promote positive community engagement. SBI will also create strong partnerships with other law enforcement agencies to share resources and expertise and ensure a coordinated response to regional crime issues.

#### 5) **Infrastructure and Resource Management:**

This objective ensures the organization has adequate resources and infrastructure to support its growth over the next five years. By achieving this objective, the organization can manage its resources and infrastructure effectively, ensuring it can deliver high-quality services to its stakeholders.

- a) **Evidence Warehouse.** During the 2021/2022 legislative session, the state legislature appropriated 100k in ongoing money to support the Evidence Program and the legislative mandate to store greater amounts of evidence for more significant amounts of time.

A five-year Plan to build an Evidence Warehouse looks to include the following:

- **Year 1:**
  - Make the business case for the need to construct an evidence storage warehouse.
  - SBI will work with UDOT to acquire the property on the Rampton complex for the evidence warehouse.
  - Place this request for construction on the Capital Improvements List
- **Year 2:**
  - Conduct a feasibility assessment
  - Seek legislative funding to construct the warehouse.
  - SBI will implement a tracking system for all evidence to ensure proper storage and handling.
- **Year 3:**
  - Monitor the progress of the warehouse's position on the Capital Improvements list.
  - As needed, continue to seek funding or bonds.
  - Draft architectural designs.
  - Hire a project manager to oversee the evidence warehouse construction and ensure it stays on budget and schedule.
- **Year 4:**
  - Refine evidence storage policies and procedures to ensure proper handling and maintenance of all evidence. Construction of the evidence warehouse is to begin.
  - SBI will continue to monitor the progress of the objectives.
- **Year 5:**
  - Monitor the construction progress and work with the legislature and DPS Administration to secure additional funding for ongoing evidence storage needs.
  - SBI will evaluate the evidence warehouse and make any necessary improvements or modifications.

- b) **Office Space for SBI and the SIAC.** In addition to the evidence warehouse, SBI will work with the legislature and DPS Administration to address the need for additional office space to accommodate its growing capabilities and the number of employees. The growth and expansion of SBI will be facilitated by the availability of the third-floor office space in the Calvin Rampton Building, previously occupied by the Driver License Division. SBI will work with the DPS Administration to ensure that the office space is utilized to provide adequate working space for SBI as it expands its operations.

## 6) Budget-Related Needs

Foreseeable budget-related items include:

- SBI will implement performance measurements in support of the state-wide rollout of Pay for Performance coming from the Governor’s Office. In 2024, SBI will finalize the first year of evaluations, recognizing the novel nature of the program and will adapt to future directives stemming from lessons learned from year one.
- In 2022/2023, we were able to secure ongoing funding for two Victim Advocate positions without relying on grants. In 2022/2024, we secured funding for three full-time social workers. Implementing a victim advocate and social worker program for DPS will be an ongoing priority to ensure the sustainability of this initiative and provide these tools to SBI’s specialized investigative mission.
- In 2022/2023 The Legislature gave SBI funding for ten additional FTEs, which resulted in eight sworn positions and two civilians (social workers). To meet these individuals' needs for office space, SBI is looking to replace existing (left-over office cubicles) with modular pod-style office spaces.
- In 2023/2024, SBI secured funding for an anticipated 7 investigators (5 agents and 2 supervisors). These investigators will be assigned to the Alcohol Section to focus on three new initiatives given to SBI and DPS by the Legislature: The Place of Last Drink Program, Alcohol Compliance, and Tobacco and Nicotine Enforcement.
- SBI is going through the procurement process to find a digital evidence management solution to store and manage digital evidence associated with cellular phone downloads—an initial bid from Cellebrite to implement this program ranges from 130,000 to 189,000 dollars. SBI needs to continue to seek other options before deciding on a provider for these types of services, but in the meantime, it needs to look for ways to pay for this type of necessary service.

**2023/2024 SBI Priorities for Commissioner’s Office and Governor’s Budget:**

1. **Request additional positions for Section 22 AET.**
  - a. The present request for six FTES paid for by Alcohol Restricted Funding
  - b. Decrease the percentage of licensees per agent to increase the number of agents by approx. 25% (six FTES). *(Currently, there are 35 FTES paid for by this funding - between the DUI squad and SBI’s AET)*
    - i. Request: Four FTES for SBI and AET (Three Agents and One Sgt.)
    - ii. Request: Two FTES for DUI Squad.
  - c.
2. **Implement the Pay Plan for the Evidence Program**



**APPROVAL**

Title	Name	Approval Date
Deputy Commissioner	Jimmy Higgs	
Chief of Investigations	Tyler Kotter	
Bureau Commander – Captain	D. Troy Denney	
Section Lieutenant – Alcohol Enforcement Team	Jeff Adams	
Section Lieutenant – Narcotics Enforcement	Ellis Alexander	
Section Lieutenant – Major Crimes Investigations	Chad Jensen	

STRATEGIC PLAN – SIGNATURE PAGE

The undersigned accepts this strategic plan as described herein.

Print First and Last Name	Title	Signature	Date.
Print First and Last Name	Title	Signature	Date.
Print First and Last Name	Title	Signature	Date.
Print First and Last Name	Title	Signature	Date.
Print First and Last Name	Title	Signature	Date.
Print First and Last Name	Title	Signature	Date.
Print First and Last Name	Title	Signature	Date.
Print First and Last Name	Title	Signature	Date.
Partner (Printed Name)	Partner (Signature)		Date.
Print First and Last Name	Title	Signature	Date.

# Strategic Plan



**FY 2024-2028**

**State Bureau of Investigation**

**4501 S 2700 W**

**Taylorsville, UT 84129**

**[sbi.utah.gov](http://sbi.utah.gov)**

# CONTENTS

 **3** Goal 1

 **4** Goal 2

 **5** Goal 3

 **6** Goal 4

 **7** Goal 5

**8** Work Plan





## ENHANCE INVESTIGATIVE CAPABILITIES

### **Objective 1**

**Provide specialized investigative services.**

### **STRATEGY**





# ENHANCE INDIVIDUAL WELLNESS AND CAREER DEVELOPMENT

## Objective Employee Development.

### STRATEGY



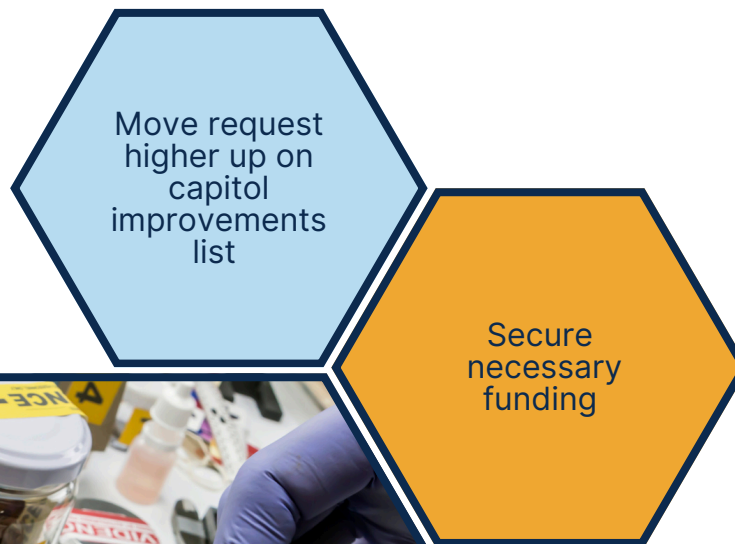


# IMPROVE INFRASTRUCTURE AND RESOURCE MANAGEMENT

## Objective

Secure legislative funding and prioritization for the building of a DPS-owned evidence warehouse.

## STRATEGY





## ENHANCE VICTIM SERVICES AND COMMUNITY OUTREACH

### Objective

**Provide better access to victim services statewide.**

### **STRATEGY**





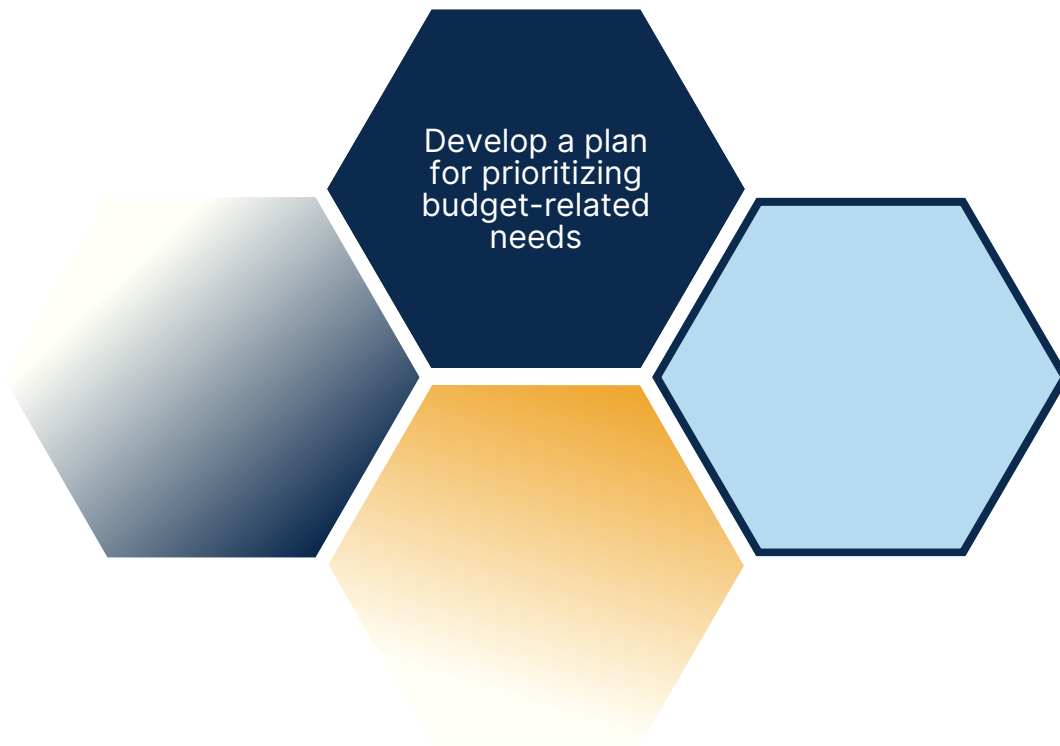


## PRIORITIZE BUDGET-RELATED NEEDS

### Objective

**Ensure the efficient allocation of resources towards critical initiatives within SBI.**

### **STRATEGY**



# Work Plan

## Division Priority - External Service

### Goal 1: Enhance Investigative Capabilities

#### Objective 1.1: Provide specialized investigative services

Goal #	Champion	Resources Needed	Timeline	Status
1.1	Major Crimes Lieutenant, primarily, additional responsibilities delegated to section lieutenants	Training programs, certification courses, partnerships with training providers, development of specialized investigation protocols, ongoing skill development and enhancement, collaboration with other law enforcement agencies.	Short-Term Goals (Within 1 Year) Medium-Term Goals (1 to 3 Years) Long-Term Goals (3 to 5 Years)	Ongoing

## Division Priority - Personal Preparation

### Goal 2: Enhance Individual Wellness and Career Development

#### Objective 2.1: Employee Development

Goal #	Champion	Resources Needed	Timeline	Status
2.1	Captain D. Troy Denney, Captain James Tanner Jensen and Chief of Investigations Tyler Kotter	Access to leadership training programs, wellness program benefits, assistance with accessing tuition reimbursement programs, collaboration with HR for career development initiatives, mentorship opportunities for employees, assistance in creating training programs to provide career training such as interview techniques, resume writing and feedback on employee promotional process.	Short-Term Goals (Within 1 Year) Medium-Term Goals (1 to 3 Years) Long-Term Goals (3 to 5 Years)	Ongoing

## Division Priority - Internal Performance

### Goal 3: Improve Infrastructure and Resource Management

#### Objective 3.1: Secure legislative funding and prioritization for the building of a DPS-owned evidence warehouse

Goal #	Champion	Resources Needed	Timeline	Status
3.1	Deputy Commissioner, Division Director, Bureau Commander, and Evidence Program Manager, Legislator	The acquisition of property and a feasibility study have already been addressed and conducted. The resources needed at this point come in the form of DPS Administration making the a top priority to move this project forward. After that, legislative funding and, eventually, all of the necessary project management resources.	Short-Term Goals (Within 1 Year) Medium-Term Goals (1 to 3 Years) Long-Term Goals (3 to 5 Years)	Ongoing, and current

# Work Plan

## Division Priority - External Service

### Goal 4: Enhance Victim Services and Community Outreach

#### Objective 4.1: Provide better access to victim services statewide

Goal #	Champion	Resources Needed	Timeline	Status
4.1	<b>Division Director and Bureau Commanders</b>	<b>The legislature has already provided funding for additional staff. SBI specifically needs the resources of a program developer to create timelines and implement an ongoing evaluation of the program's effectiveness and status updates on service provision.</b>	<b>Short-Term Goals (Within 1 Year) Medium-Term Goals (1 to 3 Years) Long-Term Goals (3 to 5 Years)</b>	<b>Ongoing, and current</b>

## Division Priority - Personal Preparation

### Goal 5: Prioritize Budget-Related Needs

#### Objective 5.1: Ensure the efficient allocation of resources towards critical initiatives within SBI

Goal #	Champion	Resources Needed	Timeline	Status
5.1	<b>Deputy Commissioner, Division Director and Bureau Commanders</b>	<b>For SBI to establish budget priorities, needed resources must include streamlining processes to understand the bureau's current financial position. Effective collaboration and communication are essential to receiving technical support from DPS financial officers. Having expert financial planners who provide overall guidance and perspective will aid SBI's Administration in successfully approaching and engaging key stakeholders or legislators when financial resources are requested or needed.</b>	<b>Short-Term Goals (Within 1 Year) Medium-Term Goals (1 to 3 Years) Long-Term Goals (3 to 5 Years)</b>	<b>Ongoing, and current</b>