



**Statewide Information
and Analysis Center**

Strategic Plan



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FOUNDATION AND VISION

Division Mission Statement

To serve Utah by providing innovative intelligence that advances response to public safety threats while protecting privacy rights for all.

Stakeholders require the SIAC to fulfill its mission by delivering innovative, actionable intelligence that drives threat response while protecting privacy. Law enforcement expects accurate and timely investigative support to inform tactical and strategic decisions. Critical Infrastructure and private sector partners require reliable avenues for suspicious activity reporting and threat intelligence sharing. Department Leadership and Utah leaders depend on concise trend analysis and advisory support to make informed, data-driven decisions that secure the state. All partners anticipate operational excellence and commitment to legal and privacy compliance.

GOALS AND OBJECTIVES FOR NEW INITIATIVES

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

EXTERNAL ENGAGEMENT

- **Goal:** Proactively build trusted relationships and communicate relevant threat intelligence to optimize stakeholder response capabilities across the state.
- **Objectives:** Formalize and implement structured engagement programs that documents and measures satisfaction, feedback, and collaboration. Maintain an 85% satisfaction rating.

Objective	Strategy	Key Employees	Timeline	Status
#1	Enhanced Stakeholder Engagement	Leadership, Outreach Coordinator, Analysts	January 1, 2026 - December 31, 2031	

- **Milestones:**

- June 30, 2026: Formalize feedback process and identify ways to improve measuring of satisfaction, feedback, and collaboration.
- July 1, 2026 - June 30, 2031: Obtain feedback from task forces, incorporate that feedback into formal reviews. Obtain feedback on investigative support at least quarterly.

- **Objectives:** Increase the SIAC's active subscriber base by 5% each fiscal year.

Objective	Strategy	Key Employees	Timeline	Status
#2	Enhanced Stakeholder Engagement	Leadership, Outreach Coordinator, Analysts	January 1, 2026 - December 31, 2031	

- **Milestones:**

- June 30, 2026: Inventory active subscriber bases.
- July 1, 2026 - June 30, 2031: Achieve 5% increase in subscriber base through targeted campaigns for law enforcement and critical infrastructure by the end of each fiscal year.

- **Objectives:** Deliver at least two trainings each year designed to enhance partner capabilities in intelligence, suspicious activity reporting, or investigative skills.

Objective	Strategy	Key Employees	Timeline	Status
#3	Enhance Partner Training and Education	Leadership, Outreach Coordinator, Analysts	January 1, 2026 - December 31, 2031	

- **Milestones:**

- April 1, 2026: Identify partner training needs and schedule at least two trainings hosted by the SIAC for each fiscal year.
- July 1, 2026 - June 30, 2031: Host at least 10 trainings, two per fiscal year.

- **Measurement and Accountability**

- The SIAC will maintain an 85% or higher stakeholder satisfaction rating while successfully increasing its active subscriber base by 5% annually and demonstrably enhancing partner investigative capabilities through sustained training and engagement.

INNOVATION & ADAPTABILITY

- **Goal:** Cultivate a culture that encourages new ideas and rapid adaptation to ensure the Division remains the leading source of innovative intelligence in an evolving threat environment.
- **Objectives:** Formalize and execute an annual recognition and reward program to celebrate employee-led innovation, fostering a culture of psychological safety that encourages new ideas and experimentation.

Objective	Strategy	Key Employees	Timeline	Status
#1	Implement a Culture of Recognition for Innovation	Leadership (formalizes), SIAC employees (participate)	January 1, 2026 - December 31, 2031	

- **Milestones:**
 - June 30, 2026: Formalize and implement criteria for weekly, quarterly, or annual recognition
 - July 1, 2026 - June 30, 2031: Track, document, and recognize at least one employee each year, resulting in at least five impactful, employee-led innovations.

- **Objectives:** Systematically research, evaluate, and adopt at least one new intelligence methodology or best practice each fiscal year.

Objective	Strategy	Key Employees	Timeline	Status
#2	Accelerate Implementation of Best Practices	Leadership	January 1, 2026 - December 31, 2031	

- **Milestones:**
 - June 30, 2026: Identify methodologies or best practices to research for the upcoming fiscal year(s).
 - July 1, 2026 - June 30, 2031: Implement or adopt at least one methodology or best practice each fiscal year, resulting in 5 total.

- **Objectives:** Ensure analysts are cross-trained on both strategic and tactical intelligence operations.

Objective	Strategy	Key Employees	Timeline	Status
#3	Integrate Cross-Training	Leadership, Analysts	January 1, 2026 - December 31, 2031	

- **Milestones:**
 - Annually, June 30th: Supervisors evaluate employee knowledge.
 - July 1, 2026 - June 30, 2031: Each analyst successfully performs both tactical and analytic duties each year.

Measurement and Accountability

- The SIAC will annually recognize at least one employee-led innovation and implement one new intelligence best practice while analysts successfully perform both strategic and tactical duties, confirming internal flexibility and continuous improvement.

COLLABORATION

- **Goal:** Foster strong internal and external partnerships to ensure seamless intelligence sharing to advance statewide threat response.
- **Objectives:** Formalize, review, and execute, Memoranda of Understanding with external partners. Review at least one MOU per fiscal year.

Objective	Strategy	Key Employees	Timeline	Status
#1	Formalize External Sharing Protocols with Partners	Leadership, Coordinators, Legal	January 1, 2026 - December 31, 2031	

- **Milestones:**

- June 30, 2026: Review existing MOUs and identify missing or upcoming MOU opportunities
- July 1, 2026 - June 30, 2031: Review, update, or initiate at least one MOU per fiscal year, resulting in five new or updated MOUs to improve and enhance information sharing and expectations.

- **Objectives:** Increase the number of external staff assigned to the SIAC or SIAC staff assigned to key partners to improve collaboration and engagement.

Objective	Strategy	Key Employees	Timeline	Status
#2	Increase Co-Location and Liaison Activity	Leadership, Outreach Coordinator, Analysts	January 1, 2026 - December 31, 2031	

- **Milestones:**

- June 30, 2026: Identify existing assignments and gaps in coverage by either SIAC analysts or external partners.
- July 1, 2026 - June 30, 2031: Collaborate with at least one external agency per fiscal year to assign a SIAC analyst to their location, or their staff to the SIAC, with five new co-location opportunities.

- **Objectives:** Collaborate with external partners to create at least one joint presentation, briefing, or report per fiscal year.

Objective	Strategy	Key Employees	Timeline	Status
#3	Collaborate with External Partners in Information Sharing	Leadership, Outreach Coordinator, Analysts	January 1, 2026 - December 31, 2031	

- **Milestones:**

- April 1, 2026: Identify partner training needs and schedule at least two trainings hosted by the SIAC for each fiscal year.
- July 1, 2026 - June 30, 2031: Host at least 10 trainings, two per fiscal year.

- **Measurement and Accountability**

- The SIAC will formalize and actively utilize at least five new or updated Memoranda of Understanding (MOUs) with key external partners, increasing co-location and liaison activity to facilitate seamless, jointly produced intelligence products that advance statewide threat response.

OPERATIONAL EFFICIENCY

- **Goal:** Streamline processes and maximize resource utilization to accelerate the effective delivery of intelligence and threat response while maintaining accuracy and upholding privacy rights.
- **Objectives:** Enforce a mandatory internal review process for reports and presentations, with 100% compliance for privacy.

Objective	Strategy	Key Employees	Timeline	Status
#1	Maintain Compliance and Review Process	All staff	January 1, 2026 - December 31, 2031	

- **Milestones:**
 - Annually, June 30th: Conduct internal reviews of completed projects from the previous year by June 30th of each year to document any privacy concerns, with the goal of 100% compliance with SIAC's privacy policy and zero substantiated privacy violations.
- **Objectives:** Conduct reviews of databases to eliminate redundant or underutilized sources, demonstrating costs directly contribute to operational needs. Prioritize technology that improves law enforcement's investigative abilities and real time crime response.

Objective	Strategy	Key Employees	Timeline	Status
#2	Maximize Sourcing Value	Leadership, Coordinators, Analysts	January 1, 2026 - December 31, 2031	

- **Milestones:**
 - June 30, 2026: Create inventory of databases.
 - June 30, 2028: Eliminate or consolidate at least one underutilized or redundant source identified during the review.
 - June 30, 2031: Conduct an additional utilization review demonstrating budgeted sources are directly linked to actionable product generation. Continue advocacy of new and emerging technologies.

OPERATIONAL EFFICIENCY

- **Objectives:** Reduce the average time required for priority situation report dissemination (from final approval to key stakeholder receipt) to less than two hours for 90% of all designated real-time public safety events.

Objective	Strategy	Key Employees	Timeline	Status
#3	Accelerate Critical Situation Report Dissemination	Leadership, Analysts	January 1, 2026 - December 31, 2031	

- **Milestones:**
 - June 30, 2026: Identify categories of real-time public safety events. Ensure appropriate methods to collect information.
 - June 30, 2027: Document operating procedures on dissemination of real time public safety events.
 - June 30, 2028: Achieve 70% of reports disseminated within two hours, and review reports to identify challenges in the dissemination process.
 - June 30, 2031: 90% of public safety events are disseminated within two hours.
- **Measurement and Accountability**
 - The SIAC will ensure 90% of critical situation reports are disseminated within two hours and maintain 100% compliance with privacy guidelines, while confirming budgeted data sources directly contribute to actionable intelligence products.

INDIVIDUAL DEVELOPMENT

- **Goal:** Invest in team expertise and professional growth to ensure the continuous delivery of innovative intelligence that advances public safety response.
- **Objectives:** Implement measurable programs and guidance to encourage employee wellness, work-life balance, and internal support, aiming to maintain an annual employee turnover rate of 10% or below across the division.

Objective	Strategy	Key Employees	Timeline	Status
#1	Formalize Employee Wellness and Support	All staff	January 1, 2026 - December 31, 2031	

- **Milestones:**
 - June 30, 2026: Establish prior year turnover rate
 - June 30, 2027: Identify opportunities to improve employee wellness, work-life balance, and internal support
 - June 30, 2031: Maintain an average employee turnover rate of 10% or below across the division.

- **Objectives:** Provide the opportunity for each employee to improve expertise and grow professionally, with the opportunity to attend at least two trainings or conferences each year.

Objective	Strategy	Key Employees	Timeline	Status
#2	Develop Expertise and Professional Growth	All staff	January 1, 2026 - December 31, 2031	

- **Milestones:**
 - Annually, June 30th: Ensure each employee has a development roadmap and has had the opportunity to receive dedicated growth opportunities through conferences or training each fiscal year. 70% of employees attend at least two development opportunities per year.

INDIVIDUAL DEVELOPMENT

- **Objectives:** Expand on development opportunities and formalize leadership tracks and opportunities within the division. Fill leadership opportunities internally with qualified candidates within the division.

Objective	Strategy	Key Employees	Timeline	Status
#3	Build Leadership	All staff	January 1, 2026 - December 31, 2031	

- **Milestones:**
 - June 30, 2027: Identify supervisory and non-supervisory leadership opportunities.
 - June 30, 2029: Achieve the goal of 75% of interested staff completing a leadership assignment (project management, implementation, leadership training, etc.).
 - June 30, 2031: Conduct reviews demonstrating supervisory promotions were filled by internal candidates who completed leadership tracks.
- **Measurement and Accountability**
 - The SIAC will annually recognize at least one employee-led innovation and implement one new intelligence best practice while analysts successfully perform both strategic and tactical duties, confirming internal flexibility and continuous improvement.