

2023

strategic plan

for the Utah Highway Patrol
of the Utah Department of Public Safety



CY 2023 - 2028

UTAH HIGHWAY PATROL ADMINISTRATION



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Department of Public Safety



Vision Statement:

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

Priorities:

- Personal Preparation
- Internal Performance
- External Service

Goals:

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

Indicators of Success:

- DPS employees possess leadership qualities;
- Employees are proficient and progressive in their current duties;
- Performance based outcomes that highlight individual and organizational success;
- The culture and attitudes within the Department create a quality work environment; and,
- Customers are prepared, safe, and satisfied through the service DPS provides.

Implementation & Follow-up:

In order for the Utah Department of Public Safety to be successful in attaining its vision, each division is responsible for employee development, internal performance, and external service. Divisions will develop goals and indicators of success and regularly evaluate and adjust to accomplish and exceed the vision set forth. The vision goes beyond the Department and Division functions and relies on each employee to fulfill his or her duty to Keep Utah Safe.

Utah Highway Patrol



Our Mission:

Our mission is to provide professional police and traffic services and protect the constitutional rights of all people in Utah.

Our Vision:

The Utah Highway Patrol sets the standard for excellence in law enforcement with professional service, building trust with each public interaction and demonstrating integrity and courage. Troopers are proactive in all efforts to enhance public safety through community outreach and effective enforcement. Troopers maintain the highest level of proficiency through continual training and education, particularly in issues critical to public safety.

Proactive Goals (Top 5):

The following five violations will be the foundation of high-volume, high-visibility traffic enforcement, focusing on saving lives and interdicting the criminal element.

- *DUI* - Detect and remove impaired drivers from Utah roadways;
- *Seat Belts* - Stop vehicles with unrestrained occupants and educate regarding seat belt and child restraint laws;
- *Speeding* - Daily enforcement focused on speed and aggressive/reckless driving violations;
- *Distracted and Drowsy* - Remove distracted and drowsy drivers from Utah roads, through proactive enforcement; and,
- *Equipment Safety* - Enhance public safety through continual enforcement of vehicle equipment laws.

Professionalism Goals:

Enhance public confidence and foster quality public interactions through adherence to the core values of the Highway Patrol.

- *Core Values* - Reflect the Six Core Values of the Utah Highway Patrol in all aspects of work and personal life (Integrity, Service, Courage, Knowledge, Teamwork, and Professionalism).
- *Uniform and Personal Appearance* - Maintain a clean, neat and professional uniform, worn with pride.
- *Positive Interactions* - Treat members of the public with respect and courtesy to inspire confidence in troopers and the communities they serve.
- *Officer Safety* - Continued adherence to the Below 100 tenets, TIMS standards, and all Department policies which promote officer safety.

Proficiency Goals:

Continue developing knowledge, skills, and abilities to ensure a complete, professional and thorough investigation of criminal incidents and motor vehicle crashes.

- *Criminal Interdiction* - Look beyond the initial violation to recognize indicators of criminal behavior;
- *DUI Enforcement* - Increase proficiency through training on indicators of impairment, SFST administration, and evidence documentation;
- *Investigations* - Enhance crash and criminal investigations capabilities through classroom and hands-on training. Utilize all available department resources to further active investigations. Recognize every traffic stop as an opportunity to gather, document and share valuable information;
- *Continued Education & Training* - Pursue post-secondary education to improve communication skills, promote independent decision making and problem solving, and develop leadership abilities necessary to succeed and thrive in the environment of 21st century policing; and,
- *Benchmarks* - Develop strong, confident, and competent troopers by teaching them the core functions of law enforcement. The department will build upon the core competencies by providing advanced training, leadership courses, and career advancement opportunities. Troopers will meet the benchmark training standards.

strategic plan: 2023-2028



Officer Safety

The Department will develop, incorporate and implement officer safety strategies to keep Troopers safe and healthy. By following the Traffic Incident Management (TIMS) model, the Utah Highway Patrol will develop a planned and coordinated multi-disciplinary process to respond to and clear traffic incidents to eliminate secondary crashes, trooper injury or death, and maintain the flow of traffic.

Proactive:

Troopers will work to reduce incident severity and clearance times by:

- Utilizing effective traffic incident management principles.
- Moving vehicles off the roadway to reduce the likelihood of secondary crashes and injuries.
- Restore the flow of traffic to minimize congestion caused by roadway incidents.
- Advance the already established relationship among UDOT, fire, tow and emergency services personnel.

Professional:

- Troopers will adhere to the Below 100 initiative to eliminate line of duty deaths and injuries. The initiatives are:
 - *Wear your seat belt.*
 - *Wear your vest.*
 - *Watch your speed.*
 - *WIN - What's Important Now*
 - *Remember: Complacency Kills.*
- Troopers will adhere to the TIMS standards and all department policies which promote officer safety.
- Approach vehicles on the side of the vehicle away from traffic during traffic stops.
- Using correct vehicle and suspect search techniques to mitigate dangers.
- Understand that complacency is the most dangerous threat troopers face.
- Troopers will use proper personal protective equipment (PPE).

Proficiency:

- All troopers will receive ongoing Below 100 training and incorporate it into daily practice to prevent trooper injuries and line of duty deaths.
- All troopers will receive current officer safety training annually.
- All troopers will utilize TIMS procedures for traffic flow on all incident scenes.
- All troopers will remain healthy and be effective in the workplace and secure in their duties.

Officer Health & Wellness

The Department will advocate for, and support, a working and personal environment which 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. Members of the Department will be given the knowledge, skills, and abilities to nurture emotional resiliency and healthy coping strategies to increase their overall job satisfaction and personal wellness.

Proactive:

- As troopers continue to internally prioritize their mental and emotional health, they will be better prepared to provide the best possible external service to their communities.
- Through mental and physical health awareness, Troopers will be prepared to avoid personal vulnerabilities and job burnout.
- Troopers and their families will have increased support, allowing them to work through personal issues that may arise. Therefore, allowing them the opportunity to work through difficult times with support of the Department.

Professional:

- All troopers will receive awareness level training of the Peer Support Program and wellness assessments through the department contracted psychological provider, to provide emotional support for UHP or members and their families.
 - The Peer Support Team (PST) will include both sworn and non-sworn personnel that receive specialized training to conform to Utah State law.
- Facilitate trooper participation in wellness programs, such as:
 - Healthy Utah
 - Annual physician check-up
 - Quarterly physical challenges
 - Health coaching
 - Quitline
- Facilitate and support physical fitness programs and healthy lifestyle choices.
- Encourage participation in the annual UHP Colonel's Fitness Challenge.
- Encourage participation in various fitness challenges and events through the PST.
- Trooper financial planning opportunities to reduce monetary stress.
- Peer Support training for all new hires and spouses.
- Blomquist Hale general and virtual visits.
- Four hours of Governor's mental health leave.

Proficiency:

- Troopers will be aware of and utilize the Peer Support Program and the department contracted psychological provider.
- All troopers will attend annual wellness assessments with the department psychological provider.
- Troopers are encouraged to participate in regular physical fitness and Healthy Utah programs.
- Employees will have the resources and knowledge to deal with the emotional and physical demands of the job with increased resiliency.

Career Safety

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

Proactive:

- Through adherence to the six values of the UHP, on and off duty, all troopers will have fulfilling and successful careers.
- Troopers will provide outstanding service to the citizens of the state of Utah, and maintain a healthy work life balance that compliments the needs of the Department and the individual's quality of life. The Department is committed to aiding individuals in taking care of their physical and mental health; so when the time comes to move on to the next phase in life, they can leave the department accomplished and proud.
- Continue to develop future leaders within the UHP who are prepared to meet future challenges and opportunities.

Professional:

- Abide by the Law Enforcement Code of Ethics.
- Foster public trust in all your actions.
- Adhere to the organization's Mission Statement.
- Avoid a mindset which develops negative sub-cultural mindsets, beliefs, or practice.
- Be thorough; avoid complacency in reporting, courtroom testimony, and other areas of scrutiny.
- Create a balanced work/personal life and avoid unhealthy coping activities (alcohol, drugs, etc.).
- Maintain self-care and mental health.
- Utilize the peer support team and other support systems to build a resilient mental health foundation.
- Understand and continually review policy.

Proficiency:

- Working together, all troopers will maintain proficient and professional standards.
- Be proactive, self-aware, and observe the early warning/indicators that are the most vital to career safety.
- All troopers will have the support and confidence to identify and correct problems lying in wait.

Benchmarks

The benchmark program is designed to increase a trooper's knowledge and capabilities as they progress through their career. This program helps troopers gain additional skills as well as refining abilities acquired through their regular job duties. It helps them become more effective in their duties and more capable of handling additional responsibilities.

- 0 to 4 year Benchmark Courses:
 - Advanced Survival Tactics
 - Basic Commercial Vehicle Safety Alliance (CVSA)
 - Below 100
 - Court Preparation & Report Writing
 - Drug Recognition Expert (DRE) or Advanced Roadside Impaired Driving Enforcement (ARIDE)
 - Intermediate Accident Investigations
 - Interview & Interrogations
 - Tactical Combat Casualty Care (TCCC)
 - Traffic Incident Management Systems (TIMS)

- 5 to 8 year Benchmark Courses:
 - Advanced Accident Investigation or Basic Investigations or Basic Crime Scene Investigation
 - Criminal Interdiction or Basic Narcotics Investigation
 - Crisis Intervention Team (CIT) or department-approved equivalent
 - Leadership in Police Organizations (LPO)
- 9 to 10 year Benchmark Courses:
 - Education
 - Associates, Bachelors, Masters, or a minimum of 120 semester hours.
 - Leadership
 - Emerging Leaders
 - Certified Public Manager
 - Northwestern Staff & Command
 - Career Enhancement
 - Accident Reconstruction I & II
 - Crime Scene Investigator
 - DEA basic and advanced drug investigator
 - E.V.O Instructor
 - Field Training Officer
 - LPO Instructor
 - POST Instructor Development
 - Alcohol Technician
 - Bike Squad
 - Corporal
 - CVSA/Safety Inspection
 - Honor Guard
 - Public Protection Unit

Post-secondary Education

Post-secondary education is an important part of the development of department employees. 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 to the personal development of employees and necessary for the future leadership of the organization. As of the last survey, 62% of Department of Public Safety employees have a post-secondary degree.

The Department will encourage employees to increase their educational opportunities in the following areas:

- Encourage employees to utilize the education reimbursement program.
- Provide information to employees on available resources such as schools, programs, grants and scholarships.
- Supervisors and employees will work together on schedules to accomplish the mission of the department and the educational goals of the employee.
- Administration will recognize graduates for their efforts in an annual recognition luncheon.
- College graduates may be given additional consideration in the promotional process.

Post-secondary education is essential to ensure an organization possessing leaders and outstanding officers to meet and exceed the demands of the rapidly changing environment of 21st century policing.



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 to have 24-hour coverage by 2026.

Proactive:

All troopers will engage in increased enforcement efforts, with an emphasis in the following areas:

- Speed
- Seat belt
- DUI
- Reckless driving
- Distracted driving

Additional enforcement will be provided during special events involving traffic or public safety concerns, targeted holiday traffic weekends, and the 100 Deadliest Days of Summer.

Professional:

Troopers will participate in various training opportunities, such as criminal interdiction, to identify all threats and hazards on Utah roadways. These opportunities will increase proficiency in all areas of enforcement. Leaders within the organization will support proactive, professional enforcement among troopers in each bureau to nurture core competencies, confidence, and learning opportunities among all.

Proficiency:

Troopers will engage in high-volume, balanced, and strategic traffic enforcement on every shift, utilizing a Data Driven Approach to Crime and Traffic Safety (DDACTS) strategies. Troopers will focus on the top five contributors to fatal crashes, to positively impact traffic safety and crime:

- DUI
- Seat Belt Violations
- Speeding
- Distracted and Drowsy Driving
- Equipment Violations

Outcomes:

- Reduce crashes and deaths on all Utah roadways throughout the year.

- Reduce wrong-way drivers through proactive DUI enforcement.
- Identify and remove impaired drivers from Utah roadways.
- 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.

Technology Services

Develop and leverage the availability of 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 for UHP technology services.

Proactive:

- Continue to support the Panasonic Web Publishing project to store and manage department videos.
- Implement new RMS and CAD systems.
- Integration of biometric scanning capabilities.
- Digital driver license technology.
- Partnering with industry leaders in autonomous vehicle technology.
- Continue to advance Unmanned Aerial Vehicle (UAV) technology and capability.
- Further develop the 28-day review for non-field sections such as Salt Lake Community College and SBI.

Professional:

- The Utah Highway Patrol Technology Services provide and manage the following:
 - In-car and body cameras with data storage media.
 - The Records Management System (RMS).
 - Access usage of criminal information with the Bureau of Criminal Identification (BCI).
- Continue to provide customer service for other state agencies, such as DNR, DOC investigations, and UDOT.
- Provide a 28-day review statewide for all field sections.
- Develop accountability measures for external vendors and departments.
- Increased staffing and funding to continue to meet increasing demands of technology driven 21st century environment of law enforcement.
- Maintain effective working relationships with the Utah Department of Technology Services (DTS).

Proficiency:

- Mobile applications and smart technology: RMS, UCJIS, SMOT, ESS availability and applications.
- Transition to a new RMS platform.
- Improve wireless and paperless processing.
- Web Service data storage for video evidence.

Outcomes:

- Full implementation of:
 - New RMS and CAD system
 - Biometric scanning capabilities
 - Digital driver license technology
 - Full deployment of 28-day reviews.
 - Identify future technology and information sharing opportunities.

Manpower & Field Operations

Challenges:

- Since 2011, Utah's population has increased nearly 18% from 2.8 million to 3.3 million people.
- Vehicle Miles Traveled (VMT) has increased 31% from 25 billion to 33 billion miles.
- Since 2011, Utah Highway Patrol's field staffing has increased 13.1%.
- Based on the current UHP manpower study, UHP is currently down 88 positions. A 27% increase in staffing is needed.
- The volume of vehicles on the roads is the primary determining factor for UHP workload. This metric has proportionally outstripped field trooper growth by 236%.

Methodology:

- Northwestern University Police Allocation Model and Northwestern University School of Police Staff and Command Resource Allocation Model were followed.
- Formulas utilized obligated vs. unobligated (proactive) time as the primary metric.
- A 60% obligated and 40% unobligated split was identified as the ideal ratio.
- Utilizing these formulas, the workload and current staff levels were identified for each field section; and,
- Additional troopers will be deployed based on workload and needs identified in the study.

Current Request Increase:

- 88 total Full Time Employees (FTEs)

Recruitment, Development & Retention

Recruit and retain the highest qualified candidates while enhancing all employees' knowledge, skills, and abilities in order to meet the current and future challenges and opportunities facing the Utah Highway Patrol. The Utah Highway Patrol will effectively represent the communities of the state of Utah, and will be better prepared to meet the ever increasing demands of Keeping Utah Safe.

Proactive:

- Explore new and innovative marketing strategies that will appeal to motivated and dedicated individuals, ready to do the job of a Utah State Trooper.
- Encourage current DPS employees to make referrals of qualified candidates that are ready to create change within their communities by becoming knowledgeable, proficient, and passionate in their career as a state trooper.
- Utah Highway Patrol will strive to actively engage a diverse recruitment pool for future troopers.

Professional:

- Continue to enhance and perpetuate the "Just Cause" of a UHP trooper.
- Instill the department core values and culture within all troopers throughout the state.
- Maintain a fair and aggressive compensation plan to ensure the UHP remains effective in recruiting and retaining the best law enforcement officers in the state of Utah.
- Actively encourage troopers to work toward continued education, personal development, and advancement opportunities.
- Seize every opportunity to recognize exceptional performance and service.

- UHP recruitment efforts will take advantage of technology and other opportunities to engage applicants throughout the entire hiring process, to include the applicant's families and significant others.

Proficiency:

- Provide training to create a well-rounded trooper, to include:
 - Benchmarks
 - In-service
 - Leadership development
 - Advancement preparation.

Outcomes:

Through recruiting and retaining quality employees, UHP will increase staffing levels, develop effective state troopers, and identify future leaders within the department. UHP will work to achieve and maintain a vacancy rate within sworn positions of less than 5%.

Peer Support & Wellness

The Peer Support Team will share its mission and role in providing emotional support after exposure to traumatic incidents. Support is provided to both sworn and non-sworn Department of Public Safety (DPS) employees, understanding no one in the public safety profession is exempt from the impact of the overarching and ever-present stress of the job. Members of the Department, their families, and retirees will have immediate access to mental health resources.

Proactive:

The peer support team will continue to seek out qualified, invested, and experienced mental health counselors to enhance the wellness program and continue to provide:

- Ongoing peer support training for team members.
- Certification training for new team members.
- Peer support awareness training for all troopers.
- Partridge Psychological Group partnership.
- Healthy Utah programs.
- Emotional survival training.
- Monthly Wellness 360 bulletin.
- Quarterly physical fitness program and Colonel's Challenge.
- Financial training.
- Four hours of mental wellness leave each fiscal year.

Professional:

The Utah Highway Patrol will continue to identify and develop strategies to advance the effectiveness of peer support and wellness through:

- Conduct quarterly fitness challenges.
- Maintain Northern and Southern region coordinators.
- Maintain two peer support team members for each section.
- Utilize a full-time statewide peer support coordinator.

The peer support team has identified the following as critical/traumatic events:

- Officer involved use of force
- Trooper involved crashes
- Fatal crash investigation
- Suicide response
- Officer death
- Officer involved critical incidents (OICI)
- Critical incidents involving Dispatchers
- Major crashes
- Criminal incidents

Proficiency:

Troopers and their families will have increased wellness and job satisfaction, which will enhance a more cohesive working environment among troopers, and an increase in positive interactions with the citizens they serve. Additionally, retirees will have access to peer support to help them transition from the workforce to a life of retirement.

Outcomes:

As the peer support team develops and identifies critical mental health resources for department members, additional statewide training opportunities can be implemented in the following ways:

- All Trooper Training
- All Supervisor Training
- Inservice
- Regional peer to peer contact and training

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 to create public outreach media to be disseminated in Drivers Education classes and other online platforms. Reduce traffic collisions, injuries, and deaths on Utah's roadways through increased awareness and adherence to vehicle safety standards.

Proactive:

Troopers will work together and with key stakeholders to educate the public on equipment laws, and other vehicle safety measures by:

- Increase enforcement efforts that will focus on the top five equipment violations:
 - Unsafe or unapproved tires
 - Altered vehicles
 - Damaged or broken equipment/glass
 - Window tint
 - Unapproved or non-working lighting
- Continued training on the identification, documentation, and enforcement of equipment laws. Troopers will utilize the department issued toolkit specifically designed to confirm equipment violations.

Professional:

- Deliver regular and focused messaging on the consequences of unsafe vehicles through media to educate and encourage compliance.
- Partner with the Highway Safety Office to create public outreach media to be disseminated in Drivers Education Classes and other online media. These may include videos regarding vehicle equipment laws, and other media which document consequences of equipment failure.

Proficiency:

- Continue to educate the public through traffic enforcement.
- Equipment enforcement blitzes to saturate Utah roadways.
- Continue to utilize the Vehicle Repair Order (VRO) process: an administrative tool to ensure compliance when violations are egregious or there is a pattern of non-compliance.
- Provide training to and support allied agencies in equipment violation enforcement and use the VRO program.
- Tracking of faulty equipment as a contributor to vehicle crashes.
- Tracking of equipment violations through citations and warnings issued.
- Tracking of VRO's issued and compliance of violators.

Outcomes:

- Collection of data to highlight needs and successes.
- Increased law enforcement contacts for equipment violations.
- Reduction in equipment related crashes and fatalities.
- Vehicles traveling on Utah's roadways are safer and are compliant with equipment laws.

Commercial Motor Vehicle Safety Program

Work with internal and external partners and stakeholders to advance commercial motor vehicle safety through effective engagement, enforcement, education, and partnerships. Reduce traffic collisions, injuries, and deaths on Utah's roadways through increased awareness and adherence to commercial vehicle safety standards.

Proactive:

- Truck inspectors will focus their efforts on the top three (3) commercial vehicle areas of interest:
 - Traffic violations and CMV driver behaviors
 - Hours of Service (HOS)
 - Brakes
- Provide training and equipment for improvement of semi crash investigation. enforcement.
- DUI and TAT enforcement blitzes utilizing overtime.
- Provide training to companies on properly securing loads.
- Perform post-crash fatal investigations on every fatal crash.
- Increased enforcement on CMV traffic violations that are causing crashes.
- ELD and log book violations tracked.
- Brake violations identified and corrected.
- Implement VIS (Vehicle Inspection Systems) check trailers for targeted enforcement.

Professional:

- Troopers will provide consistent and focused messaging on the consequences of unsafe commercial motor vehicles. They will do this by providing company specific outreach, designed to educate and encourage Federal Motor Carrier Safety Administration (FMCSA) compliance. Troopers will also work with the Utah Truckers Association to focus on commercial vehicle causes of crashes and incidents.

- Troopers will partner with the Utah Department of Transportation (UDOT) to enhance public outreach programs inside Ports of Entry. These programs include:
 - Truckers Against Trafficking
 - Annual Top Hands training and competition
 - Assistance with National Association of Inspector Championships

Proficiency:

- Continued/ongoing training to increase proficiency in commercial motor vehicle state and federal regulations.
- Annual top hands training/conference to enhance proficiency with internal and external partners.

Outcomes:

- Collection of data to highlight needs and successes.
- Reduction of hours of service (HOS) and CMV driver error crashes.
- Measured increase in contacts for commercial vehicles.
- Safer commercial vehicles traveling Utah's roadways.
- Monitor MCIT team training and MCSAP specific expenses to ensure proficiency.



Motorcycle Squad

Motors is a specialized, highly trained, and self-motivated group of professionals consisting of one full time coordinator and 21 additional motor officers. They provide unique opportunities for focused and strategic enforcement with a desire to reduce traffic collisions, injuries, and deaths throughout the state. They accomplish this through proactive enforcement, public education, and inter-agency training. They also provide professional and dignified traffic escort services for special and high profile events.

Proactive:

- 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.
- Increase public education opportunities, including motorcycle safety classes, public awareness events, and community interaction.
- Create opportunities to offer training to other law enforcement agencies with motorcycle squads, enhancing cohesiveness between agencies and establishing higher levels of safety and professionalism.
- Participate in monthly training opportunities for motor officers.

Professional:

- Enforcement strategies will be based on a data driven approach. Crash data from Highway Safety and enforcement data provided by the LEDC will drive trooper enforcement in high crash zones. Adjusted enforcement plans will be created to utilize the unique capabilities of the motor officers in targeting problem areas and recurring violations which consistently cause motor vehicle crashes.

Proficiency:

- Expand to a dedicated full time enforcement squad.
- Increase the number of UHP motorcycle troopers from 22 to 30.
- This increase in manpower would allow for:
 - Increased visibility and effectiveness of hot spot enforcement in populated areas.
 - Increased participation in enforcement events throughout the state, special events, avoiding “burnout” and reducing stress on home life.
- Maintain an equipment database that will assist in tracking inventory and issued items, which will assist in planning for future expenditures and purchases.
- Add eight additional motorcycles, bringing the total to 30 motorcycles.
- Increase motorcycle fleet and riders along the Wasatch Front.

- The motorcycle squad has implemented a goal of 11,000 traffic stops each year. This goal will be accomplished through proactive enforcement in identified hot spot areas throughout the state.

Outcomes:

- Crash reduction and traffic patterns will improve.
- Public involvement and awareness will increase.
- UHP will be more efficient and effective at addressing problem areas.

DUI Squad

The DUI Squad is a Special Enforcement Team assigned to Section 16 of the Utah Highway Patrol. Section 16 is housed in Murray next to the Section 4 field office. DUI squad troopers are assigned along the Wasatch Front, working primarily nights and weekends. The DUI Squad supports the 14 UHP Field Sections with DUI enforcement and training throughout the state. DUI Squad members are selected for their proficiency in locating and identifying impaired drivers, while assigned to field sections. Once assigned to Section 16, DUI squad troopers spend their shifts conducting high visibility traffic enforcement in an effort to interdict drivers before catastrophe.

Proactive:

- Focus on all impaired driving violations, including alcohol, prescription medications, and illicit drugs.
- Identify and conduct proactive enforcement in geographical areas with high DUI violation rates.
- Travel to field Sections throughout Utah, conducting refresher training and assisting in the enforcement of DUI laws.
- Facilitate DUI blitzes on major holidays throughout the year.
- Frequently collaborate with the SBI Alcohol Enforcement Team to identify high risk events and problem areas.
- Identify opportunities for proactive public outreach related to DUI enforcement and prevention.
- Working with SBI, identify which bars and or establishments have had an increase in over-service violations, which led to loss of liquor license.

Professional:

- Continue to work with the Department of Public Safety (DPS) Public Information Officer (PIO) office to increase awareness of the dangers of and reduce instances of impaired driving.
- Partner with the Utah Highway Safety Office, local agencies, and Western State’s Coalition Task Force on coordinated enforcement projects.

Proficiency:

- Provide regular refresher training for troopers to effectively investigate and document evidence in DUI cases, including new and existing case law.
- Assist with field training of new troopers on complete and thorough DUI investigations.
- Actively support DUI training initiatives with POST.
- Provide opportunities for DPS to collaborate and train with agencies throughout the state.

Outcomes:

- The effectiveness of the DUI enforcement program will be measured by analyzing the number of arrests and successful prosecution of each case.
- Decrease the number of traffic collisions, injuries, and deaths related to impaired driving.
- Increased proficiency and effectiveness of Utah State Troopers in interdicting impaired drivers.

SERT

The DPS Special Emergency Response Team (SERT) consists of one full-time coordinator and 17 part-time operators who respond to incidents, assist with training, plan operations, and provide tactical response throughout Utah. Each operator is assigned to a specific element based on their strengths and proficiencies, while also being cross-trained in every element of the team.

Proactive:

- Engagement: SERT members will actively seek opportunities to share their knowledge, skills, and abilities with other troopers. Many SERT members have advanced certifications, which will be used to better the Department as a whole.
- SERT Team members will assist with UHP Training to build upon tactical core competencies within and outside of the Department.
- Provide opportunities for DPS to collaborate and train with agencies throughout the state.
- Continue to develop and leverage effective operational capabilities between DPS SERT and DPS SBI.

Professional:

- Future staffing needs: For the past 20 years, the SERT team has consisted of 16 individuals. To meet increasing demands upon the team, there is a need to add a full-time assistant coordinator and an additional four part-time operators, bringing the total membership to 22.
- Growing population and increasing tactical incidents in Southern Utah and other rural areas enhance the need to expand DPS SERT Operators and Supervision in those areas.

Proficiency:

- DPS SERT will meet and exceed the recommendations set by the National Tactical Officers Association (NTOA) for 20 hours of proficiency training per month.
- The team will maintain a mandatory physical fitness test and an increased firearms standard.
- The SERT team will have a working relationship with the Threat Management Unit (TMU) and support their team in crisis negotiation capabilities statewide.

Outcomes:

- 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 SERT team can continue to quickly and effectively respond to incidents, and provide for the safety of officers and citizens.
- Provide the most professional, proficient and timely tactical response to ensure the best outcome involving high risk operations and incidents.

Public Protection Unit

The Department of Public Safety (DPS) Public Protection Unit (PPU) is a team of highly trained, capably equipped troopers who specialize in crowd management response. The team is commanded by a DPS Captain who serves as Incident Commander. The Captain is assisted in real world deployments by a Lieutenant who serves as Unit Commander and a Sergeant who serves as a Platoon Commander.

Proactive:

- Equip all PPU team members with upcoming national standards in regards to Personal Protective Equipment (PPE) (currently level 1 tier 2 due to lack of protective transportation).
- Standardization of rapid deployment resources with necessary operational equipment.
- Establish and support regional multi-agency POU relationships and agreements.

Professional:

- Maintain staffing levels of the Public Protection Unit sufficient to accomplish ongoing operations and respond to critical incidents, to include 50 total members.
- Establish two operational squads at the State Capitol.
- Active and trained squad to support the Capitol Protection bureau.
- 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.

Proficiency:

- All team members will be properly trained to the Level One Standard.
- Continue our role in the National Institute of Justice (NIJ) committee's development of a national standard for law enforcement.
- Monthly training to enhance proficiency and safety in the following disciplines: formations, arrest control, less lethal, gas training, and physical fitness.
- Continue training in Mobile Field Force (MFF) and receive the necessary equipment.
- All troopers will receive continued training in Mobile Field Force (MFF) and crowd management operations. Crowd management training will take place monthly and MFF will take place annually.
- Provide opportunities for DPS to collaborate and train with agencies throughout the state
- Meet or exceed upcoming NTOA standards which will be established in 2022.

Outcomes:

- Maintain, and continue to develop, inter-agency relationships with federal, state, and local agencies.
- Strengthen mutual aid agreements.
- Maintain a working relationship and cross-train with the Army and Air National Guard.

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 Special Enforcement Teams that will be comprised of full and part-time troopers stationed statewide. The Criminal Interdiction and K9 Troopers support the 14 UHP Field Sections with criminal interdiction enforcement and training. They are selected for their proficiency in locating and identifying subjects involved in criminal activity, while assigned to their field sections. Once assigned to Section 16, Criminal Interdiction and Narcotic K9 troopers spend their shifts conducting high visibility traffic enforcement of the UHP's proactive enforcement goals, in an effort to interdict subjects involved in criminal activity. Additionally, Explosive K9's are assigned to Section 18 at the Utah State Capitol. They provide physical security to the legislative, executive, and judicial branches of state government, assist with explosive sweeps, and conduct evidence searches throughout the state.

Proactive:

- Maintain consistency in all enforcement actions.
- Identify and investigate indicators of criminal activities discovered on traffic stops.
- Provide the proper tools to K-9 handlers and interdiction team members, enabling them to carefully and thoroughly search vehicles suspected of criminal activity.

- Partner with local, State, and Federal agencies in criminal investigations.
- Implement saturation projects throughout Utah, at a minimum of four times annually.
- Participate in the National Crimes Against Children Enforcement projects.
- Four explosive detection canines to complement our drug detection program.
- Conduct audits to ensure consistency in enforcement action taken.
- Conduct audits to determine outcome in criminal cases.
- Conduct explosive sweeps at large public gatherings, during VIP visits, and during legislative meetings.
- Monitor the national training progress and legal acceptance of utilizing police canines to detect fentanyl substances.

Professional:

- Provide K-9 demonstrations to schools, community groups, and at public events throughout Utah.
- Provide education to the public about the importance of K-9's as a useful tool for law enforcement.
- Provide support to internal and external partners with narcotics detection and patrol apprehension requests.
- Provide outreach within the Department in search of talent as future K-9 handlers and interdiction team members.

Proficiency:

- Maintain competency and expertise in relevant case law, canine standards, and state code through ongoing training from both state and federal prosecution partners.
- Attend nationally recognized criminal interdiction training to increase team proficiency.
- Provide training to all troopers department-wide regarding K-9 capabilities and limitations.
- Provide regular legal updates on statutory changes and new case law.
- Provide search and seizure training for POST new hires and UHP Benchmark.
- Provide POST certifications in Narcotics Detection, Explosives Detection, and Patrol Apprehension for all canines and handlers.
- Maintain certifications and participate in National Crimes Against Children.

Outcomes:

- Recruit and select existing part-time members to become full-time interdiction/K9 team members.
- Interdiction/K9 troopers will become resident experts on search and seizure standards/laws.
- Collect and share data and intelligence from all significant criminal cases with law enforcement partners.
- Create a barrier preventing distribution of illicit products through increased criminal interdiction.
- Share intel with SIAC on all major drug seizures to investigate local and national drug trafficking organizations.
- Create a safer environment for citizens of Utah.

Dive Team

The Utah Department of Public Safety Dive Team is a highly trained unit of divers who utilize various dive specialty skill sets and advanced underwater searching equipment to protect critical infrastructures of the State of Utah. The DPS dive team works in partnership with state, county, and local agencies to aid in evidence collection, vehicle recoveries, and search and recovery efforts of drowning victims.

Proactive:

- Equip the dive team with reliable and up-to-date SCUBA gear and technologies to enhance proficiency and safety.
- Maintain current life supporting equipment and technologies.

- Sustain necessary equipment to qualify as a FEMA Public Safety Dive Team.

Professional:

- Maintain the staffing levels of the DPS Dive Team to effectively and safely accomplish various dive missions.
- Maintain type II FEMA Public Safety Dive Team rating.

Proficiency:

- Continue to train team members to properly operate technology aiding in underwater search, recovery and auditing tasks.
- Develop team members' SCUBA skills to enhance safety and proficiency.
- Schedule regular training with sonar and other underwater detection equipment to maintain current skills related to technology to include the new department underwater robotics.
- Help team members obtain and maintain Master Diver Certification.
- Establish training benchmarks to obtain and improve FEMA Public Safety Dive Team rating.
- Provide opportunities for DPS to collaborate and train with agencies throughout the state.

Outcomes:

- Maintain and develop additional inter-agency relationships with Federal, State, and local agencies.
- Participate in events related to training, public education, and other activities where support from the team is appropriate.

Aero Bureau

Deliver effective law enforcement and public safety aviation resources throughout the State of Utah. Continue to develop and enhance resources and capabilities of the Department of Public Safety Aero Bureau to expand the ability to provide effective support for all public safety needs in the State of Utah.

Proactive:

The DPS Aero Bureau will support all Law Enforcement agencies within the state at the local, county, state, and federal level, bringing airborne surveillance, tracking, transport, and recording capabilities to assist those agencies with vehicle pursuits, manhunts, barricaded individuals, warrant service, and other such traditional law enforcement activities. Additionally, the Aero Bureau helicopters are equipped with hoist capabilities, FLIR, RECCO, and video recording equipment to assist in search and rescue operations. The Aero Bureau will seek out new and innovative equipment to further develop the program in the interest of public safety.

Professional:

- In order to facilitate quicker response times and less on-call status, the following additional personnel will be needed:
 - Two full-time pilots in Salt Lake.
 - Four full-time TFO's in Salt Lake.
 - Two full-time TFO's in St. George.
- In the next five years, add fixed wing aircraft and full-time crews for speed enforcement along the interstate corridors, as well as additional Search and Rescue capabilities within the state.
- Deliver quality law enforcement aviation services, to include airborne search and rescue capabilities and airborne law enforcement operations to allied agencies within the state.

Proficiency:

- Conduct bi-weekly hoist training to maintain proficiency.
- Conduct annual hoist and operational safety training with an accredited public safety aviation training vendor.
- Continue strict training in search and rescue and airborne law enforcement skills.
- Conduct monthly training on systems that are equipped in the helicopters, including FLIR, Aerocomputers Mapping Systems, Rhotheta, radios, etc.
- The above listed training will be accomplished for all personnel assigned to both the North and South Aero Bureau bases of operation, which will require frequent joint training exercises to ensure standardization of operations Bureau wide.

Outcomes:

A well-trained team with appropriate staffing and equipment will allow the Aero Bureau to continue to respond to requests for service throughout Utah. Additionally, increase proactive law enforcement support and reduce the response time on call out assists throughout the state.

Major Crash Investigation Team

Provide timely, accurate, complete and efficient major crash investigation and provide support to UHP, local law enforcement agencies and victims. Major crash investigation team staffed with well trained industry leading experts who are equipped with the best current technology to lead the state in providing crash scene investigations.

Proactive:

- Ongoing evaluation of current equipment and software to increase accuracy, effectiveness, and decrease report completion time.
 - Total Station & GPS System
 - UAV/Drone
 - Laser scanner
 - Software
- Identification of future equipment and software needs to increase efficiency and effectiveness.
- Increase staffing as identified through current analysis, including the addition of a dedicated commercial vehicle crash investigator.
- Identify future evidence storage locations for vehicles involved in significant and fatal crashes throughout the state.

Professional:

The team consists of one Sergeant, six technical reconstructionists, and two SBI criminal investigators located in areas of highest need throughout the State of Utah. Team members are trained in drone operation, total station, crash reconstruction, scene analysis, photogrammetry, and FARO.

Proficiency:

- Maintain clear policies and procedures regarding major crash incidents, and part time team member development.
- Establish and maintain a clear training path for field personnel to aid in increased quality of reports, and properly capture, document and preserve evidence.
- 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.

- Identify additional staffing needs and capacity to meet the increasing demands of major crash investigation across the state.
- Evaluate the demand for additional team members.

Outcome:

Crash victims will receive appropriate support, a professional investigation, and timely follow-up by ensuring all investigations meet department standards prior to submission to the local prosecutor. The team will conduct fatal crash case review meetings each week, which will ensure prosecutors will receive a timely and complete investigation and will be engaged early on in the process.

Crash Clearance (TIMS)

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.

Proactive:

- 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).
- Promote the Move Off program in conjunction with increased roadside signage.

Professional:

- Dispatchers capable of providing instructions to drivers to clear travel lanes and move to an off-highway location whenever possible.
- Educate troopers in effective crash clearance techniques to reduce secondary crashes and struck by incidents.
- Continue to coordinate with DTS to develop web and mobile applications to enhance the effectiveness of towing rotations and response.
- Collaboration with UDOT and other law enforcement agencies to expand the current National TIM program within the State of Utah.

Proficiency:

- Provide education and enforcement of the Slow Down, Move Over law to the general public.
- Offer Traffic Incident Management Systems (TIMS) training to multidisciplinary first responder groups and ongoing training to troopers. .
- Establish a baseline consistent with dispatch times, estimated time of arrival (ETA), secondary crashes, and crash clearance times to implement a third party tow vendor pilot program in Salt Lake county.
- Launch a TIMS coalition in each bureau throughout the state.

Outcomes:

Increase safety of motorists and crash responders, and reduce traffic incident impacts by:

- Reducing incident & roadway clearance times.
- Reducing the number of secondary crashes.
- Reducing the number of responders struck at traffic incidents.

Salt Lake Community College

To provide a safe and secure environment for all students, faculty, and SLCC campus visitors. Provide effective law enforcement resources trained and equipped to meet the demands of an academic law enforcement environment.

Proactive:

- Lead Rescue Task Force Training each year at SLCC campuses.
- Establish consistent training with the Public Protection Unit to prepare for upcoming public events, protests, and potential problems.
- The bicycle patrol squad utilizes the most updated and challenging training methods to stay ready and squad members make every effort to stay visible on campus to prevent criminal activity.
- Engage SLCC Public Safety and staff for constant involvement of law enforcement services.

Professional:

- Conduct training on campus with faculty, staff, and students. Practice the techniques that are taught and ensure that participants feel confident with the training they receive.
- Assess additional personnel needs to address future expansion of campuses or on-campus housing.
- Develop partnerships with local agencies and organizations that will help achieve the DPS & SLCC mission.
- Ensure effective communication and coordination with SLCC public safety and staff.

Proficiency:

- To keep troopers engaged and proficient in their abilities, continued training will be provided to all troopers assigned to Section 21 that include:
 - Less-lethal tactics
 - Clery 101
 - Title IX
 - Lethality Assessment Protocols
 - Interview and Interrogation
- Reports and investigations are held to the highest standard. Investigations will be handled professionally and thoroughly. Reports will be detailed to ensure the prosecution of criminal cases.
- Timely reporting of incidents to SLCC Public Safety.
- Proactive implementation of campus safety and threat management standards and training.

Outcomes:

Salt Lake Community College and the Utah Highway Patrol are partners in campus safety. Preparedness, prevention, mitigation, response, and recovery are all considerations that we train to handle effectively. Section 21 troopers have the training they need to be successful and can use many different tools and resources to address campus safety concerns.

Dignitary & Executive Protection

Provide effective safety and security for the Utah State Capitol, elected officials, and the citizens of the State of Utah; and, provide professional executive protection services to the Governor of the State of Utah and other elected officials as needed.

Proactive:

- Patrolling in cars, on foot, and on bicycles.

- Providing crowd control and maintaining order during large and/or high profile demonstrations, rallies, and other events.
- Conducting community-oriented policing efforts cooperatively in and around state facilities.
- Quarterly trooper training of the above mentioned proficiencies.
- Offer / conduct the following training for Capitol stakeholders:
 - Threats and workplace violence.
 - Capitol complex security posture.
 - Safe space designations and emergency protocols.
 - Active shooter and officer security training.
- Members of the Threat Management Unit (TMU) will monitor threats to elected officials, state employees, and state buildings.

Professional:

- Provide a professional and courteous police presence in and around the Capitol complex and Taylorsville State Office Building (TSOB)
- Preserving law and order, serving as a deterrent to violations of laws, rules, and regulations.
- Enforcing Utah State Law and regulations set by the Capitol Preservation Board as the governing body.
- Perform protective services, securing state-owned buildings, property, and equipment.
- Conduct investigations of crimes and accidents.
- Work and coordinate effectively with all capital stakeholders.
- Continue to provide monthly situational reports to critical stakeholders, advising of the current threat climate, cases, and notable events.

Proficiency:

- Effective and proactive law enforcement and Capitol protection resources to include:
 - Bike Squad
 - Explosive Detection K-9
 - Public Protection Unit / Mobile Field Force
 - SERT
 - Security tactics / expertise (Supreme Court, Appellate Court, school board, other buildings / departments as requested)
 - Active monitoring and management of cameras and access control
 - Emergency notification application (DIR-S)
 - Threat management investigation
 - Executive Protection
- Seek out and implement new technologies and best practices related to building and personal protection.

Outcomes:

- Working with our partners at the Capitol and other buildings of responsibility, troopers will be able to keep elected officials, government employees, and the public safe. Troopers will be proficient with training and equipment to effectively respond to all types of incidents. Troopers will be the epitome of professionalism in appearance, action, and preparedness.

24/7 Program

The 24/7 Sobriety Program was created over twenty years ago in South Dakota. Due to the success of the program in reducing overall DUI crime rates, the National Highway Traffic Safety Administration endorsed the program and it is now being rolled out across the country. Troopers have seen the devastating effects caused by those who choose to drive

impaired. DUI enforcement continues to be a top priority as the Department looks at new ways to reduce DUI recidivism and fatality rates. One of these ways is the statewide implementation of the 24/7 Sobriety Program.

Proactive:

Troopers will maintain and develop communication channels with every Sheriff's office in the state to promote and implement the 24/7 Sobriety Program. Troopers will also work with prosecutors and defense attorneys to help communicate the necessity of the program for the good of public safety and the viability of its participants to maintain productive lives.

Professional:

Troopers will conduct training for all correctional facilities in Utah, including but not limited to, law enforcement, courts, judges, clerks, and prosecutors. Training will consist of program rules and regulations with an emphasis on creating communication channels between the courts, DLD, probation services and the jail staff.

The goal of this program is to have every county in the state have an established 24/7 program by the year 2025.

Proficiency:

The Utah Highway Patrol will continue to support the 24/7 program and engage other law enforcement entities in onboarding the program. Engagement will help bring programs like 24/7 online at a quicker pace and, as a result, a reduction in DUI recidivism and fatality rates.

Outcome:

With implementation of the 24/7 program, offenders are able to maintain their driving privileges and their employment. Moreover, there is an anticipated reduction in DUI recidivism and fatality rates. It is expected to improve accountability, and by allowing the offender to avoid jail time, continue working, and functioning in society the program may change a person's drinking habits, thus reducing criminal activity.

Public Information & Education

Keeping Utah safe through targeted outreach and education to the motoring public. The PI&E community outreach program will contribute to traffic safety education through a focus on high-risk driving behaviors such as speed, failure to wear seat belts, distracted driving, impaired driving, and drowsy driving. The PI&E program will strive to reach new audiences through social media, virtual presentations, and new technologies.

Proactive:

- Promote and coordinate an Adopt a High School program for each field section in the UHP.
- Schedule and attend safety fairs throughout the state.
- Be consistent in teaching driver education classes, by providing a safe driving curriculum. Use field section troopers to assist with the effort as a force multiplier.
- Provide ready made presentation tools covering driver education, winter driving etc. for field section troopers to utilize and keep them current.
- Work as part of the DPS Community Outreach effort.

Professional:

PI&E officers will seek out continuing opportunities to keep on the forefront of personal development in presentation skills and content related to public safety and the motoring public. New troopers will be sought and given opportunities to become involved and contribute to the program.

Proficiency:

- The Department will develop methods and ways to connect with groups that are at higher risk for traffic safety issues, such as teen drivers.
- Assist UHP field sections with outreach to local groups. These groups include but are not limited to high schools, religious organizations, community events, and county and state fairs.
- Coordinate closely with DPS Public Information Office and Highway Safety on targeted campaigns through various media platforms related to motoring public safety.
- Incorporate input from minority community members to improve our methods of educating and spreading information.

Outcome:

Engaging with communities throughout the State of Utah, and educating them on traffic safety laws will promote safe driving behaviors, deter poor driving habits, and strengthen the relationship between law enforcement and the community. Public Information & Education troopers will work together to engage the citizens of Utah in achieving our mission of Keeping Utah Safe.

Community Engagement

It is the goal of the Department of Public Safety and its community engagement strategy to create awareness within the community about the Department and its law enforcement divisions, and to decrease crime and increase trust in law enforcement within all communities. DPS employees will build respectful relationships with the community and the people it serves. The Department will provide meaningful service to all communities while paying particular attention to those who come in contact with law enforcement who are in crisis, experiencing mental illness, and or addiction. The vision of DPS and its community engagement efforts is to increase safety and security to the populace through relationships of trust and having adequate knowledge, resources and ability to connect individuals to appropriate social services and resources.

Proactive:

To meet the goals of the strategic plan in regard to community engagement efforts, the Department will do the following:

- The Department will facilitate consistent meetings with key stakeholders and community partners.
- The Department will utilize social media platforms to engage in meaningful and informative interactions with the public.

Professional:

Department employees will be proficient, professional, and proactive in its enforcement and application of state laws, and police actions. The Department will train employees on improving interactions with the public while earning and maintaining the public's trust. This can be accomplished through positive and meaningful interactions with the people we serve. DPS employees will seek opportunities to build relationships of trust by being actively engaged in the community. DPS community engagement teams will, specifically, build relationships of trust with communities of faith, refugee communities, minority communities, and community leaders and increase the safety and security of all people in Utah.

Proficiency:

To meet the goals of the strategic plan in regard to community engagement efforts, the Department will do the following:

- The Department of Public Safety will implement innovative efforts to interact with the public. Initiatives may include ideas such as creating after school activities that engage at risk youth.
- The Department will use social media to advertise and engage in safety tips and community engagement and outreach services.
- 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.

Diversity & Cultural Humility

It is the goal of the Department to educate DPS employees on the racial and cultural disparities that can occur within diverse, refugee and minority communities and to obtain a better and ongoing understanding of these communities. DPS employees will be aware of, and sensitive to, our relationship with under-represented communities, refugees, and at-risk communities. The Department will ensure employees (especially sworn employees) are trained to engage the communities with knowledge, understanding and respect. The Department will engage in conversations with these diverse communities to increase understanding and critical thinking from the viewpoint of both the Department and the people it serves.

It is the vision of the Department to create an environment where the public feels safe and respected by all law enforcement officers and that the Department's employees understand the value of positive interactions with diverse populations. The vision of the Department includes training its employees to acquire the necessary cultural competency skills to effectively interact with people of diverse communities. The Department and its divisions and bureaus will employ individuals who are culturally diverse. 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.

Proactive:

To meet the goals of the strategic plan in regard to diversity and cultural humility, the Department will do the following:

- The Department will collaborate and meet regularly with special interest groups and diverse communities
- The Department will increase the number of sworn employees involved in community events, with a focus on engagements with underrepresented communities
- The Department will provide better service to the public and its employees by utilizing knowledge gained through ongoing in-service diversity training
- The Department will create external partnerships and collaborate with other law enforcement agencies to explore new, and ongoing cultural humility and diversity training
- The Department will seek out and utilize individuals with extensive backgrounds in diversity and inclusion training from local colleges, universities, and local governments and community groups to train department members
- The Department will improve customer service through a deeper understanding that other communities view issues and incidents differently than law enforcement
- 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 the Department serves
- The Department will create and maintain respectful relationships with the communities the Department serves.

Professional:

To meet the goals of the strategic plan in regard to diversity and cultural humility, department employees will do the following:

- Employees will be well educated in cultural diversity, community involvement, and implicit bias through continuing education efforts for all department members.
- Department instructors, who are specially trained, will continue to teach diversity and inclusion classes and protocols through classroom and virtual instruction.

Proficiency:

To meet the goals of the strategic plan in regard to diversity and cultural humility, the Department will do the following:

- Divide sensitivity training into two types: race relations and racial/cultural awareness.
- Remain inclusive in recruiting efforts and welcome new hires from all cultures.
- The Department will be transparent in their current and future practices to maintain public trust.
- Autism awareness training will be provided annually in accordance with state law to all sworn members of the Utah Highway Patrol.
- Training will be provided on cultural awareness, de-escalation tactics and techniques
- The Department will continue to implement unconscious bias training and conversation among troopers. Troopers will be required to participate in training that will help them identify implicit bias, and how to appropriately navigate these issues.

Outreach

The Utah Department of Public Safety will strive to build trust with all citizens, while serving and addressing the needs of individuals and communities through effective and innovative community policing efforts. The Department will utilize a co-responder model of addressing the needs of victims of crime and around vulnerable populations to include those experiencing crisis, addiction, and homelessness.

The Department will seek to meet the goals of this strategic plan by providing appropriate assistance to individuals identified as high users (HUs) of emergency services and the criminal justice system (High Users being identified as a small group of clients who disproportionately utilize the public emergency services and the criminal justice system due to their elevated use of these public resources). 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.

Professional:

To meet the goals of the strategic plan in regard to outreach efforts, the Department will utilize the following approach:

- *Consistent / Frequent Law Enforcement Presence* – Positive and public safety guided enforcement interaction with people experiencing crisis on a regular basis. This approach allows for officers to establish a level of accountability on the part of individuals in crisis while law enforcement maintains and establishes a positive rapport with the people we serve.

Proficiency:

To meet the goals of the strategic plan in regard to outreach efforts, the Department will utilize the following approaches:

- *Multi-disciplinary Approach* - DPS will engage in a co-responder model, which involves the use of police officers, and 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 the victims of crime. Through this

model the Department is transforming the traditional law enforcement response to individuals who come in contact with law enforcement, the criminal justice system, or those who have been victimized or in need of social services. This co-response model has been implemented by the Department in an ongoing effort to address the ever-present, and continuing need towards diversion and elimination of mental health criminalization.

- *Crime Focused Unit* – Includes narcotics and criminal enforcement units focusing on those who are distributing drugs and preying on the vulnerable population. A crime focused unit of DPS officers can utilize intelligence-led policing efforts and data to identify criminals and enhance public safety. They work side-by-side with the Community Engagement Team to connect and refer individuals to services and support teams.
- *Community Oriented Policing* - This type of policing allows our officers to know the community, build trust, establish a level of accountability, and utilize informed discretion when taking enforcement actions. It is critical for law enforcement personnel to build relationships with the community, specifically those experiencing crises.

UHP strategic plan

CY 2023 - 2028



UHP Work Plan

Division Priority - Personal Perparation

Goal 1: UHP Benchmark Program

Goal #	Champion	Resources Needed	Timeline	Status
1	Section Lieutenants, Sergeants, and Bureau Captains	Regularly scheduled audits and staff time	Ongoing	Underway

Division Priority - Internal Performance

Goal 2: Increase Staffing, expand sections, recruitment

2	All troopers, section Lieutenants, Sergeants, and Bureau Captains. To include UHP recruiter, Corporal Luis Sandoval	Maintain and track a robust recruitment program	Ongoing	Underway
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Division Priority - External Service

Goal 3: Increase Law Enforcement Services to Local communities and agencies

3	Section Lieutenants, Sergeants, Bureau Captains, and UHP Admin	Access to overtime funding and training to maintain operational efficiency	Ongoing	Underway
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