



**Bureau of
Criminal Identification**

Strategic Plan



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FOUNDATION AND VISION

Division Mission Statement

The mission of the Bureau of Criminal Identification (BCI) is to provide public safety agencies and the public: technical services, expertise, training, criminal justice information, permits, and related resources.

State leadership, including the legislature, and federal agencies expect BCI to comply with state and federal regulations while maintaining operational efficiency and integrity. Criminal justice and partner agencies rely on BCI for accurate, timely criminal history data, background checks, and firearm eligibility determinations. The general public expects transparency, reliability, and protection of personal information. Collectively, these stakeholders expect BCI to support public safety and trust through efficient record management and secure, accessible criminal justice information systems.

Key stakeholders of the BCI include state leadership, federal criminal justice agencies, out-of-state criminal justice agencies, in-state criminal justice agencies, and the general public.

GOALS AND OBJECTIVES FOR NEW INITIATIVES

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

EXTERNAL ENGAGEMENT

- **Goal:** Strengthen and develop trust, transparency, and positive outreach with the general public by developing a public-facing firearm transfer dashboard.
- **Objectives:**
 - Replace static quarterly Brady and Concealed Firearm Permit statistics with a public-facing dashboard.
 - Provide monthly statistics on firearm sales and denials.
 - Provide monthly statistics on concealed firearm permit issuance, denial, suspension, and revocation.

Objective	Strategy	Key Employees	Timeline	Status
#1	Identify current data elements to include	Jake, Miranda, Jason C	6 months	Ongoing
#2	Identify new data elements to include	Jake, Miranda, Jason C	3 months	
#3	Work with DTS to design dashboard	Jake, Miranda, Jason, DTS	6 months (?)	

- **Measurement and Accountability**
 - Success metric and definition: Dashboard published to BCI's website by Q4, 2026.

INNOVATION & ADAPTABILITY

- **Goal:** Redesign of the Utah Criminal History database to strengthen public service through continuous improvement and dedication to achieving best practices for our agency and business partners, volunteer and non-profit organizations, and citizens of Utah.
- **Objectives:**
 - To offer ongoing training for all related topics within the purview of BCI.
 - To work towards ensuring all data is complete and accurate before dissemination.
 - To ensure Criminal History Record Information is disseminated in a timely manner.
 - To develop software and policies that ensure prompt responses to inquiry.
 - To provide training, software, and policies that ensure the security of Criminal History Record Information.

Objective	Strategy	Key Employees	Timeline	Status
#1	Identify stakeholders	Lauralee, Jesse, Mandy	6 months	
#2	Create working group	Lauralee, Jesse, DTS	3 months	
#3	Identify desired functionality	Working group	6 months (?)	
#4	Coordinate project with DTS	Working group, DTS	6 months	
#5	Test and train	Jake, Miranda, Jason C	3 months	

- **Measurement and Accountability**
 - Success metric and definition: Deployment of new criminal history design by December 31, 2027.

COLLABORATION

- **Goal:** Redesign of the Utah Criminal History database to strengthen public service through continuous improvement and dedication to achieving best practices for our agency and business partners, volunteer and non-profit organizations, and citizens of Utah.
- **Objectives:**
 - To offer ongoing training for all related topics within the purview of BCI
 - To work towards ensuring all data is complete and accurate before dissemination.
 - To ensure Criminal History Record Information is disseminated in a timely manner.
 - To develop software and policies that ensure prompt responses to inquiry.
 - To provide training, software, and policies that ensure the security of Criminal History Record Information.

Objective	Strategy	Key Employees	Timeline	Status
#1	Identify stakeholders	Lauralee, Jesse, Mandy	6 months	
#2	Create working group	Lauralee, Jesse, DTS	3 months	
#3	Identify desired functionality	Working group	6 months (?)	
#4	Coordinate project with DTS	Working group, DTS	6 months	
#5	Test and train	Jake, Miranda, Jason C	3 months	

- **Measurement and Accountability**
 - Success metric and definition: Backlog completely cleared by December 31, 2026.

OPERATIONAL EFFICIENCY

- **Goal:** Seek to optimize internal systems and workflows to ensure timely and accurate services are being provided by reprogramming the expungement program.
- **Objectives:**
 - Identify new database updates that may provide value to customers or to processing applications within the desired timeframe.
 - Working with DTS to update our public-facing application.
 - Identifying any procedures that can be streamlined or updated with new technologies.

Objective	Strategy	Key Employees	Timeline	Status
#1	Reprogram the Expungement Program	Megan, DTS	9 months	Ongoing
#2	Develop a public-facing application tracking dashboard	Megan, DTS	9 months	Ongoing

- **Measurement and Accountability**
 - Success metric and definition: Deployment of new Expungement program by September 30, 2026.

INDIVIDUAL DEVELOPMENT

- **Goal:** Invest in employee growth and development in areas of expertise to create a skilled, self-reliant, and adaptable workforce.
- **Objectives:**
 - Encourage secondary education
 - Provide targeted training and certifications across all BCI sections to build employee expertise
 - Encourage career advancement

Objective	Strategy	Key Employees	Timeline	Status
#1	Encourage use of department tuition reimbursement	Administration/Supervisors	Continuing	
#2	Identify and promote professional training and certifications	Administration/Supervisors	Continuing	

- **Measurement and Accountability**
 - Success metric and definition: Increase in certifications and secondary degrees from previous year(s).