

STRATEGIC  
REPORT  
FY2023

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THE  
DEPARTMENT  
OF PUBLIC  
SAFETY

# TABLE OF CONTENTS

COMMISSIONER'S MESSAGE 4	FIRE MARSHAL 16
DPS ADMINISTRATION 7	HIGHWAY SAFETY 18
BUREAU OF CRIMINAL IDENTIFICATION 8	PEACE OFFICE STANDARDS AND TRAINING 20
COMMUNICATIONS 10	STATE BUREAU OF INVESTIGATION 22
CRIME LAB 11	STATEWIDE INFORMATION & ANALYSIS CENTER 24
DRIVER LICENSE 12	UTAH HIGHWAY PATROL 26
EMERGENCY MANAGEMENT 14	

# UTAH DEPARTMENT OF PUBLIC SAFETY

## VISION STATEMENT

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### VISION

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

### PRIORITIES

- 1) Personal Preparation
- 2) Internal Performance
- 3) External Service

### GOALS

Prepare employees for excellence in current assignments and future 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

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

### IMPLEMENTATION AND FOLLOW UP

In order for the Utah Department of Public Safety to be successful in capturing 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. This vision goes beyond the Department and division functions and relies on each employee to fulfill his or her duty in **Keeping Utah Safe**.

## Commissioner's Message

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I am excited to reveal the strategic plan for the Utah Department of Public Safety in meeting our mission of 'Keeping Utah Safe.' Much thought, discussion, and experience have been put into the priorities, goals, and potential outcomes as we focus on Personal Preparation, Internal Performance, and External Service. These three pillars are the driving force behind our efforts to maintain a great quality of life in Utah and improve government outcomes in accordance with the Utah Home Road-map.

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

Jess L. Anderson  
Commissioner  
Utah Department of Public Safety







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# IDEAL STRATEGY

*Improving What Matters*

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# PUBLIC SAFETY ADMINISTRATION

## RECRUITING & RETAINING A DIVERSE WORKFORCE

The Utah Department of Public Safety (DPS) has made significant strides to recruit and retain quality employees by increasing pay and defining career opportunities with a focus on enhanced recruitment efforts through community outreach. The goal is to reach those from underserved communities who may not have realized the vast opportunities available within public safety employment.

## NEW DIVISION ADDITIONS

With the addition of Emergency Medical Services, DPS is working to incorporate the current EMS services with a priority focus on providing quality safety services to Utah.



## EMPLOYEE SUCCESS

DPS is intensely focused on the career perspective of employees and has implemented an ongoing, multi-level strategy to ensure employees receive the support needed to find success. With the initial launch in 2021, the DPS team developed the following approach to identify resources, people, and time to empower the employee's career progression.

### ADMINISTRATION FOCUS

- ▶ Continue to meet with Divisions and Human Resources (HR) to identify positions needing analysis with pay, high turnover, restructuring, and supervisor/management training.
- ▶ Work with HR and the Division to outline specific plans for each group to focus on flexibility in schedules, telework, returnships, internships, or other aspects to improve the compensation dynamic.
- ▶ Expand and continue content focus needs for the DPS employee intranet.
- ▶ Improve awareness surrounding continuing education and training options available to employees.
- ▶ Ensure communication is consistent across all levels of the organization.

### DIVISION FOCUS

- ▶ Establish an award program that offers incentives to support increases every six months for the first two years and additional incentives every five years.
- ▶ Identify learning and development opportunities.
- ▶ Establish expectations to support continued employee growth.

### SUPERVISOR AND EMPLOYEE FOCUS

- ▶ Identify and define career interests.
- ▶ Identify additional skills and experience needed to expand on a career focus.
- ▶ Identify personal and professional short-term goals.
- ▶ Identify long-term professional goals.
- ▶ Build on individual skill sets.



## BUILDING THE FUTURE

DPS is committed to ensuring the proper resources are available in commissioning public safety duties. Building expansions to support Peace Officers Standards and Training, Division of Emergency Management, and Evidence Management are on the horizon as a necessary next step in the evolution of effective DPS services.

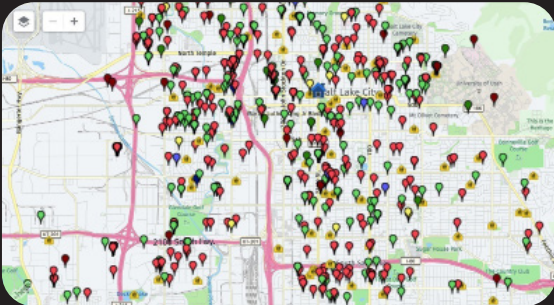


# BUREAU OF CRIMINAL IDENTIFICATION

*To provide public safety agencies and the public technical services, expertise, training, criminal justice information, permits, and related resources.*

## EXPEDITED AUTO EXPUNGEMENTS

The intention of an expungement is to remove incidents from an individual's criminal history that qualify for removal. Removing a criminal incident makes the individual better prepared to overcome past mistakes. Unfortunately, much of the process is manual and time-consuming, which has created a backlog. The backlog is due to missing information or gaps within the criminal history, which slows the removal of information from all systems. Acquiring and training personnel to process auto-expungement orders is a priority for Bureau of Criminal Identification (BCI) and is needed to reduce the current backlog. Technology use is being evaluated for expediting the expungement process.



## SEX OFFENDER REGISTRY

BCI will acquire responsibility for the Sex Offender Registry on July 1, 2024. BCI will need to determine logistics and receive training. Funding, staffing, office space, and programmatic changes within the platform will need to be determined. A working group will be formed in CY2023 to address the process.

## FUTURE ONLINE APPLICATION DEVELOPMENT

BCI is working to make applications for services available online. The move will streamline processes, improve efficiency, and decrease the need for in-person visits to BCI in some cases. Technology solutions for fingerprints are needed to support the transition.

BCI will work to review all types of applications to determine priority and ability to make them available online.

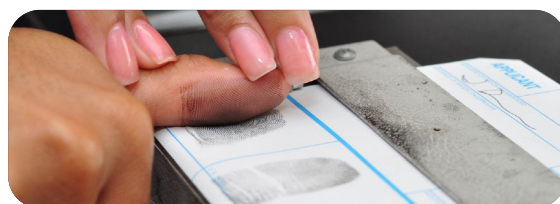
## PETITION-BASED EXPUNGEMENT BACKLOG REDUCTION

BCI is approximately four months behind on determining the eligibility of applicants for petition-based expungements. BCI is hiring three FTEs; two will replace vacant positions, and one is new. The BCI Records Section is helping to conduct the necessary research to allow the Expungements Section to focus on determinations and meet the identified 30-day goal.

## CRIMINAL HISTORY DASHBOARD CREATION

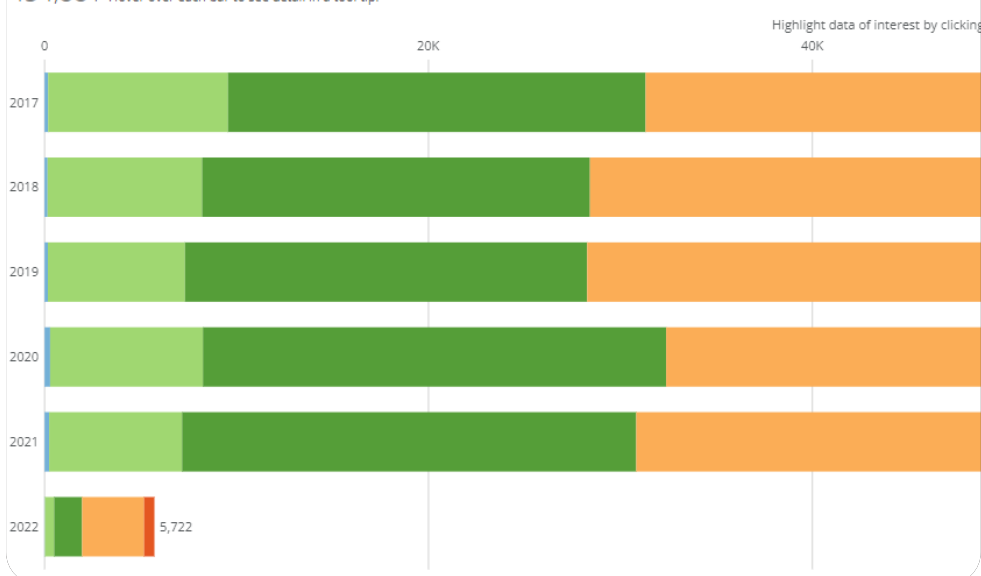
A problem exists in receiving arrest, prosecution, and court information. Utah BCI has observed other states using a criminal history dashboard to identify missing data sources, allowing an opportunity to educate and train entities on the necessity of a complete criminal history. Once completed, the Division can utilize the dashboard information to audit criminal justice agencies.

The Utah Criminal History Dashboard will also provide criminal justice entities and the public with Utah Criminal History (UCH) data while withholding personal identifying information. The dashboard may include convictions, dismissals, pleas, recidivism, parole and probation, and other available data elements. The information provided through the dashboard will be available to stakeholders conducting research or working to identify problems and solutions to criminal activity. Accurate court data and records will be necessary to complete the project. National Criminal History Improvement Program (NCHIP) grants and existing appropriations may support funding. During FY2024/2025, BCI will reach out to other states and gather information to determine what to include in the dashboard.



### SERIOUS PROPERTY OFFENSES

454,881 Hover over each bar to see detail in a tool tip.



## ON-SCREEN NOTES FOR UCJIS

The Utah Criminal Justice Information System (UCJIS) provides numerous databases and applications to criminal justice entities. Various information fields are associated with UCJIS, complicating a seamless entry for the user. BCI is working to input on-screen notes, which will provide a user with an immediate source of help. The initiative will reduce user errors and calls for assistance from the Communication Information Center (CIC) or BCI's Field Services Section.

Notes for 25 transactions have been completed, with one being implemented. Implementation for these existing transactions and 25 additional should be completed by the end of CY2023. Approximately 50-100 more UCJIS transactions may need on-screen notes.



# COMMUNICATIONS

*To provide effective communications support for public safety agencies, provide useful communications services for the public, and effectively manage the state's public safety communications resources.*

## CREATING RETENTION CONSISTENCY

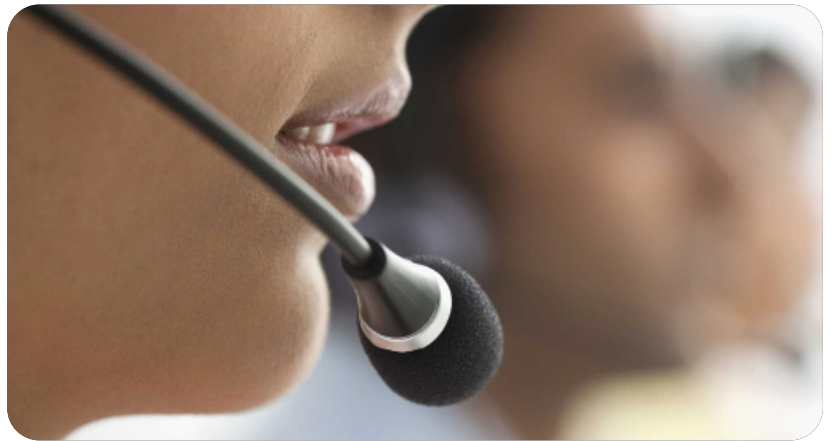
The Department of Public Safety Communications Division is working to ensure the consistent recruitment of qualified candidates and the retention of career-minded individuals within the communications field. To implement the initiative, the Division launched a high school job shadowing program to encourage new interest in a communications career. The initiative works to identify individuals enthusiastic about a future in the exciting career field. In addition, the Division is working to develop a full-time recruiter position who is versed in social media and exhibits a passion for the communications industry. The improvements will continue to build a foundation for a successful career.



## EXPANDING TECHNOLOGY EFFICIENCIES

The Communications Division actively seeks to enhance technology to support faster, more effective 911 operations and interfaces. With that objective, the following projects are on target for implementation:

- ▶ Virtual Computer Aided Dispatch (CAD) consolidation between Public Safety Answering Points (PSAPs).
  - Operating through shared technology.
- ▶ CAD interoperability efforts
  - CAD Data and the ability to create a CAD call.
- ▶ P25 Radio transition
  - Test and identify appropriate P25-compliant radio for deployment to all members of the Department of Public Safety, Utah Highway Patrol, Department of Emergency Management, and the State Bureau of Investigation.



# CRIME LAB

*To provide timely and comprehensive criminalistic services to criminal justice entities within the State of Utah.*

11

## EXPANDING EFFICIENCIES

The Crime Lab is actively expanding forensic resources to promote timely service statewide and to ensure a more robust platform of available forensic tests. The following projects are on target during FY2024 to improve efficiency:

- ▶ Data generation completed for DNA laboratory validation.
- ▶ STRmix assessment completion.
- ▶ Data analysis and laboratory processing for DNA samples validation completed
- ▶ Training of analysts in serology, DNA lab work, and DNA interpretation completed.
- ▶ Accreditation of DNA lab work and interpretation.

These milestones are necessary for accreditation in DNA serology, DNA lab work, and DNA interpretation in the Southern laboratory. Additionally, the lab will utilize probabilistic genotyping (STRMix) in its DNA interpretation which significantly improves the laboratories ability to provide meaningful interpretation of complex DNA mixtures, low-level DNA profiles, and degraded DNA samples. Meeting these milestones and achieving accreditation in serological services, DNA lab work, and interpretation will help improve the forensic laboratory system across the state.

## IMPLEMENT THE NATIONAL INTEGRATED BALLISTIC INFORMATION NETWORK (NIBIN) IN THE NORTHERN AND SOUTHERN LABORATORIES.



NIBIN is a database system that captures, stores, and correlates digital images of fired cartridge cases recovered from crime scenes and test-fired firearms. Using the NIBIN system can result in leads or hits with tactical and strategic uses for law enforcement, helping law enforcement analyze and understand gun crime patterns, including gun sharing and trafficking. The NIBIN program has proven successful at linking crimes and identifying shooters.



# DRIVER LICENSE

*To license and regulate drivers in Utah and promote public safety.*

12

## WEB PORTAL FOR SUBMISSION OF MEDICAL FORMS

The Driver License Division (DLD) is developing a web portal to facilitate submitting information directly from the healthcare provider into the Driver's License system when determining a customer's driving fitness. The initiative will improve efficiency in receiving the necessary health information and accuracy by eliminating manual entry. The initiative will also reduce the number of drivers denied due to non-compliance or medical reasons due to the timeliness of the data submission. The project is in the testing phase and should move into production in 2023.



## KNOWLEDGE TESTING IN MULTIPLE LANGUAGES ON KIOSK

The DLD has a program authorized under a statute that permits refugees, approved asylees, and covered humanitarian parolees to take the knowledge exam in their native language. This is authorized when testing for the original or the first renewal of a driver's license. The 2022 legislative session amended the statute to authorize the DLD to offer testing to regular class D drivers in five additional languages. The DLD was charged with working with the Division of Multicultural Affairs to identify which five additional languages would be facilitated and develop the process to proctor the exams in those languages.



## SUBMISSION OF INSURANCE DOCUMENTATION ELECTRONICALLY

The DLD is in the early stages of researching how insurance companies can submit SR22 and SR26 insurance notifications electronically to the agency. The DLD is reviewing the benefits and cost analysis of using a program through the American Association of Motor Vehicle Administrators (AAMVA) or modifying similar systems developed by the agency to allow for this enhancement.





## **TRANSITION TO MODERNIZED CDL SKILLS TEST**

In 2022, Federal Motor Carrier Safety Administration accepted and authorized the use of a modernized version of the Pre Trip Inspection and Basic Control Skills Test. Utah provided input in creating this new test version by having representation on the International Driver Examiner Certification /Test Maintenance Subcommittee (IDEC/TMS) through AAMVA, who planned, initiated, and piloted the new model in several states over the last four years. The Division will transition to the new test model in all field offices and all third-party testers the Division regulates. The revised testing model was released in the fall of 2022. The transition of state examiners is expected to be completed by December 2023. Implementing the new model testing throughout the third-party program will continue for subsequent years.

## **ONLINE DUPLICATE LICENSE OR IDENTIFICATION CARD SERVICES**

Individuals needing a replacement driver's license or identification card must complete an application in a local office, take a new photo, and complete an eye exam before the DLD can issue a replacement document. The Division seeks to expand online services by requesting a replacement through a secure online application. Once complete, the DLD will mail the replacement using an existing photo on file. Completion of this project is expected in September 2023.

## **ADMINISTRATIVE HEARINGS FACILITATED VIRTUALLY**

The DLD is working to conduct Administrative Hearings virtually. This process would allow drivers, attorneys, and officers to attend administrative hearings online. Additionally, it will significantly improve scheduling hearings in rural areas and the utilization of Division resources.



# EMERGENCY MANAGEMENT

*To achieve a self-sustaining culture of emergency preparedness for all individuals and communities in Utah.*

## IMPROVE EFFECTIVE COORDINATION OF SITUATION AWARENESS, RESOURCE ALLOCATION, AND DISASTER RECOVERY PROGRAMS

### ACCREDITATION

Utah is in its third pursuit of accreditation through the National Emergency Management Agency's program. The Emergency Management Assessment Program (EMAP) fosters excellence and accountability in emergency management programs, providing recognition for; compliance with industry standards, demonstrating accountability, and focused attention on areas and issues where resources are needed. Comparing Utah emergency management policies and procedures to a national standard identifies gaps and opportunities to strengthen programs and capabilities.



### COORDINATION

Evaluate the Emergency Operations Center (EOC) organization to coordinate resources and share incident information.







## PLANNING

Continue maintaining the Emergency Operations Plan (EOP) and Continuity of Operations Plan. The next promulgation of the EOP will take place in January 2025.

## ENHACEMENT MITIGATION PROGRAM

DEM is working to meet the Federal Emergency Management Agency (FEMA) requirements for having an enhanced hazard mitigation program, allowing for increased funding to be awarded through pre-disaster and post-disaster mitigation programs.



# FIRE MARSHAL

*To identify, develop, and promote ways and means of protecting life and property from fire-related perils through direct action and coordination of Utah fire services.*

## VIRTUAL LEARNING

Improve the safety of the citizens of Utah through quality plan review, inspections, training, fire prevention education, licensing and certification.

### IMPLEMENT A VIRTUAL INSPECTOR I CLASS

The State Fire Marshal's office trains and relies on Special Deputies to achieve fire management goals. The Special Deputies work for other entities like school districts, college campuses, and the Health Department. By providing the basic inspection training in a virtual format, the Fire Marshal offers additional resources to agencies to identify potential fire hazards. The Fire Marshal office piloted the training and is the only organization offering the training virtually.

The virtual Inspector I training initiative is a joint effort between the Utah State Fire Marshal's office and the Utah Fire and Rescue Academy (UFRA). UFRA will provide books and the curriculum, and the Fire Marshal's office will provide instructors and the facility. On-duty inspectors and trainers teach and record the various modules utilizing existing equipment and on-site meeting rooms.



### HAZARDOUS MATERIALS TRAINING

The Hazardous Materials Training Section of the Fire Marshal's office is currently producing virtual/hybrid training. The virtual option will also offer reviews for those who need refresher training. The training also utilizes existing resources to support the virtual learning environment.

The Hazardous Materials Training Section is also working on expanding its drone program, which is used to investigate hazardous areas and take samples without risk to those conducting the investigation.



## MAKE CUSTOMER SERVICE A PRIORITY IN EVERY INTERACTION WITH CUSTOMERS

The Fire Marshal's office is targeting monthly training for customer service. When employees are called to perform, the customer has no choice in their service provider. The Fire Marshal owes their customers highly skilled expertise and the best customer service. The goal of providing targeted customer service training will also support the following additional initiatives:

- ▶ Complete Plan reviews within ten days of submittal.
- ▶ Complete all appropriate inspections annually.
- ▶ Increase the availability of training through virtual delivery.
- ▶ Continuing education for staff in each area of responsibility.
- ▶ Timely and accurate fire investigation.



## REPLACEMENT OF AGING PUBLIC EDUCATION TRAILERS



The Fire Marshal's office has 8 Public Safety Education/Life Safety Trailers available to fire departments, civic groups, and others for fire safety training. The trailers are an essential tool in training the public across the state in fire safety. Unfortunately, the current training trailers are quickly reaching the end of life and are due for replacement. While having acquired a used trailer from another department, there is still a need to replace four trailers that have exceeded life expectancy.

# HIGHWAY SAFETY OFFICE

*To save lives by changing behavior so everyone on Utah's roadways arrives safely.*

## CRASH REDUCTION PROJECT

With fatalities and serious injuries continuing to climb, the Highway Safety Office (HSO) implemented a project to reverse this trend.

The Crash Reduction Project aims to bring traditional and non-traditional partners in coordination to work together to find solutions and outreach opportunities. To set the stage for partnering, the Utah Highway Patrol, Driver License Division, and the HSO set up a working group to improve coordination, combine messaging, and identify new and innovative countermeasures. The group identified strategies to implement grassroots outreach and education initiatives through partnerships with traditional and non-traditional organizations.

Law enforcement agencies are also given the opportunity to conduct overtime shifts according to the traffic safety issues they identify, using a data-driven approach. Several agencies have submitted operation plans for speed management, pedestrian enforcement, seat belt enforcement, impaired driving, or distracted driving.



## DATA IMPROVEMENTS AND RESEARCH

With the growing trend and concern surrounding impaired driving, the HSO is expanding the alcohol and drug data analysis received from the state's toxicology laboratory. The Division will identify effective countermeasures to reduce impaired driving crashes with data analysis.

Research and data analysis is the foundation for implementing changes in traffic safety behaviors. The HSO is partnering with the University of Utah School of Medicine to conduct several research studies directly related to growing traffic safety challenges. These studies will include pedestrians, motorcycles, and diverse communities.

## BUILDING HSO LEADERSHIP CAPACITY/MENTORING

The HSO has progressed in developing leadership capacity through accountability in program growth, fiscal responsibilities, leadership, and mentoring responsibilities for supervisors. The goal is to provide opportunities for professional development through education, workshops, team reading assignments, and discussions.

## IMPLEMENTING THE NEW REQUIREMENTS OF THE BIPARTISAN INFRASTRUCTURE LAW

The Bipartisan Infrastructure Law (BIL) passed in August 2021 and impacts planning requirements for the HSO beginning with the FY2024 Highway Safety Plan and Grant Applications. The law changes the annual Highway Safety Plan to a triennial Plan beginning in FY2024 with an additional annual Grant Application beginning in FY2024. Requirements of the Triennial Highway Safety Plan and the Annual Grant Application change the planning, implementation, and evaluation process of all projects funded through the HSO National Highway Traffic Safety Administration Highway Safety Grant funding.

Documented public participation and engagement are among the most impactful new requirements in the Highway Safety planning process. The Highway Safety Office continues to work with local coalitions, agencies, and organizations to implement traffic safety programs. The criteria for public participation and engagement in BIL are much larger than what the Division has done in the past. Plans to implement this new requirement are underway, and the HSO is working to create a foundation in FY2024 that can be built upon in future years.

Additional programs eligible for grant funding under BIL include education on the effects of THC drug-impaired driving, driver education of new vehicle technology, pediatric vehicular hyperthermia education, prevention of move-over crashes, automated enforcement of school or work zones, and efforts to address driver and officer safety during roadside traffic stops. These programs will be put into the Triennial Highway Safety Plan for FY2024.

## UTAH TRANSPORTATION AND PUBLIC SAFETY CRASH DATA INITIATIVE (UTAPS)

In five years, the HSO will expand the potential of UTAPS by integrating roadway and citation data with traffic crash data. The integration can provide opportunities for the next steps in integrating external data sources. Expansion into these datasets will allow for an enhanced view of what is occurring on Utah's roadways. UTAPS will improve traffic safety research, analysis for law enforcement resources, the accuracy of crash data, and the efficiency of law enforcement at the roadside by reducing the time necessary to complete a crash report and efforts to change driver behaviors.

Integrating citation and roadway data will require submitting the data electronically to UTAPS from local law enforcement and the Department of Transportation.





# PEACE OFFICER STANDARDS AND TRAINING

*To provide professional standards and training, leadership, and certification for peace officers and dispatchers as we work to protect the rights and privileges of Utah's citizens while elevating the integrity of the profession.*

## TRAINING PROGRAM UPDATE

Utah Peace Officers Standards and Training (POST) constantly evaluates police education to ensure training is reflective of public safety needs. POST seeks to identify the current and emerging best practices to ensure Utah police cadets receive responsible training and education. POST focuses on the following programs to support the needs of police cadets:

### BASIC TRAINING CURRICULUM UPDATE

#### - 1 YEAR FOR ALL RESEARCH AND FACILITATOR GUIDES

- ▶ Develop research-based curriculum and content for all basic training courses.
- ▶ Streamline and standardize content delivery to all POST basic/sponsored sessions and all satellite academies statewide.
- ▶ Develop and provide facilitator guides illustrating how classes should be taught for POST and satellite academies.
- ▶ Review and develop assessment questions and assessment protocols.

### EMERGENCY VEHICLE OPERATION (EVO) PROGRAM ENHANCEMENTS

- ▶ Make night pursuits and response driving more efficient.
- ▶ Increase the ability to train more cadets.
- ▶ Develop and provide skid control training.

### BLENDED LEARNING INITIATIVE

- ▶ Provide a more effective use of time in the academy and increase critical skills instruction while not sacrificing any topics.
  - Resulting in an effective way to utilize training time by converting the basic training program to a blended learning environment.
- ▶ Scenario program improvement
- ▶ Ensure recruits review every scenario and address objectives such as the Duty to Intervene, Response to Mental Health Crises, De-Escalation, etc.
- ▶ Coordinate with law enforcement agencies regarding specific needs for scenario content to build a more fluid and socially responsive training based on agency feedback.



## INVESTIGATIONS SUPPORT

Utah POST Investigations Bureau promotes and strengthens faith and confidence in law enforcement for the citizens of Utah by providing objective and consistent investigations of complaints or misconduct allegations against peace officers and certified dispatchers. The Investigations Bureau is continually reviewing its processes to accomplish the following more effectively:

- ▶ Streamline the review and approval of entrance applications.
- ▶ Decrease the amount of time an officer misconduct investigation is open.
  - The current goal is to have cases closed within 180 days after opening.
  - POST is experiencing a significant increase in misconduct cases, which has increased the time a case is open from 184 days to over 200 days.
- ▶ Continue to provide ethics training to POST academies and satellite academies.
- ▶ Continue to assist the basic training staff in providing classroom instruction in investigations classes, sex crimes classes, etc.



## TRAINING PROGRAM EXPANSION

- ▶ Increase Basic Training capacity.
- ▶ Expand the POST Basic Training staff to address the increase in training demand.
- ▶ Expand the POST Adjunct Instructor corps to address the increase in training demand and attrition due to burnout amongst existing instructors.
- ▶ Re-evaluate the compensation plan for adjunct instructors.
- ▶ Explore creative solutions to financially support the increase in training demand.

## CREATION OF AUDITING TEAM

- ▶ Explore legal options to audit law enforcement agencies to ensure compliance with state statutes on reporting officer misconduct.
  - Recommended by the Utah State Auditor's Office in their audit of POST Investigations.
- ▶ Expand the capabilities of the POST training program to audit satellite academies, which will ensure compliance with the POST curriculum, policies, and standards.

## ONLINE TRAINING IMPROVEMENTS

Utah POST is working to improve training opportunities for law enforcement throughout the State. With these advancements, an online format has proven necessary in ensuring accessibility to training information. With the online platform focus, Utah POST is working to obtain the following enhancements:

- ▶ Creation of a video library with skills-based instruction surrounding; Defense Tactics, Emergency Vehicle Operation, Firearms, etc.
- ▶ Develop a plan to host 4-6 webinars a year on various emerging topics due to changes in the law, emerging trends, or new techniques for better policing.
  - POST can then provide cost-effective and relevant issues to Utah's law enforcement community through the program.
  - This will not happen until the curriculum has been completed.
- ▶ Expand the blended learning initiative.

# STATE BUREAU OF INVESTIGATIONS

*To provide professional investigative services to all people by investigating crime and working with allied agencies and the community.*

22



## BUILDING TRUST AND LEGITIMACY

The State Bureau of Investigation (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:

- ▶ 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.
- ▶ Working to create strong partnerships with other law enforcement agencies, to share resources, expertise and ensure a coordinated response to regional crime issues.

## TECHNOLOGY AND INNOVATION

SBI aims to evaluate emerging technologies and innovations to help the Department operate more effectively and efficiently.

### **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. The use of IGG will aid law enforcement agencies in solving cold cases, identifying suspects, and potentially preventing future crimes.

With the advancement in technology, it is also essential to establish internal policies and best practice procedures to set a framework on how, why, and when to use IGG as part of criminal investigations. This action 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 the investigative tool.

### **Investigative Software and Hardware**

SBI has invested in, and will continue to invest in, 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.



## TRAINING AND EDUCATION

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.

### 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 Target Responsibility for Alcohol Connected Emergencies (TRACE) investigations. To do this, the AET will work with local community members, the legislature, and the County DA to make recommendations regarding Department of Alcoholic Beverage Service licensees, monitor state statutes, and propose necessary legislative changes.



### MAJOR CRIMES UNIT

This plan seeks Specialized Training and Certifications for SBI Agents and Investigators. The Major Crimes Unit will focus on the following:

- ▶ 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
- ▶ Cryptocurrency and Cyber Crimes

### NARCOTICS ENFORCEMENT UNIT

The Narcotics Unit aims to reduce the availability of illegal drugs, disrupt drug trafficking organizations, and minimize the overall harm caused by illegal drugs through strategic enforcement efforts. Specifically, the unit aims to:

- ▶ 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.
- ▶ Foster partnerships with other law enforcement agencies and community organizations to promote a coordinated and effective response to drug trafficking and related criminal activities.
- ▶ Continue to develop and implement specialized investigative techniques to investigate drug trafficking organizations and disrupt their operations through wire intercepts.



# STATEWIDE INFORMATION AND ANALYSIS CENTER

*To collect, analyze, and disseminate intelligence to enhance the protection of Utah's citizens, communities, and critical infrastructure.*

## IMPROVING PROFESSIONAL GROWTH

The Statewide Information and Analysis Center (SIAC) seeks to strengthen a culture that promotes future growth and embraces meaningful work. The SIAC shares a vision that inspires employees to “wake up inspired, feel safe at work, and return home every night fulfilled.”

This vision contains four strategic efforts:

- ▶ Enhance the SIAC's environment to support an increase in employee morale.
- ▶ Identify new opportunities for analysts' career growth.
- ▶ Train and retain skilled cyber experts with advanced knowledge of computer systems and networking.
- ▶ Improve competitive pay and look to create remote work opportunities throughout the entire state.

To accomplish this initiative, the SIAC will work in conjunction with the DPS Administration Employee Success Initiative to support and build a positive experience for the employee.

## THE UTAH LAW ENFORCEMENT INFORMATION SHARING AND ANALYTIC SYSTEM (ULEISA)

The ULEISA system connects to over 60 individual agency record management systems and delivers the shared data into one searchable system. Law enforcement personnel can leverage this technology to make connections involving domestic violence, sexual assault, gang activity, homicides, shootings, and many more. The SIAC hopes to expand this operation by:

- ▶ Leveraging new technologies and platforms that can strengthen ULEISA's capabilities.
- ▶ Increasing the number of agencies sharing information.
- ▶ Increasing the number of users.





# AUTOMATIC LICENSE PLATE READER SYSTEM (ALPR)

25

Safeguard the operational effectiveness of ALPR systems which is vital in respecting and addressing concerns regarding privacy, transparency, and maintaining public confidence. Support for a fixed ALPR system suggests the following considerations to enhance local law enforcement's ability to mitigate criminal activity:

## CONTRACTS AND MEMO OF UNDERSTANDING (MOU)

- ▶ SIAC is prepared to work with ALPR programs currently being used at the local level in the state to create contracts and MOUs to ensure ALPR data is shared safely and with appropriate guardrails. The MOUs will promote the proper release of information, unauthorized requests, public record requests, the accuracy of the information, user access requirements, audit capabilities, information protection, and appropriate records retention.

## SAFE HANDLING OF DATA VIA THE UTAH CRIMINAL JUSTICE INFORMATION SYSTEM (UCJIS)

- ▶ SIAC would look to enhance the safe handling of ALPR data through UCJIS. The system would work as a centralized repository and access point to share ALPR data.

## ACCURACY OF HOT LIST DATA

- ▶ SIAC is interested in providing services to enhance the accuracy and timeliness of "hotlist" data. DPS could leverage resources from the Division of Technology Services, the Bureau of Criminal Identification, and the National Crime Information Center to ensure the lists are accurate and updated frequently.

## APPROPRIATE DEPLOYMENT OF FIXED ALPR SYSTEMS ON UTAH'S ROADWAYS

- ▶ Utah State Statute 41-6a-20 provides law enforcement authority to use mobile and fixed ALPR systems. The need to safeguard the operational effectiveness of an ALPR system is essential in respecting and addressing concerns to maintain public confidence. SIAC will work to ensure transparency in the development and appropriate deployment of fixed ALPR systems.



# UTAH HIGHWAY PATROL

*To provide quality police services and to protect the constitutional rights of all people in Utah.*

## CURRENT INITIATIVES

The Utah Highway Patrol (UHP) is committed to developing effective policing services to meet the growing demands associated with; population growth, increased road miles traveled, calls for service, expanding roadway growth, and the increasing requests which require specialized units, technology improvements, and improved capabilities in the police response.



## HELICOPTER PROGRAM GROWTH

In 2022, the DPS Aero Bureau expanded operations to three hoist-capable helicopters and opened a second base of operations in Southern Utah. The expanded services increased capability, availability, awareness, and demand for these resources to support search and rescue and law enforcement missions throughout the state. With the ever-increasing call for service requests, DPS/UHP will work to identify opportunities to leverage equipment, technology, and staffing to meet rapidly growing demands.

## SAFETY & SECURITY, TECHNOLOGY & EQUIPMENT, SPECIALIZED CAPABILITIES, AND FIELD RESPONSIBILITIES

- ▶ Providing for the security of the Utah State Capitol and Elected Officials, including expanding the capability of the DPS Threat Management Unit (TMU), improving the internal and external security of the Utah State Capitol, stakeholder engagement and information sharing, as well as ongoing and updated training to troopers assigned to these functions.
- ▶ Implement technology improvements
  - Computer Aided Dispatch (CAD) consolidation technology
  - Report Management System (RMS) deployment
  - Migration to new P25 radio technology
  - Work to expand the use of specialized resources such as Unmanned Aerial Vehicles (UAV), LTE/mobile devices, or additional supporting capabilities.
- ▶ Increasing operational capacity by leveraging mission-critical capability through updated equipment in field operations, specialized units, technology, and information sharing.
- ▶ Continued and increased emphasis on high visibility enforcement efforts focused on the top five contributing factors to crashes and highway deaths, including speed, seat belt, distracted driving, equipment, and DUI.
- ▶ Evaluating and planning for the law enforcement response needs associated with the current and future growth of state highways to include:
  - Salt Lake County expansion of Bangerter Highway and Mountain View Corridor.
  - Evaluate the need to expand 24/7 coverage throughout the state with emphasis along the I-15 corridor based on factors associated with increasing population, calls for service, and vehicle miles traveled.
  - Davis County expansion of the West Davis corridor and US 89.
  - Washington County buildout of SR-7.

## EMPLOYEE RECRUITMENT, RETENTION, AND EXPANDING STAFFING CAPABILITIES

The demands on 21st-century policing have expanded beyond routine policing/patrol and have progressed into an arena requiring highly specialized skills, resources, and technology. By continuing to grow in the ability to deliver critical law enforcement services across the state, UHP is poised to provide exemplary service to the public safety needs of the state.

- ▶ **DPS Aero Bureau** - The DPS Aero Bureau represents the primary aviation response for law enforcement throughout the state and the only helicopter capability.
- ▶ **UHP Major Crash Investigation Team (MCIT)** - The UHP MCIT comprises 7 full-time crash scene investigators with extensive training, experience, and technology capabilities necessary to conduct advanced crash scene investigation and reconstruction.
- ▶ **UHP Criminal Interdiction Team** - The UHP Criminal Interdiction team comprises 11 full-time troopers/canine handlers with advanced skill, training, and experience in identifying and preventing criminals through high-volume traffic enforcement.
- ▶ **UHP Motor Squad** - The UHP Motor Squad comprises 24 UHP Troopers certified and equipped as Motorcycle Operators to work targeted traffic enforcement and special operations.
- ▶ **DPS Dive Team** - The DPS Dive Team is made up of 12 state troopers who are certified as master underwater divers with advanced equipment and technology to support law enforcement agencies in underwater operations, including drownings, recoveries, evidence collection, and other public safety responses.
- ▶ **DPS Public Protection Unit (PPU)** - The DPS PPU is made up of 50 specially trained state troopers who respond to support state and local agencies in large public gatherings involving protected free speech events, criminal events, and potential threats to public safety.
- ▶ **DPS Special Emergency Response Team (SERT)** - The DPS SERT is made up of 18 state troopers who are trained and certified as tactical operators, with specialized skills, equipment, and capabilities to respond to a broad spectrum of criminal incidents involving immediate threats to life and safety.
- ▶ **Commercial Motor Vehicle Enforcement** - The UHP Commercial Motor Vehicle unit comprises 34 full-time state troopers trained in state and federal regulations related to commercial motor vehicles and traffic safety.



## FIELD OPERATIONS OVERTIME

In addition to typical operational demands, UHP regularly responds to significant events involving major snow storms, traffic incidents, public events, major criminal incidents, and other planned and unplanned needs for increased staffing. UHP will continue to evaluate overtime funding to leverage staffing capabilities to respond to these demands statewide.

## EMPLOYEE RECRUITMENT, RETENTION, AND EXPANDING STAFFING CAPABILITIES

Ensuring employee success through a competitive pay plan, officer wellness, equipment and technology resources, and employee development through defined career benchmark training and certifications.

Constant evaluation of trooper staffing and needs through verified metrics and methodology to meet the growing policing responsibility from Utah roadways and public safety needs. With the incredible growth the state of Utah has experienced specific to population, road miles, vehicle miles traveled, and registered vehicles the need for 24/7 coverage of major interstates will be a priority for future staffing considerations.