

Table of ContentsMission Statement 2Honorary Colonels 3Majors and Captains 4CY2015 Goals and Initiatives 5Goal 1

Strategy 1 Review6Strategy 2 Review14Strategy 3 Review16Strategy 4 Review18Strategy 5 Review19

Strategy 1 Review 20 Strategy 2 Review 22

Goal 3

Goal 2

Strategy 1 Review 24 Strategy 2 Review 26 Strategy 3 Review 28 Strategy 4 Review 29 Close Calls 31

Section Shoutouts 32 Retirements 34

In Memory 36



Colonel Daniel Fuhr, Superintendent of the Utah Highway Patrol

Our Mission

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

Honorary Colonels

Curtis Bramble Richard Carling Dave Clark Wilford Clyde Brad Dee Jerry D. Fenn Craig Frank David G. Free David R. Free Ruland Gill Max Haslem Marv Hendrickson Lyle Hillyard Don Ipson Brad King Robert Kirby Peter Knudsen David Luna Gregory Miller Craig Moody Bill Nelson Dewey A. Reagan Kim R. Robinson Gary Showalter Michael Sibbett John Valentine Carlene Walker

Our gratitude and respect for each of you is reflected in the Honorary Colonel title.



UHP Majors



Major Michael Rapich



UHP Captains





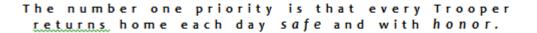




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UTAH HIGHWAY PATROL 2015 GOALS & INITIATIVES



Proactive

Troopers working with a purpose to reduce crime, injuries and deaths on Utah's roadways while helping those in need.

enforcement initiatives.

- DUI, Speed, Occupant Restraint, Distracted groups, and Aggressive Driving
- Utah/s major roadways,

Focus on the top 5 of 2015 in our education and Provide educational outreach / presentations to Continue to clear the roadways keeping the communities in which we serve. Continue to motorists and troopers safe through crash develop the outreach programs to minority clearance.

High visibility enforcement and education on Increase area coverage during high or hazardous - Dispatch and Trooper initiated move off travel times in order to better serve the public. - Continue to develop and implement

Develop DDACTS into a model that will help with predictive policing,

- Minor fender bender move off
 - technology to quickly clear crashes (360 scanner)

Proficient

Troopers who have the knowledge, skills and abilities to provide all the services the public needs in a manner that protects the rights of all people.

Training

Training based on the current trends and problems lying in wait so Troopers are prepared in high risk situations.

- Insenice based on realistic scenario based training,
- Continue to implement CIT, TIMS, LPO, Benchmark, DTB's, DRE, ARIDE, crowd/constitutional rights, and monthly training themes.
- Continue to focus on response driving, pursuits, use of force, decision-making, proficiency and high profile issues.
- All day Trooper training based on ethics/leadership. Sergeant and Lieutenant in-service training.

Fitness

Continue to push fitness initiatives to foster healthy minds and bodies in order to sustain the emotional and physical toll of the law enforcement profession.

> Colonel's PT Challenge, annual PT testing and encouragement of Healthy Utah participation

Professional

Troopers of high integrity who understand the values of the UHP and honor their profession, self and families.

Transparency

Need for continual improvement and open dialog with the public in which we serve.

- Continue a great working relationship with the media to show the many Monthly Audit Process accomplishments of the UHP while at the same time acknowledging our shortcomings.
- Use of social media to share information with the public through the PA office.

Recognition

Continue to broadcast the great work by Troopers in WYDMAD, as well as employee recognition programs and incentives.

12 audit topics along with Field Section / HQ review processes.

Accountability

- Ensure ethical and professional standards and maintain integrity of the UHP.
 - Provide effective stewardship and proper use of precious resources.

"However beautiful the strategy, you should occasionally look at the results." Winston Churchill

BEING PROACTIVE: Troopers working with a purpose to reduce crime, injuries and deaths on Utah's roadways while helping those in need.

Strategy 1 Review

Focus on the Top 5 of 2015 in our education and enforcement initiatives: Impaired Driving (DUI), Speed, Occupant Restraint, Distracted and Aggressive Driving. High visibility enforcement and education on Utah's major roadways.

NOTE: The Selective Traffic Enforcement Program (STEP) is one used by law enforcement agencies nationwide to encourage motorists to adopt safer driving behaviors. To achieve this goal, the STEP model combines intensive enforcement of a specific traffic safety law with extensive communication, education, and outreach advising the public about the enforcement activity. A strong partnership between traffic safety and law enforcement professionals forms the foundation of the STEP model.

Utah's steering committee includes representatives from the Utah Department of Transportation, the Utah Department of Public Safety's Highway Safety Office and the Utah Highway Patrol. Known as the Hot Spots Committee, this group meets regularly to review a wide range of information related to Utah traffic crashes including crash reports, citations, arrests, surveys, weather, and more, all with an eye on identifying crash "hot spots" and planning how to reduce the incidence of fatalities or serious injuries.

Throughout this report, the terms high-visibility enforcement campaign and STEP are used interchangeably.

DEFINITION: Earned media (or free media) refers to publicity gained through promotional efforts other than advertising, as opposed to paid media, which refers to publicity gained through paid advertising.

Impaired Driving Activities

Every motor vehicle crash involving an impaired driver has very high potential to end in a fatality. Utah's Highway Safety Office indicates that crashes involving an alcoholimpaired driver are <u>4 times more likely</u> to result in a fatality compared to all other crashes.

Countermeasures employed to remove impaired drivers from the roads in 2015 included:

- Publicized saturation patrol programs and sobriety checkpoints
- Earned media to publicize the DUI campaign
- Sustained high visibility enforcement for alcohol/ drugs
- Integrated DUI, seat belt and speed enforcement activities
- Zero-tolerance during DUI enforcement contacts
- Recognizing designated drivers
- Requested blood warrants if BAC (blood alcohol concentration) test is refused
- Expedited blood draws using UHP phlebotomists
- Troopers supporting administrative Driver License Division revocation or suspension hearings
- Supported State DUI Committee's reviews of DUI driving laws
- Maintained certification of breath test devices for all law enforcement agencies statewide



Earned Media Examples:



With summer beginning, UHP Colonel Daniel Fuhr shares with Utahns that rattlesnakes, mountain lions and bears are not the real predators to fear while recreating in Utah. The impaired driver causes over 30 deaths in Utah each year, on average. Fuhr outlined UHP's plans to remove drunk drivers from Utah roads with a highly increased enforcement effort by Troopers statewide, and efforts would be continued during target times year-round.



Trooper Lawrence Hopper, a UHP Public Information Officer, explains at an enforcement blitz media conference that UHP efforts will be mainly centered on highways throughout Weber, Davis, Salt Lake and Utah counties. He was quoted by the media in the article, sharing that "The enforcement will be ongoing until Sunday since this is a long holiday weekend." Daily Herald



When asked how UHP manages its manpower regarding DUI patrols, Major Rapich said UHP constantly analyzes arrest and crash data to figure out when and where to deploy its Troopers, who spend about 90% of their time on traffic enforcement. Generally, most DUI arrests are made in the late night or early morning hours, he said. Deseret News



Impaired Driving Outcomes

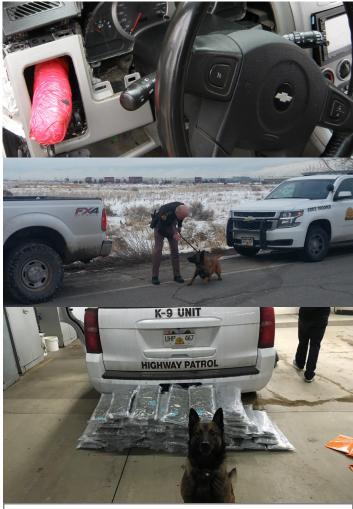
- Although the Utah Highway Patrol only represents about 5% of all law enforcement officers in Utah, Troopers accounted for <u>32% of all DUI arrests</u> statewide in FY 2015.
- In DUI Hearings conduced by the Driver License Division, Troopers' testimony resulted in a driver license suspension or revocation <u>twice as often</u> as the statewide average

Drug Interdiction Activities

As a crossroads for transportation in the Western US, Utah's interstates and highways are a logical path for illegal drugs to be distributed to surrounding states. Disrupting those supply lines is an effective defense, and a simple traffic stop is the method for spoiling supply lines.

Countermeasures employed to stop the transportation of illicit drugs into and through Utah included:

- High visibility enforcement of traffic laws
- Earned media publicizing the results from interdiction efforts
- Troopers looking past the traffic stop violation for signs of illegal drug activity



Drugs hidden in car heater vents, Trooper Cade Loveland preparing to conduct a K9 search, and a well done interdiction.

Drug Interdiction Outcomes (Seized)

- 279 felony seizure arrests
- 4,922 lbs. of marijuana
- 241 lbs. of methamphetamine
- 28.5 lbs. of heroin
- 21 lbs. of cocaine
- 5300 pharmaceutical pills
- \$655,931 bulk cash

Occupant Protection Activities

Abundant research has shown that properly using a seat belt or child restraint is the single most effective way to save lives and reduce injuries in any crash. In fact, Utah's Highway Safety Office says one commonality is very apparent in Utah crashes from 2009-2013: Unrestrained motor vehicle occupants involved in a crash were <u>36 times</u> more likely to die in the crash than restrained occupants, and in 2015 <u>46% of fatalities in Utah crashes were unrestrained.</u>

Countermeasures employed to encourage the hard-core, non-users to buckle up in 2015 included:

- Earned media publicizing the primary enforcement change to Utah's seat belt law
- High visibility seat belt law enforcement
- Integrated seat belt, speed and DUI enforcement activities
- Sustained enforcement including 100 Deadliest Days of Summer
- Communications and outreach strategies for low-beltuse groups
- Outreached to teens with Adopt-A-High School and the Mock Crash programs
- Trooper outreach into their own communities with safety presentations emphasizing seat belt use



On March 23, 2015, Governor Gary R. Herbert signed into law HB79, the primary enforcement change to Utah's seat belt law.

Earned Media Examples:



Utah Representative Lee Perry (also a UHP Lieutenant), the sponsor of HB79, pictured here relating to fellow Legislators the stories of those who lost their lives in traffic crashes on Utah roadways because they were not wearing a seat belt.



Lieutenant Lee Perry of the Utah Highway Patrol at an Adopt-A -High School activity, rewarding teenagers who are wearing their seat belts with an ice cream treat.



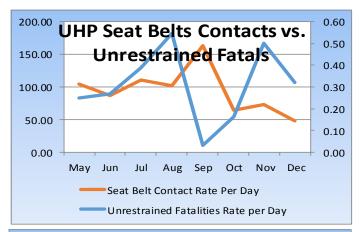
Catchy messages on variable message signs statewide and news media reports such as this extended the reach of earned media.

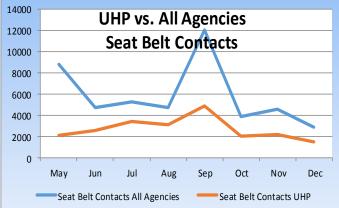


Mandee Cossa shared during the Thanksgiving Holiday Seat Belt Campaign Kickoff, "You cannot predict the future, so encourage them to wear their seat belt because you love them." Her husband, Marcos Cossa, credits his life to her encouragement to buckle up. KSL

Occupant Protection Outcomes

- Troopers accounted for 46.6% of all seat belt contacts statewide May 12 to Dec 31, 2015, yet only represent about 5% of law enforcement officers in Utah
- Almost 50% of UHP's primary law seat belt contacts in 2015, or about 10,500, were made during the 100 Deadliest Days of Summer
- During a 2-week statewide blitz in September 2015, UHP Troopers made 3,000 seat belt contacts
- Data shows that when seat belt contacts increase, unrestrained fatalities decrease (see charts below)





Speed, Aggressive and Distracted Driving Activities

When looking at factors in fatal motor vehicle crashes in Utah from 2010 to 2014, there is one easily identified commonality, according to Utah's Highway Safety Office: <u>Speed is the leading unsafe driving behavior which</u> <u>contributes to deaths on Utah roads.</u> And, the most common factor in aggressive driving is speed.

Countermeasures employed to reduce speeding, aggressive and distracted driving in 2015 included:

- Participated with UDOT in reviewing of speed limits in Hot Spot areas and also speed survey results
- In conjunction with increased speed limits on interstates, outreached to public regarding the dangers of excessive speed
- Publicized high visibility enforcement and saturation patrols, including unmarked patrol cars to target aggressive drivers along the Wasatch Front
- Earned media to publicize speed, aggressive and distracted driving campaigns
- Integrated speed, aggressive driving, distracted driving, DUI and seat belt efforts
- Zero-tolerance for aggressive drivers
- Use communications resources to educate the public on the dangers of drowsy and distracted driving



Earned Media Examples:



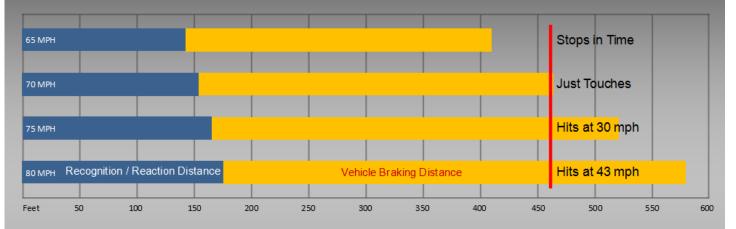
Utah Department of Public Safety Commissioner Keith Squires defined aggressive drivers as motorists who are "driving much too fast" and "driving faster than everyone around them" and often are involved in "unsafe, rapid lane changes." KSL



UDOT workers installing signs increasing the speed limit on freeways in Utah's more urban areas from 65 mph to 70 mph.

Does A Few Miles Per Hour Over Make A Difference?

Imagine driving in a 70 mph speed zone at 70 mph and you observe an obstacle just in time to stop. What would happen if you were travelling just a few mph faster?





"We are trying to improve the conditions on our highways and surface streets through this enforcement action," Salt Lake County Sheriff Jim Winder said. "The issue of aggressive driving is not simply a highway issue, it is a surface street problem as well to a large extent." Deseret News



UHP Lt. Corey Nye describing the use of unmarked patrol cars in aggressive driver enforcement along the Wasatch Front.



Captain Kirk Middaugh talks about texting and driving on KSL's afternoon radio show "The Browsers". KSL



Creative messages on UDOT's variable message signs statewide to socio-norm the idea that distracted driving isn't acceptable.



Hot Spots where speed-related crashes are more frequent and speed surveys showed average speeds well above the posted limit were targeted by the Hot Spots Committee, a collaboration between UHP, UDOT and the Highway Safety Office. Media coverage pushed the heightened enforcement message to drivers.



An example of earned media coverage for the sustained aggressive driving campaign coverage by multiple news outlets.



UHP Motorcycle Troopers using Lidar to check vehicle speeds in a crash Hot Spot area along I-215 where speed surveys have shown 85th percentile speeds are significantly above the posted speed.



"Everybody that drives the interstate system has seen it," said Sergeant Todd Royce, Utah Highway Patrol Spokesman, talking about aggressive drivers. "The person that does multiple lane changes, that's exceeding the speed limit by 15 or 20 mph or more." KSL



Sergeant Larry Mower of the Utah Highway Patrol talking to a driver who was speeding in a construction zone on I-15 just days before the start of the 100 Deadliest Days of Summer. (Deseret News)

Speed, Aggressive and Distracted Driving Outcomes

- In 2015, over 90% of fatal crashes involving an aggressive driver included speed as a contributing factor
- 10-year trend reflects that over 40% of fatal crashes in Utah have been speed-related
- Troopers accounted for over 36,000 speeding contacts during the 100 Deadliest Days of Summer Initiative
- During a STEP Hot Spot Committee initiative from June to October, Troopers made 1863 speed contacts, 667 seat belt contacts, 559 contacts for other moving violations, and found that 10% of those stopped had expired registration, 5% had suspended or revoked driver licenses, and almost 1-in-50 had outstanding arrest warrants
- Even though only about 5% of officers statewide, UHP accounted for about 34% of all speeding citations issued in 2015

GO AHEAD AND BE LATE. IT WONT KILL YOU TO BE 10 MINUTES LATE FOR AN APPOINTMENT.

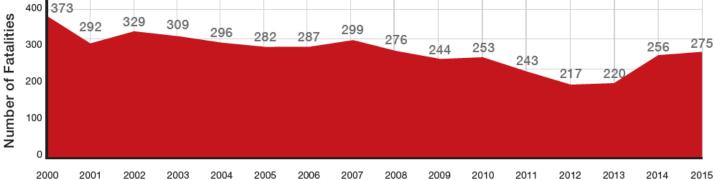
STATEWIDE TRAFFIC FATALITIES 2015

Information shared by the Utah Department of Transportation and UHP at a January 19, 2016 press conference.

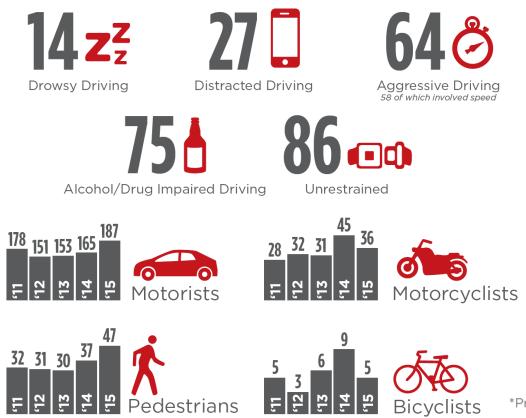


IN 2015 THERE WERE

176 DAYS



LIVES LOST ON UTAH ROADS IN 2015



*Preliminary Data



BEING PROACTIVE: Troopers working with a purpose to reduce crime, injuries and deaths on Utah's roadways while helping those in need.

Strategy 2 Review

Provide educational outreach/presentations to the communities in which we serve. Continue to develop the outreach programs to minority groups.

Outreach/Presentation Activities

Driving a motor vehicle is potentially the most dangerous activity Utah residents will engage in each day, and familiarity with the driving task often leads drivers to distracting or dangerous behaviors. The Utah Highway Patrol's Public Information and Education Program is aimed at engaging all drivers and roadway users in a dialogue about roadway safety, also serving as a refresher course and reminding everyone that safe drivers just drive without distractions or impairments.

Countermeasures employed to engage the public in traffic safety dialogue in 2015 included:

- Outreach and education at community events, safety fairs and primary and secondary schools
- Interactive demonstrations including Seat Belt
 Convincer and Rollover Demonstrator
- Partner with local fire and police departments, EMS, Safe Kids and Air Med to perform Mock Crashes at high schools involving impaired driving, distracted driving and the danger of not wearing a seat belt
- High visibility interaction with new drivers through the Adopt-A-High School Program
- Colonel Fuhr's challenge for every Trooper to make at least 1 safety presentation



Trooper Justin Adams interacting with students at Farmington Elementary School during an anti-drug abuse presentation.



Trooper William Weaver demonstrating field sobriety testing during a Mock Crash assembly at Salem Hills High School.



Trooper Amy Maddox interacting with those attending the annual Auto Expo at the South Towne Expo Center. The display vehicle is a collaborative effort by multiple law enforcement agencies including the Utah Highway Patrol, and Utah's Highway Safety Office.

Outreach and Education Examples:



Student Body Officers at Copper Hills High School and UHP Public Information Troopers ready to reward students for seat belt use.



Students at Salem Hills High School participated in this Mock Crash for a school assembly organized by Trooper Justin Cheney.



Students at Copper Hills High School proudly displaying their rewards for being responsible and wearing their seat belts.



Trooper Colby Vanderbeek interacting with students at Farmington Elementary School during a Red Ribbon Week activity.



Young man after being "convinced" that seat belts are his best defense even in a low speed crash.

Outreach/Presentation Outcomes

- Troopers made 1,812 presentations at high schools, community events and safety fairs in 2015
- Their efforts directly contacted over 95,000 people or about 3.5% of Utah's population, and a 7% increase in outreach compared to 2014
- 73% of presentations/activities were conducted in high school driver education classes or as part of the Adopt-A-High School program
- The 29,905 high school outreach contacts accounts for almost 25% of Utah's grades 10-12
- 20% of presentations/activities were made at community events or safety fairs
- 7% focused on crime prevention and law enforcement



BEING PROACTIVE: Troopers working with a purpose to reduce crime, injuries and deaths on Utah's roadways while helping those in need.

Strategy 3 Review

Increase area coverage during high or hazardous travel times in order to better serve the public.

High/Hazardous Travel Time Activities

Most Utahns associate summer with recreational activities, warm weather, blockbuster movies, family reunions, barbeques and vacations. For the Utah Highway Patrol, Memorial Day weekend marks the beginning of the "100 Deadliest Days of Summer," the 3 months which historically are 80% more deadly on Utah roads than December, January and February, and an example of our sustained efforts.

The Utah Highway Patrol set Department goals for 100 Days of Summer in 2015, asking each Trooper to make speed and seat belt contacts a priority every day. The agency's purpose was to reduce fatal and injury crashes as a result of excessive speed and not wearing a seat belt. Each field section was also asked to conduct an organized DUI effort in each weekend, and in an effort to improve Trooper and the public's safety and prevent secondary crashes, to move at least 50% of crash investigations off the interstate or highway, if possible.

Countermeasures employed to engage the public in behavioral changes during the 100 Deadliest Days of Summer included:

- Communication and outreach through earned and social media to publicize the campaign
- Safety messaging while driving displayed on the UDOT variable message signs
- Hot Spots identified in field sections statewide
- High visibility, sustained enforcement during regular and overtime enforcement shifts
- Integrated DUI, seat belt and speed/aggressive driving enforcement activities



Earned Media Examples:



"If you die on the roadways, it's a preventable type of death. Everybody's affected by it. Believe me, I know. I've seen the pain in the families' eyes as we're doing the death notification," said UHP Colonel Daniel Fuhr. "It's not fair to them. It's not fair to you." Fox 13



During '100 Deadliest Days' last year, 97 people were killed, nearly a fatality a day. "That's just not acceptable," said UDOT Executive Director Carlos Braceras. "When you consider the human cost of these nearly daily tragedies, and their impact on families and communities throughout Utah, you begin to understand why we are doing everything we can to make our Zero Fatalities goal a reality, especially during these critical months of the year." Standard Examiner



Utah Highway Patrol Spokesman Sgt. Todd Royce said the summer months are dangerous times to be on the road. "People often think the winter times are the most dangerous, but that's not the case," he said. "The summer months are the most deadliest time of the year." Royce said that 17 percent of the State's drivers don't wear their seat belts, and cause more than 50 percent of Utah's highway fatalities. Salt Lake Tribune

100 Deadliest Days of Summer Outcomes

- Over 36,000 stops made by Troopers resulted in speed contacts which contributed to the Department's speed contacts goal
- About 10,500 contacts were made with motorists who were not wearing a seat belt or child restrained
- To restore traffic flow while also enhancing the safety of vehicle occupants and Troopers, almost 2000 crashes were moved off the roadway for investigation
- Averaged 20 organized DUI efforts each weekend
- Troopers presented at safety fairs or community events 14 times, on average, each of the 15 weekends



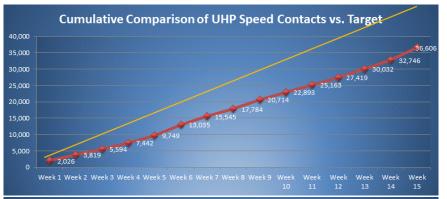
Lieutenant Jeff Nigbur asking drivers to make the right decision on Labor Day weekend and not drive if they drink.



Troopers on motorcycles were especially effective in calming traffic during high travel times.



UHP Captain Bruce Riches talks with the media about the danger of snow-covered and icy roads, and even more dangerous when winds are high. Deseret News



Cumulative Comparison of UHP Seat Belt Contacts vs. Target



Cumulative UHP Organized DUI Efforts in Field Sections



BEING PROACTIVE: Troopers working with a purpose to reduce crime, injuries and deaths on Utah's roadways while helping those in need.

Strategy 4 Review

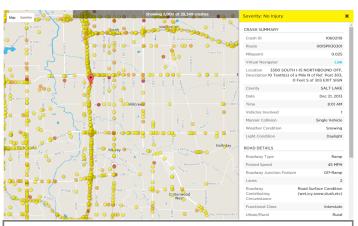
Develop Data Driven Approaches to Crime and Traffic Safety (DDACTS) into a model which promotes effective use of UHP resources.

DDACTS Activities

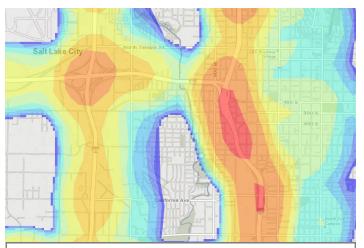
Research indicates that high-visibility traffic enforcement significantly lowers the frequency of injury and fatal traffic crashes, also reducing criminal activity. With a relatively fixed level of personnel, equipment and resources, the Utah Highway Patrol recognizes the importance of more highly focused methods of positioning finite resources in troublesome areas.

Measures employed to continue expanding Utah's DDACTS system included:

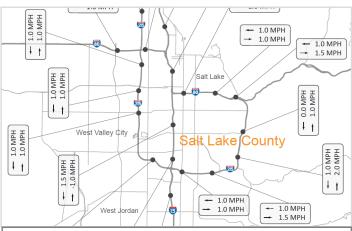
- Worked with the Highway Safety Office to improve the quality and timeliness of crash and citation data in the Utah Repository
- Partnered with UDOT and Utah's Highway Safety Office to explore nationwide best practices on predictive crash modeling
- Worked with private sector experts to explore cutting edge technology

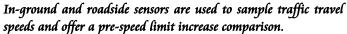


A web-based application being tested which will allow Section Commanders and others to search specific crash types, locations and dates.



Using historical crash data, heat maps of crash locations statewide are available for tactical planning and resource deployment.





DDACTS Outcomes

- Heat mapping is available to all UHP staff showing crashes, speed-related crashes, and those involving a fatality
- Speed survey data now available in near real time to identify where traffic is consistently above the posted speed limit



BEING PROACTIVE: Troopers working with a purpose to reduce crime, injuries and deaths on Utah's roadways while helping those in need.

Strategy 5 Review

To save lives, use effective measures to expedite the clearance of roadway crashes and prevent secondary crashes, promoting motorist and Trooper safety.

Crash Clearance Activities

Working in the high-speed, high-volume environment which constitutes Utah's interstates and highways is dramatically different than arterial, feeder or local roadways. In cases where a motor vehicle crash has occurred, clearing the roadway as quickly as possible is critical for the safety of those involved in the crash, emergency responders, as well as preventing secondary crashes due to traffic slowdowns.

Measures employed to quickly clear crashes from the roadways included:

- Continued collaboration with UDOT on roadside signage encouraging motorists to move their vehicles to an off-ramp, if possible, before calling for assistance
- Continued to promote the Move Off program, an educational push through earned media, Dispatchers and Troopers
- Partnered with towing companies in Salt Lake County to test effectiveness of pre-positioned tow trucks for almost immediate response to crashes during weekday rush hour commutes
- Supported the Incident Management Trucks (IMT) Stinger program to move-off disabled vehicles
- Educated and enforced the Slow Down, Move Over law
- Deployed 360° crash scene mapping technology



UHP Troopers showing the interstate signage developed to encourage motorists to move vehicles involved in fender bender crashes to the next exit.



An example of a tow truck staging area being used on I-15 in Salt Lake County. By pre-positioning tow trucks for the morning and afternoon commute, the time to clear crashes where damage prevents the vehicles from moving is reduced dramatically.



UHP Colonel Daniel Fuhr employing social media to convince drivers to Slow Down and Move Over for safety.

Crash Clearance Outcomes

- During the 100 Deadliest Days of Summer, 42.2% of crashes were moved off the roadway for safety
- Statewide in 2015, UHP moved off over 7700 crashes or an average of 41.5%
- A significant number of secondary crashes were prevented by moving crashes off the roadways



INCREASING PROFICIENCY: Troopers who have the knowledge, skills and abilities to provide all the services the public needs in a manner that protects the rights of all people.

Strategy 1 Review

Training based on the current trends and problems lying-in-wait so Troopers are prepared in high risk situations.

Training Activities

Training offered to Troopers included:

- Traffic Incident Management (TIMS), a planned, coordinated multi-disciplinary process to clear traffic incidents and restore traffic flow safely and quickly
- Below 100 Initiative, 5 tenants to improve officer safety, including mindset and tactical awareness
- All-Sworn Training with a focus on emotional wellbeing and the changing environment of law enforcement
- Leadership in Police Organizations (LPO) to promote the culture that every Trooper is a leader
- Courtroom Testimony Training to prepare Troopers for professional criminal prosecution
- Crisis Intervention Training (CIT) to make Troopers more effective with individuals having emotional or

mental illness issues

- Drug Recognition Expert (DRE) to identify drugimpaired drivers and Advanced Roadside Impaired Driving Enforcement (ARIDE) to enhance field sobriety testing
- Public Protection and Constitutional Rights training to protect lawful activity and gatherings while identifying and addressing unlawful behavior
- Public Information and Education delivery techniques for effective community outreach and safety promotion

In addition to these specialized areas, core law enforcement training and refreshers were held including defensive tactics, firearms, emergency vehicle operations and accident investigation.





• UHP continues to be on the leading edge with Troopers highly trained on appropriate pursuit, response driving, use of force and civil rights issues

INCREASING PROFICIENCY: Troopers who have the knowledge, skills and abilities to provide all the services the public needs in a manner that protects the rights of all people.

Strategy 2 Review

Continue to push fitness initiatives to foster healthy minds and bodies in order to offset the emotional and physical toll of the law enforcement profession.

Fitness Activities

The Utah Highway Patrol believes physical fitness provides great balance to the many demands law enforcement careers have on employees. Taking time each day to relieve the stress through exercise adds years to a life, while improving balance and increasing energy and stamina. Mental wellness is just as important, including training, coaching, mentoring, peer support and counseling.

Countermeasures employed to foster healthy minds and bodies included:

- The Colonel's Challenge, an annual 10-week program bringing healthy competition and fostering camaraderie through participation and striving to better ourselves. The Challenge assisted each participant to establish the ongoing exercise patterns leading to healthier lifestyles. Activities tracked include biking, swimming, running, cardio sessions, weight training and circuit workouts.
- Piloted a peer support emotional wellness program to provide for UHP members in need
- Promoted the importance of the mental wellness counseling available through a professional counselor and other Department programs
- Promoted the Healthy Utah program, including testing, health challenges, seminars and webinars, and wellness classes, councils and cash rebates for participation and results

Fitness Outcomes

- Colonel's PT Challenge participants numbered 437, including 20 spouses
- All UHP field and specialty sections and communications centers were represented
- The Commissioner's Office, and sister agencies including Bureau of Criminal Identification, Division of Emergency Management, Driver License Division, Administrative Services, Highway Safety Office, Peace Officer Standards Training, State Bureau of

Investigation, and DPS's Human Resources representatives participated

- Commissioner of Public Safety Keith Squires hosted a morning bike ride, while others used the time to go hiking, all with breakfast served at the finish
- The 437 participants who took the Challenge racked up an impressive 13,512 workouts totaling 10,047 hours of exercise
- Over 34,300 miles were covered through swimming, biking and running
- Those participating accounted for a combined weight loss of more than 565 pounds
- 272 individuals completed one or more Challenges
- Interestingly, Trooper Adam Walker (right) performed the PT test in full uniform and gear



Recognizing the dedication and achievement of those who completed one or more of the Colonel's PT Challenges, medals were awarded to celebrate accomplishments of 272 individuals.



ALWAYS PROFESSIONAL: Troopers of high integrity who understand the values of the Utah Highway Patrol and honor their profession, self and families.

Strategy Need for

Strategy 1 Review Need for continual improvement and open dialog with the public which we serve.

Open Dialog Activities

The Utah Highway Patrol believes that the professionalism of the organization rests in every contact between a Trooper and the public. Building working relationships with members of the community and the media are often just as productive as routine patrols and responses to calls.

Measures employed to promote open dialog included:

- Accurately reported on the many accomplishment of the Utah Highway Patrol and striving to identify areas where we need to improve
- Used social media to share information with the public and media and collected their feedback
- Continued positive working collaboration with media to share timely information and promote safety
- Assured media access 24/7 to field section experts

Open Dialog Outcomes

- Utah Highway Patrol spokesman Sergeant Todd Royce was recognized by members of the media and his peers as 2015 Public Information Officer of the Year
- UHP professionals in the Field are interviewed on subjects such as incidents, crashes, etc.
- Relationships cultured with members of the media pay off with increased earned media for campaigns such as Click It Or Ticket, Drive Sober Or Get Pulled Over, Zero Fatalities, etc.
- Fair and balanced reporting when stories involve UHP staff, operations or policy
- More human interest stories involving UHP reached the public



Lt. Paul Kotter of the Utah Highway Patrol shows his protective vest with bullet holes during a press conference. Digital Universe





September, 2015 - The Utah Public Information Officers Association is pleased to announce that UHP Sgt. Todd Royce has been recognized as the PIO of the Year, said Justin Hoyal, Association President. Media representatives statewide were asked to vote for the person who they felt was available, communicated well, was helpful, and followed through. One nominator shared: Sqt. Todd Royce is an excellent PIO. Not only is he readily available at all hours, but he has a great attitude towards the media. This past year I have worked with Sgt. Royce on dozen of stories, some we've collaborated on to bring relevant safety information to the public. I appreciate that he is always willing to find the information we're seeking and in a timely manner.



Utah Highway Patrol Trooper Josh Carr holds Devi Ostler's newborn baby after helping deliver the boy on the side of Interstate 15 on Saturday, Jan. 31, 2015. Salt Lake Tribune



Trooper Andrew Pollard of the Utah Highway Patrol helped escort an 87-year-old woman to a hospital so that she could see her gravely ill son. KUTV



Trooper Travis Williams wears a pink ribbon above his nameplate to show support for fellow Trooper Bonnie Kunz who is battling breast cancer. Deseret News



The driver of a semitrailer involved in a vehicle fire on northbound I-15 at milepost 48 discusses the details of the accident with Utah Highway Patrol Trooper Nathan Clark, July 3, 2015. St. George News



UHP Captain Barton Blair speaks to the media about a suspicious package found in the Utah State Capitol Building on Thursday, Oct. 15, 2015. An unloaded semi-automatic rifle was later found in the package, which caused an evacuation of the building Thursday. Salt Lake Tribune



Sergeant Shane Nebeker from the Utah Highway Patrol speaks with the Standard-Examiner at the first 80 mph sign on I-15 near Brigham City. Standard-Examiner

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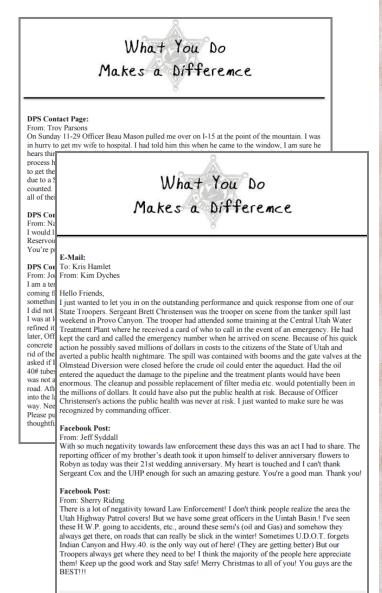
ALWAYS PROFESSIONAL: Troopers of high integrity who understand the values of the Utah Highway Patrol and honor their profession, self and families.

Strategy 2 Review

Continue to broadcast the great work by Troopers in WYDMAD, as well as employee recognition programs and incentives.

Recognition Outcomes Through What You Do Makes A Difference (WYDMAD)

- More than 100 Troopers recognized by the public during 2015 in the WYDMAD reports
- Each Section holds an Annual Awards Ceremony
- Monthly recognition through commendations, letters of appreciation, and awards involving administrative leave and small gift cards to local retailers



Recognition Outcomes at the Utah Department of Public Safety Annual Awards

Lifesaving Medal

- Trooper Kerry Ball
- Trooper Shawn Peppers
- Sergeant Dave Moreno
- Sergeant Jacob Cox
- Agent Scott Nesbitt
- Sergeant Chamberlin Neff
- Trooper Matthew Pratt
- Sergeant R. Warren Nelson
- Trooper Levi Oman

Public Safety Star

Senior Trooper Kelly Roberts

Medal of Valor

Corporal Andrew Prescott

Purple Heart

Sergeant Paul Kotter

Paul V. Mangelson Interdiction Award

• Trooper Jared Withers

Canine Award

• Trooper Jared Jensen and K9 "Cuda"

Distinguished Service Medal

- Trooper James Brierley
- Communications Specialist Karen Orton
- Communications Specialist Margaret Pierson

Public Safety Medal of Excellence

- Trooper Clay Allred
- Trooper Doug Christensen
- Trooper Jade Bills
- Trooper Joshua Carr
- Communications Specialist Brittney Chugg

- Senior Business Analyst Joseph Clasby
- Office Specialist Janalee Jensen
- Trooper Stephen Matthews
- Trooper Landon Middaugh
- Trooper Nick Swallow
- Dispatch Supervisor Robb Telford
- Trooper Scott Theobald
- Trooper Justin Zilles
- Trooper Jamison Zito

Years of Service Recognition

35 Years

- Geina Foldesi
- Bruce Riches

30 Years

John Mitchell

25 Years

- James Brierley
- Tracy Cartwright
- Danny Ferguson
- Tracy Jorgensen
- Gary McInelly
- Steve Myer
- Mikehel Murphy
- Sanford Randall
- Sheldon Riches
- Kelly Roberts
- Irene Swenson
 Phillip Waters



Dispatcher of the Year

Dispatcher Lillian Gold has been with the Utah Highway Patrol since 2003. She exemplifies a level of professionalism which has earned the respect of officers. coworkers and the public alike through loyalty and dedication to her profession. She is a can-do person who also mentors new employees, never turning down an assignment and continually striving to improve the operations of the Dispatch Center. Embraces the Utah Highway Patrol's philosophy of continual learning and leadership, serving as the Center's Schedule Coordinator, New Employee Trainer, Alternate Terminal Agency Coordinator, and also Primary Terminal Agency Coordinator.

Trooper of the Year

Trooper Justin Cheney has been a member of the Utah Highway Patrol since August 2009. He is active in many areas of his life, striving to balance career and personal life. Working hard to serve the public on the roadway, he also finds time to visit classrooms in his area and do public outreach at community events. Embraces the Utah Highway Patrol's philosophy of continual learning and leadership, attending Northwestern Academy, is a certified Emergency Vehicle Operations Instructor, Traffic Incident Management (TIMS) Instructor, and a member of the Utah County Officer Incident Protocol Task Force.



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Strategy 3 Review

Twelve monthly audit topics along with Field Section and Headquarters review processes.

Monthly Audit Activities

The Utah Highway Patrol is a proponent of the continuous auditing process, always looking for problems lying-inwait and proactively identifying issues and deficiencies. Monthly each of the Bureaus conducted a common audit focusing on one or more related topics, and the results were reported back to the Colonel, Majors and Captains.

The monthly audit topics included:

- January-Knowledge and mastery of the DUI investigation process, including field sobriety testing, DUI arrest procedures, tactics, booking, demeanor, reporting/recording, administrative driver license hearings, courtroom testimony, impound process and suspect vehicle inventory
- February—Verifying the accuracy of timesheets, including regular hours worked, appropriate use of all leave, and correct submission of overtime hours
- March—Reviewing response to emergency and nonemergency calls, pursuit driving, and use of vehicle and related equipment
- April—Positioning of vehicle during traffic stops, location for stop, approaching the vehicle, driver and passenger contact, demeanor, and appropriate enforcement action taken.
- May—Check of inappropriate content stored on computer drive, software updates completed, use of correct codes in records management system, and assuring computers are used appropriately and within DTS rules
- June–Proper collection, packaging and storage of physical and video evidence and recording the chain of custody
- July–Check of all issued equipment, uniform items and vehicle for proper maintenance and care

- August—Ensure each Trooper and person in the chain of command is aware of all Continuity of Operation Plan (COOP) procedures as they pertain to each individual section and headquarters, check of emergency kits for completeness, and overview and check of all physical security aspects for each location
- September—Review of personal fitness programs/ goals and participation in division fitness programs, and review of allowed weekly hours for fitness
- October–Check of Section's fatal crash investigations with a review and accounting of expertise level in the section, check of proper methods, video, photos and cataloging of evidence, notifications including Major Accident Investigation Team (MAIT), State Bureau of Investigation (SBI), etc.
- November—Physical custody arrest, policies and procedures, tactics, de-escalation methods, handcuffing, and appropriate charges
- December—A review of Troopers professionalism, appearance and demeanor, including motorist assist, traffic stops, arrests, walk-ins, courtroom testimony, media opportunities, and personal life

Monthly Audit Outcomes

- Significant progress was made in aligning with new evidence procedures
- Updated Continuity of Operations Plan (COOP) and all Sections are prepared to deploy
- All sworn UHP members participated in the annual physical fitness test
- Equipment audits ensured each Trooper is properly outfitted and equipped
- Audits helped identify potential safety issues, matters needing further clarification, future training topics, and immediate follow-up on response driving, officer safety and field sobriety testing procedures
- The most common personal outcome for Troopers was recognition rather than deficiency



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Strategy 4 Review

Ensure ethical and professional standards and maintain integrity of the Utah Highway Patrol, and provide effective stewardship and proper use of precious resources.

Accountability Activities

The honor and integrity of each of our members, from front -line to command level staff, is paramount and guarantees the honor and integrity of the Utah Highway Patrol. We proactively monitor ourselves through a formal incident review process, employing an early warning tracking system technology. The system requires Troopers, Sergeants and Lieutenants to enter and manage incidents from "the field".

Countermeasures employed to foster this continual monitoring process and promote transparency for the public included:

- Incidents such as use-of-force, pursuits, complaints, field-level discipline, vehicle crashes were all reviewed and entered into Blue Team
- The incidents were automatically routed through the chain-of-command with documented review and approval at each step
- Supervisory and command staff identified performance and behavioral issues and employed
- Early intervention measures while mitigation is still possible
- Performance dashboard available to assess the health and vitality of the Utah Highway Patrol daily

Inquiry or Event Type Definitions

- Category I Inquiry: A Category I complaint is one where a Trooper is suspected or has been accused of breaking the law
- Category II Inquiry: A category II complaint is one where a Trooper has been accused or is suspected of violating policy and procedure or peace officer standards
- **Citizen Inquiry:** A question or general inquiry about a Trooper's action
- Coaching/Counseling Event: A Trooper might be coached or counseled on style, work performance or socially acceptable behaviors
- **Commendation Suggestion:** A person has contacted UHP and related a positive experience with a Trooper
- Use of Force: A Trooper has been involved in a situation involving the use of force
- Patrol Car Accidents: A determination whether a Trooper could have reasonably avoided damage to a patrol car
- Vehicle Pursuit Incidents: A review of pursuits to determine if policy was followed

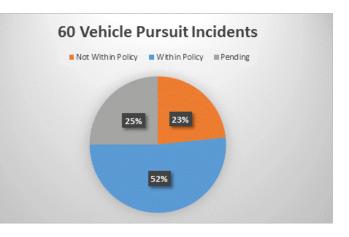


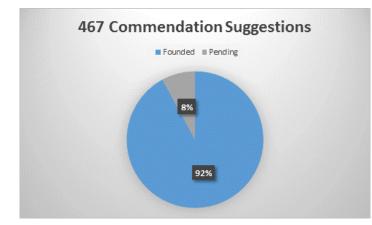














Accountability + Empowerment =High Performance Utah Highway Patrol

Accountability Outcomes

Of the over 433,000 contacts made with the public in 2015:

- 8 or 0.002% resulted in a Category I finding
- 16 or 0.004% resulted in a Category II finding
- 3 or 0.0007% of citizen inquiries resulted in a sustained finding
- 105 or 85% of coaching/counseling completed
- 430 or 92% of commendation suggestions have been completed
- 14 or 100% of use-of-force investigations completed were found to be within policy
- 102 or 55% of crashes involving a patrol car have so far been found to be non-preventable
- 31 or 52% of pursuit investigations finished were found to be within policy

CLOSE CALLS

6

No. 1 PRIORITY: The number one priority is that every Trooper returns home each day safe and with honor.

Close Calls Report

Troopers work in a dangerous roadway environment each day. The Utah Highway Patrol family is proud to report that these men and women returned home to their families after very serious incidents.



SECTION COMMANDER SHOUTOUTS

Section 1

Box Elder, Cache and Rich Counties

Troopers' actions in Section 1 brought a favorable light to the Utah Highway Patrol's image in the national media, and included a Dispatcher and Trooper helping with the delivery of a baby on the roadside, the heroic rescue of a man who crashed into a canal with Troopers jumping in to extricate him before he drowned, and Troopers assisted with the rescue of a woman and her 2 dogs who fell through the ice and into a reservoir.

Section 2

Morgan and Weber Counties

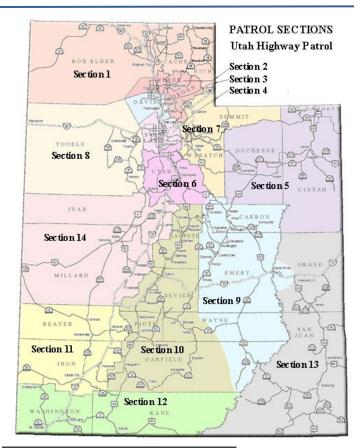
Section 2 Troopers have been enthusiastic to reduce crashes on I-15 in Weber County, consistently working 9 overtime enforcement shifts on I-15 each week in addition to the Section's regular patrols. This increased enforcement has made a big difference in reducing crashes. Also, the Section was successful in reducing the crash count in Weber Canyon by 40% from November to December as a result of Troopers adding 4 extra OT enforcement shifts weekly, worked between mile post 90 and 92, and also with Media's effort to get the increased enforcement message out to the public.

Section 4 Salt Lake County

Section 4 participated in the 100 Deadliest Days of Summer initiative, and the Troopers are proud there were no fatalities of any vehicle occupant during that time period. The Section has also been piloting a SUCCESS program which has reduced the time Troopers obligate to completing DUI arrest forms and procedures, allowing more time patrolling and responding to the public's needs.

Section 6 Utah County

An oil tanker rollover in Provo Canyon had the potential to cost Utahn's millions of dollars as the spill entered the Provo River and was headed to an aqueduct which leads to the water treatment plant. A Section 6 Sergeant quickly put into action an emergency plan which prevented the contaminated water from reaching the plant which would have fouled the filters and machinery. Quick action assured residents had continued clean water in the days after the spill.



Section 7 Summit and Wasatch Counties

Section 7 was a state leader in drug interdiction, confiscating thousands of pounds of drugs. The two largest were 211 lbs. and 199 lbs. of marijuana on separate traffic stops. Section 7 also hosted two multi-agency DUI blitzes during the year, partnering with the other law enforcement agencies in the 2 counties during the Sundance Film Festival and for Halloween.

Section 8 Tooele County

Section 8 increased DUI arrests in 2015 by 16% compared to 2014, potentially preventing 29 fatal or serious injury crashes. The number of drivers who were cited for 100 MPH+ speeds increased from 329 in 2014 to 359 in 2015. An example of the effectiveness of high-visibility patrols is Section 8's efforts during the I-80 Border-to-Border initiative. I-80 spans 196 miles in Utah, with about 100 in Section 8's coverage area. During the 3-day period, Trooper's saturation patrols resulted in zero crashes on this stretch of I-80.

Section 9 Carbon, Emery and portions of Garfield and Wayne Counties

Section 9's staffing level was at 50% for most of the year, and Troopers worked overtime to cover the patrol area gaps. In spite of a shortage of Troopers, their efforts notably increased the Section's seat belt contacts by almost 300%, all while preventing an increase in traffic crashes.

Section 10

Piute, San Pete, Sevier, and portions of Garfield and Wayne Counties

Section 10 partnered with the local agencies in Sevier County to increase seat belt use. Utilizing various public awareness activities and several multi-agency seatbelt enforcement saturation periods, efforts increased seatbelt usage from 53% to 81%. Fatal crashes in 2015 were 65% lower than in 2013 and 45% lower than 2014.

Section 12

Kane and Washington Counties

Section 12 saw a significant increase in traffic with each weekend looking and feeling like a holiday weekend. Troopers worked hard to keep the highways safe and reduce crime, and examples include one Trooper whose efforts removed from the streets 35 lbs. of meth, 8 lbs. of heroin, 41 lbs. of marijuana, and seized \$90,000 in cash, and another who not only stopped 1900 vehicles but also completed certification as a Commercial Vehicle Safety Alliance (CVSA) Officer.

Section 13

Grand and San Juan Counties

Five of Utah's 13 National Park Areas are located in Section 13 and this adds significantly to roadway traffic in this area. On average, our Troopers covered a special event every other weekend in spite of staffing shortages. Regardless of these challenges, we increased DUI arrests in San Juan County by 25%.

Section 14 Juab and Millard Counties

Section 14 was shorthanded for most of 2015 and Troopers worked overtime to assure area coverage and prevent gaps. In addition, they increased the number of DUI arrests by 20%, and doubled the number of seat belt contacts with motorists to almost 1900.

Section 15

Commercial Motor Vehicle Inspections

Section 15's investigations on safety inspection-related issues in 2015 increased by 27%, administrative actions taken on safety inspection stations and inspectors increased 37% over 2014, and we issued 67% more re-inspection orders due to equipment violations, all with an eye towards making motor vehicles safer on Utah's roadways.

Section 16

Specialized DUI Squad

After a mid-year reorganization, Section 16 Troopers were out again aggressively pursuing those who choose to drive under the influence of alcohol and drugs. Section 16 organized several DUI blitzes in 2015, enhancing visibility by partnering with other Sections and local agencies. Section 16 Troopers assisted many Field Sections with extra DUI enforcement, area coverage, snow day call outs, and saturation seatbelt and speed enforcement.

Section 18 Capital Security

Section 18 moved the office location to a position in the Capital Building with superior visibility and accessibility. During the year the Section's security footprint was also expanded by increasing manpower with four additional Troopers during the day shift. This allows static positions to be staffed and to also have a Trooper specifically assigned to the Rotunda area.

Section 19 Training

Section 19 was busy with over 200 training classes or test sessions conducted, averaging almost one every business day, and over 1350 Intoxilyzer 8000's statewide were tested and recertified by staff during the year to keep DUI testing accurate. The Section also assisted field sections with numerous enforcement projects, accident assistance, and area coverage.

Section 21

Salt Lake Community College Campus

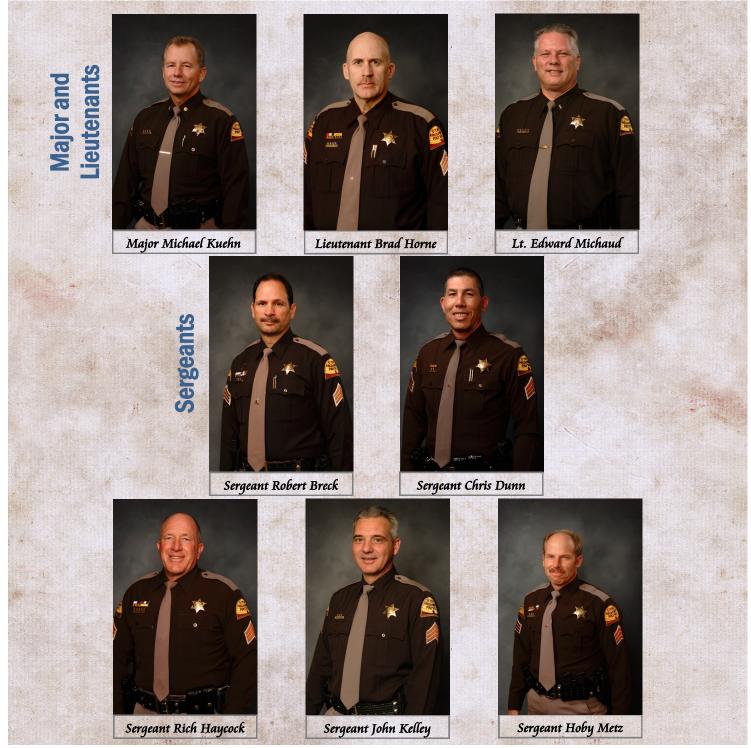
In addition to regular patrols, Section 21 Troopers strived to reduce theft and burglaries on the College Campus. Their success was apparent as there were 50% fewer vehicle burglaries, an 18% reduction in all other theft crimes on Campus, and Troopers also worked DUI blitzes and answered snow day callouts to assist the Field Sections.

retirements 17

ALWAYS A MEMBER: In law enforcement life there is a fellowship which lasts long after the equipment and uniforms have been turned in.

Retirement Report

We are grateful to each who finished their career with honor, and hope you find all the rewards as you enjoy this new phase of your life.















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Jtah Highway Pa

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