



# 2016 STRATEGIC PLAN



PROACTIVE  
PROFICIENT  
PROFESSIONAL



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# AT A GLANCE: OUR 2016 GOALS & INITIATIVES



## GOAL 1: Efficient Administration

Colonel, Majors and Captains establishing clear objectives for the Utah Highway Patrol while organizing the agency to promote operational efficiency, and offering direction to Section Commanders to accomplish a common set of goals through organized management and an effective support system.

### Administrative Strategies

- ◇ Continue to develop and implement the 21st Century Policing recommendations.
- ◇ Continue to promote an open communication and dialogue through regularly scheduled meetings of Utah Highway Patrol Administration.
- ◇ Explore methods to use collected citation and crash data for more efficient deployment of resources.
- ◇ Develop the Utah Highway Patrol's web site to meet the needs of the public, media and the agency.

**GOAL 2: Being Proactive** - Troopers working with a purpose to reduce crime, injuries and deaths on Utah's roadways while helping those in need.

### Proactive Strategies

- ◇ Focus on the Top 5 of 2016 in education and enforcement initiatives: Preventing Impaired Driving (DUI); Promoting Seat Belt Use; Reducing Traffic Speeds; Targeting the Aggressive Driver; and, Educating the Distracted Driver.
- ◇ Provide educational outreach/presentations to the communities in which we serve, including developing programs to reach minority groups.
- ◇ Increase motorist and Trooper safety, and reduce secondary crashes, through aggressive crash clearance techniques.
- ◇ Follow the Below 100 initiatives to eliminate the incidence of preventable line of duty deaths and injuries.

**GOAL 3: Increasing Proficiency** - Troopers who have the knowledge, skills and abilities to provide all services the public needs, in a manner that protects the rights of all people.

### Proficient Strategies

- ◇ Base training on the current trends and problems lying-in-wait so Troopers are prepared in high risk situations.
- ◇ Sustain fitness initiatives to foster healthy minds and bodies in order to offset the emotional and physical toll of the law enforcement profession.
- ◇ A post-secondary formal education is highly desirable, especially in leadership and specialty positions within the Utah Highway Patrol.

## GOAL 4: Always Professional

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

### Professional Strategies

- ◇ Recognize great work by Troopers and support staff through recognition programs.
- ◇ Continue to advocate for transparency and open dialog with the public we serve.
- ◇ As stewards of the public trust, Troopers must have a strong moral compass to guide them through ethical questions in law enforcement.
- ◇ Formal monthly audits are conducted to identify agency deficiencies.

# GOAL

# 1

**EFFICIENT ADMINISTRATION:** Colonel, Majors and Captains establishing clear objectives for the Utah Highway Patrol while organizing the agency to promote operational efficiency, and offering direction to Section Commanders to accomplish a common set of goals through organized management and an effective support system.

## Strategy 1

Continue to develop and implement the 21st Century Policing recommendations, including:

- ◆ Building Trust and Legitimacy
- ◆ Policy and Oversight
- ◆ Technology and Social Media
- ◆ Community Policing and Crime Reduction
- ◆ Training and Education
- ◆ Officer Wellness and Safety

## Activities

- ◆ Promote trust and ensure legitimacy through procedural justice, transparency, accountability, and honest recognition of past and present obstacles.
- ◆ Develop comprehensive and responsive policies on key topics while also implementing formal checks and balances and data collection and analysis.
- ◆ Balance the embrace of technology and digital communications with local needs, privacy, assessments, and monitoring.
- ◆ Encourage the implementation of policies that support community-based partnerships in the reduction of crime.
- ◆ Emphasize the importance of high quality and effective training and education through partnerships with local and national training facilities.
- ◆ Endorse practices which support officer wellness and safety through the re-evaluation of officer shift hours and data collection and analysis to help prevent officer injuries.

## Outcomes

- ◆ Make measurable, articulable progress in each of these six areas through training, policy and programs.

## Strategy 2

Continue to promote open communication and dialogue through regularly scheduled meetings of Utah Highway Patrol Administration.

## Activities

- ◆ Captains meet as a group bi-weekly with the Colonel and Majors to discuss current issues and trends, share information on successes and challenges, facilitate short and long term planning, coordinate activities, and perform administrative audits/reviews and other tasks, as needed. These meetings will include representatives of the LEDC, Training Section, Professional Standards, and the Utah Highway Patrol Association.
- ◆ Lieutenants meet as a group bi-monthly with the Colonel, Majors and Captains to discuss current issues and trends, share information on successes and challenges, and coordinate activities.
- ◆ Sergeants meet as a group annually for training and discussion of current issues and events.
- ◆ Troopers meet as a group annually training and discussion of current issues and events.
- ◆ Sergeants hold regularly-scheduled crew meetings.
- ◆ Conduct annual Bureau or Section meetings to facilitate one-on-one interaction between the Colonel and staff, serving as a forum to share concerns and discuss important information such as legislative issues, pay plans, etc.

## Outcomes

- ◆ Utah Highway Patrol Administration, from front-line Sergeants through the Colonel, all have essentially identical understandings of the direction and goals of the agency.
- ◆ All Utah Highway Patrol sworn and civilian staff attended a Bureau or Section Meeting.
- ◆ Members of the organization are aware of contemporary and critical issues.

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### Strategy 3

Explore methods to use collected citation and crash data for more efficient deployment of resources.

#### Activities

- ◆ Expand and refine the use of the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) model, incorporating location-based crime and traffic crash data to determine the most effective methods for deploying Troopers and other resources.
- ◆ Continue fostering the partnership between the Utah Highway Patrol (UHP), the Highway Safety Office and the Utah Department of Transportation (UDOT) on DDACTS implementation.
- ◆ Support the Hot Spots Committee in identifying specific traffic safety focus areas using data from multiple sources, including crash, Trooper and Officer contacts, speed sensor data, etc.
- ◆ In partnership with UDOT and the Highway Safety Office, support the completion and implementation of a predictive traffic policing model.
- ◆ Migrate the management of UHP's overtime enforcement shifts and collection of shift-specific statistics to GEARS.

#### Outcomes

- ◆ Crash and citation location data is used regularly by Field Sections to deploy staff and assign resources.
- ◆ The Hot Spots Committee is using crash and citation data to identify focus areas.
- ◆ A predictive traffic policing program has been identified, and a preliminary model has been deployed.
- ◆ Management of UHP's overtime enforcement-specific shifts through the GEARS system.

### Strategy 4

Develop the Utah Highway Patrol's (UHP) web site to meet the needs of the public, media and the agency.

#### Activities

- ◆ Update UHP's web pages regarding Sections and special programs.
- ◆ Publish the Annual Report to the web site for public access.
- ◆ Publish statistical reports to the web site reporting on UHP efforts.
- ◆ Publish reports on the results of Hot Spot enforcement efforts.

#### Outcomes

- ◆ Public transparency of UHP activities is increased.

# GOAL

# 2

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

## Strategy 1

Focus on the identified Top 5 of 2016 in education and enforcement initiatives:

- ◆ Preventing Impaired Driving (DUI)
- ◆ Promoting Seat Belt Use
- ◆ Reducing Traffic Speeds
- ◆ Targeting the Aggressive Driver
- ◆ Educating the Distracted Driver

## Activities

- ◆ Continue active enforcement of the Top 5 during regular patrols and supplement with overtime enforcement shifts.
- ◆ Organize weekend DUI enforcement efforts within each of the 14 Field Sections, bolstered with additional overtime shifts.
- ◆ Partner with other law enforcement agencies to organize and conduct regional DUI blitz's.
- ◆ Use high-visibility efforts such as blitzes, saturation patrols, checkpoints and media efforts for holidays and special events, and enhance coverage with special overtime enforcement shifts and special unmarked patrol vehicles (aggressive driving).
- ◆ Sustain a higher traffic enforcement presence in areas along the I-15 Corridor as identified by the Hot Spot Committee.
- ◆ Promote the Looking Beyond The Stop approach to identify other criminal activity during traffic stops.

## Outcomes

- ◆ A reduction of needless deaths on Utah roadways, especially from impaired driving, non-use of seat belts and speeding.
- ◆ Increased compliance with Utah’s seat belt laws.
- ◆ Area coverage measurably increased during high volume or hazardous travel times.
- ◆ Closer working relationship with regional law enforcement on DUI enforcement.
- ◆ Increased response to motorists in need.

## Strategy 2

Provide educational outreach/presentations to the communities in which we serve, including developing programs to reach minority groups.

## Activities

- ◆ Focus on the Top 5 during educational and outreach presentations.
- ◆ Every Trooper shall make an educational presentation in their home community.
- ◆ Continue to promote and expand the Adopt-a-High School program, and also organize mock DUI crash simulations in high schools.
- ◆ Promote the “If You See Something, Say Something” program to more actively engage the public in reporting suspicious activity to state and local law enforcement to strengthen local community security.
- ◆ Promote “Truckers Against Trafficking” during presentations to CMV drivers to enlist their help in reducing human trafficking.
- ◆ Continue to encourage discussion about the significant dangers of driving while fatigued, and also the proven remedies.
- ◆ Use every traffic stop an opportunity to educate the public on life saving measures.

## Outcomes

- ◆ Each Trooper has provided at least one outreach presentation during the year.
- ◆ Public calls reporting suspicious or criminal activity have increased.
- ◆ Increased rate of high school adoption by Troopers.
- ◆ At least one mock DUI simulation presented in each Field Section’s area.

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### Strategy 3

Increase motorist and Trooper safety, and reduce secondary crashes, through aggressive crash clearance techniques.

#### Activities

- ◆ Continue Section 4's pilot program with pre-positioned tow trucks to quickly clear crashes during rush hour traffic periods.
- ◆ Use UHP Dispatch to coordinate and record tow truck response times to crashes and also queue clearance (UDOT).
- ◆ Coordinate with DTS to develop a web and mobile application to easily allow towing companies to monitor their queue position.
- ◆ Continue to promote the Move-Off initiative with the public, dispatchers and Troopers.
- ◆ Continue to offer Traffic Incident Management (TIMS) training.

#### Outcomes

- ◆ All crashes where the involved vehicles are still mobile moved off the roadway for investigation.
- ◆ Tow truck response and crash clearance times measurably reduced.

### Strategy 4

Follow the Below 100 initiatives to eliminate the incidence of preventable line of duty deaths and injuries.

#### Activities

- ◆ Promote the importance of wearing your belt
- ◆ Wear Your Vest
- ◆ Watch Your Speed
- ◆ WIN - What's Important Now?
- ◆ Complacency Kills

#### Outcomes

- ◆ One hundred percent (100%) of Troopers have received the training, and no Troopers were injured or killed in the line of duty.

# GOAL

# 3

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

## Strategy 1

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

### Activities

- ◆ Provide all-day Trooper training with a focus on emotional well-being and addiction awareness.
- ◆ Continue training on good-decision making in pursuits, response driving, and use of force.
- ◆ Offer mindset and tactical awareness training, with a focus on the current terrorism environment, intelligence gathering, and information sharing.
- ◆ Promote in-service training based on realistic, scenario-driven instruction.
- ◆ Promote “Every Trooper A Leader” by conducting Leadership in Police Organizations (LPO) classes.
- ◆ Support more effective interactions among law enforcement, mental health care providers, individuals with mental illness, their families and communities by conducting Crisis Intervention Training (CIT) classes.
- ◆ Offer Crowd/Constitutional Rights training to help Troopers protect lawful activity and gatherings while identifying and addressing unlawful behavior.
- ◆ Conduct Traffic Incident Management (TIMS) classes to offer a planned, coordinated multi-disciplinary process to clear traffic incidents and restore traffic flow safely and quickly.
- ◆ Offer Advanced Roadside Impaired Driving Enforcement (ARIDE) to enhance SFST to enhance the ability to identify impaired drivers.
- ◆ Hold Drug Recognition Expert (DRE) classes for Troopers to identify people whose driving is impaired by drugs or a combination of alcohol and drugs.
- ◆ Teach Mass Shooting/Rapid Response techniques to benefit from lessons learned in previous incidents.
- ◆ Provide Daily Training Bulletins (DTB).
- ◆ Provide timely and relevant monthly training themes and include the Below 100 initiatives and mindset and tactical awareness training.

### Outcomes

- ◆ All UHP sworn staff are on course to meet the benchmark training requirements.
- ◆ Critical, specialized trainings were conducted.
- ◆ Troopers have the skills and abilities to respond to the needs of the public.
- ◆ UHP continues to be on the leading edge with Troopers highly trained on use of force, pursuit, response driving, and civil rights issues.
- ◆ Training conducted on high risk, low occurrence situations to safeguard the Troopers and the Department.
- ◆ Issues and problems laying-in-wait were identified and mitigated.

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## Strategy 2

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

### Activities

- ◆ Promote and educate Troopers on the new PT testing standards, and perform annual PT testing.
- ◆ Develop a Peer Support Program to provide support for UHP members in need.
- ◆ Promote the importance of the mental wellness counseling available through Dr. Partridge and other Department programs.
- ◆ Conduct the annual 10-week Colonel's PT Challenge, including categories for bicycling, running, swimming, triathlon, weight lifting, circuit and general cardiovascular exercise.
- ◆ Promote participation in the Healthy Utah program, including testing, Health Challenges, Health Seminars and Webinars, Wellness Classes, Wellness Councils and Wellness Cash Rebates.

### Outcomes

- ◆ Employees who are well balanced and have the tools and resources to deal with the stresses of the job.

## Strategy 3

A post-secondary formal education is highly desirable, especially in leadership and specialty positions within the Utah Highway Patrol.

### Activities

- ◆ Encourage employees to use the \$4,000 in annual post-secondary education assistance available through the Department.

### Outcomes

- ◆ Every member working towards or having completed a post-secondary degree related to their work.

# GOAL

# 4

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

## Strategy 1

Recognize great work by Troopers and support staff through recognition programs.

### Activities

- ◆ Publish regular What You Do Makes A Difference (WYDMAD) reports.
- ◆ Submit nominations for the Annual Utah Department of Public Safety Awards.
- ◆ Recognize a Trooper of the Year.
- ◆ Recognize a Dispatcher of the Year.
- ◆ Use IA Pro/Blue Team to document the great efforts of Troopers.
- ◆ Conduct quarterly Trooper Round Tables for the Colonel to hear Troopers concerns and recommendations for change.

### Outcomes

- ◆ Troopers and staff who feel valued in their employment and are motivated to make a difference in the lives of others daily.

## Strategy 2

Continue to advocate for transparency and open dialog with the public we serve.

### Activities

- ◆ Continue promoting the great working relationship with the media to show the many accomplishments of the Utah Highway Patrol with complete transparency.
- ◆ Use social media to share information with the public through the Public Affairs Office.
- ◆ Continue the process where all inquiries are thoroughly documented, investigated and responded to.
- ◆ List current trends on the UHP web page including inquiries, enforcement, crashes and other statistical data.
- ◆ Make available to the public an Annual Report to the public showing UHP statistics dealing with issues critical to the public such as complaints, pursuits, use of force, etc.

### Outcomes

- ◆ Continued effective relationship between UHP and media partners.
- ◆ 100% response to all inquiries received by the UHP.

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### Strategy 3

As stewards of the public trust, Troopers must have a strong moral compass to guide them through ethical questions in law enforcement.

#### Activities

- ◆ Continue to use section meetings to promote ethics in law enforcement.
- ◆ Publish the minutes of POST Council meetings to educate Troopers on ethical issues.
- ◆ Provide training bulletins dealing with ethical issues in law enforcement.
- ◆ Continue updates on constitutional issues and civil rights.

#### Outcomes

- ◆ Troopers who are mindful of the constitutional rights of people they serve, and use each interaction as a community-oriented approach to policing.

### Strategy 4

Formal monthly audits are conducted to identify agency deficiencies.

#### Activities

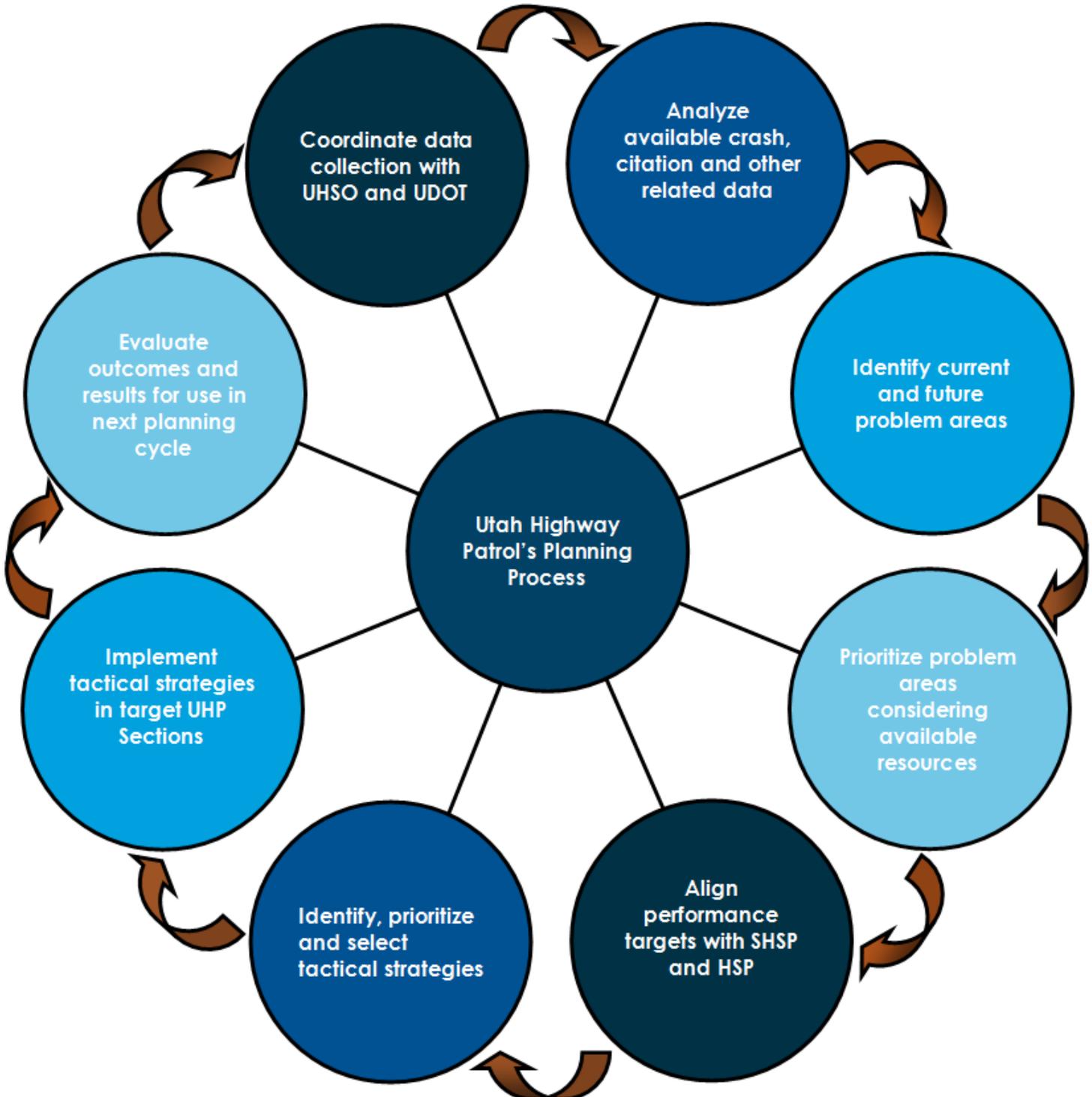
- ◆ January - DUI Arrest Procedures, Field Sobriety Testing, and Assisting Prosecution.
- ◆ February - Daily Logs and Time Reporting.
- ◆ March - Peer Support and Ongoing/Follow-Up Needs for Wellness.
- ◆ April - Mass Shootings, Rapid Response and Building Security.
- ◆ May - Computers, Equipment and Inventory.
- ◆ June - Evidence Collection, Packaging and Storage.
- ◆ July - Traffic Stops and Search and Seizure.
- ◆ August - Fatal Crash Review.
- ◆ September - Response Driving for Pursuit, Emergency and Non-Emergency Calls.
- ◆ October - Training, Certifications and Benchmarks.
- ◆ November - Report Writing.
- ◆ December - Professionalism and Blue Team Review.

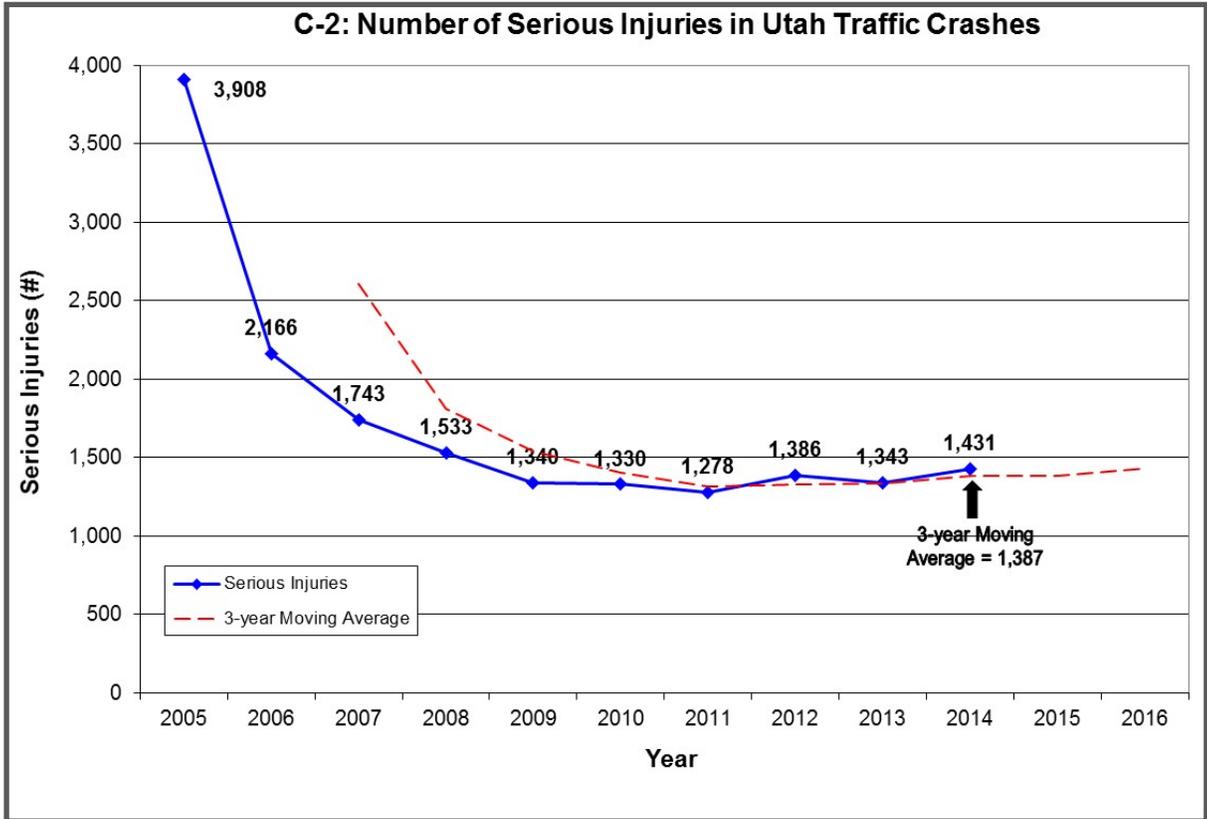
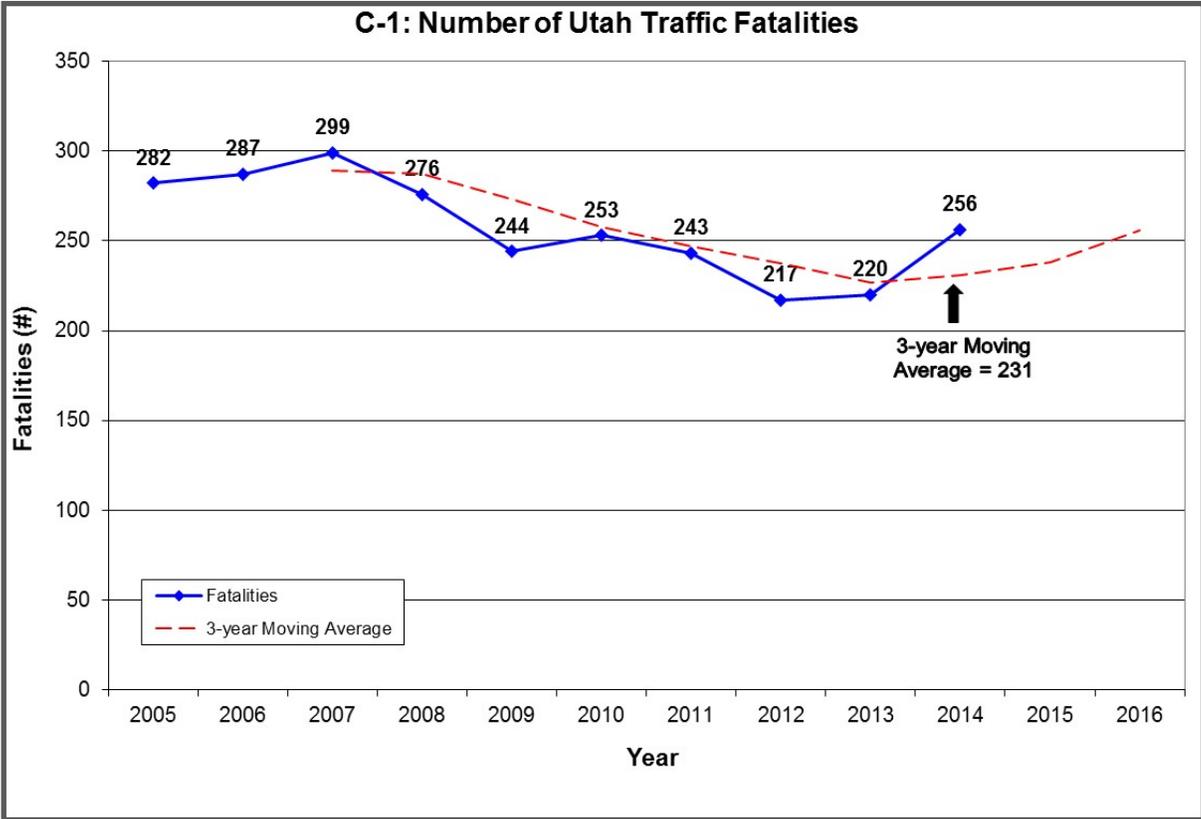
#### Outcomes

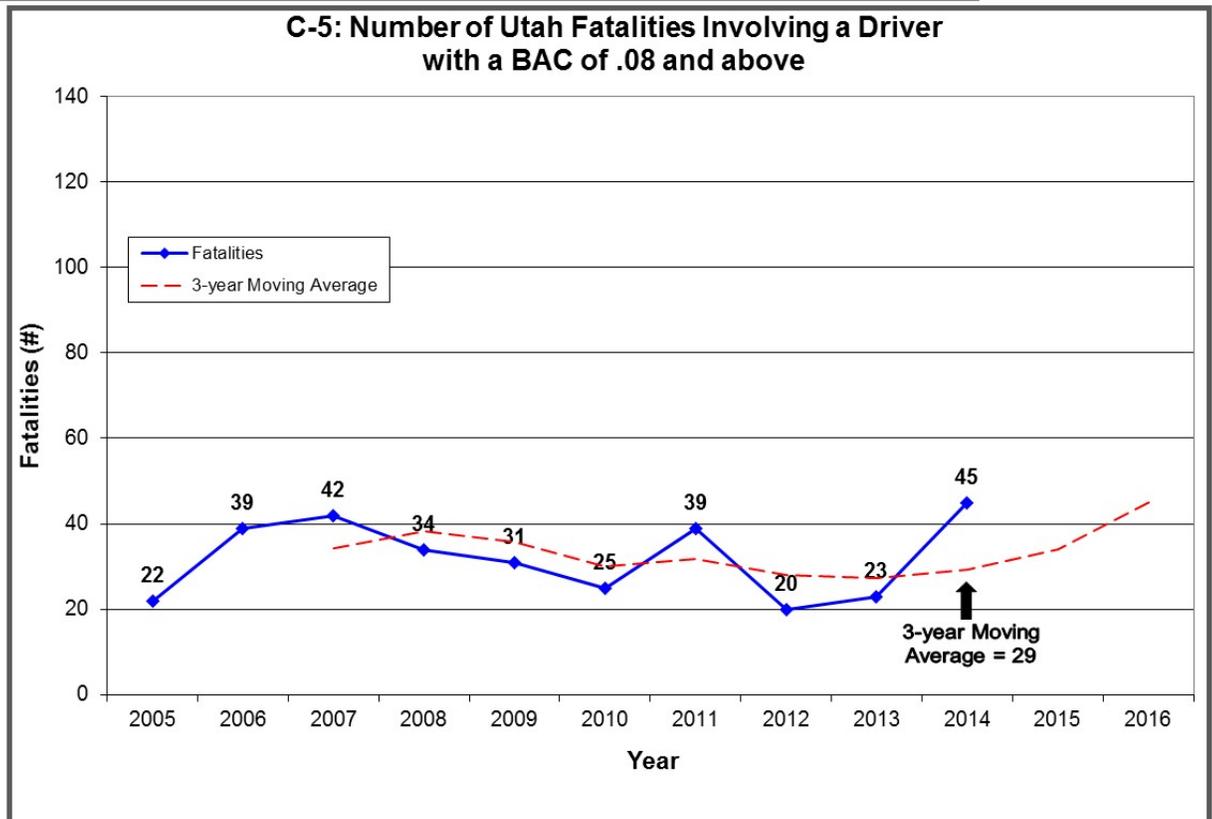
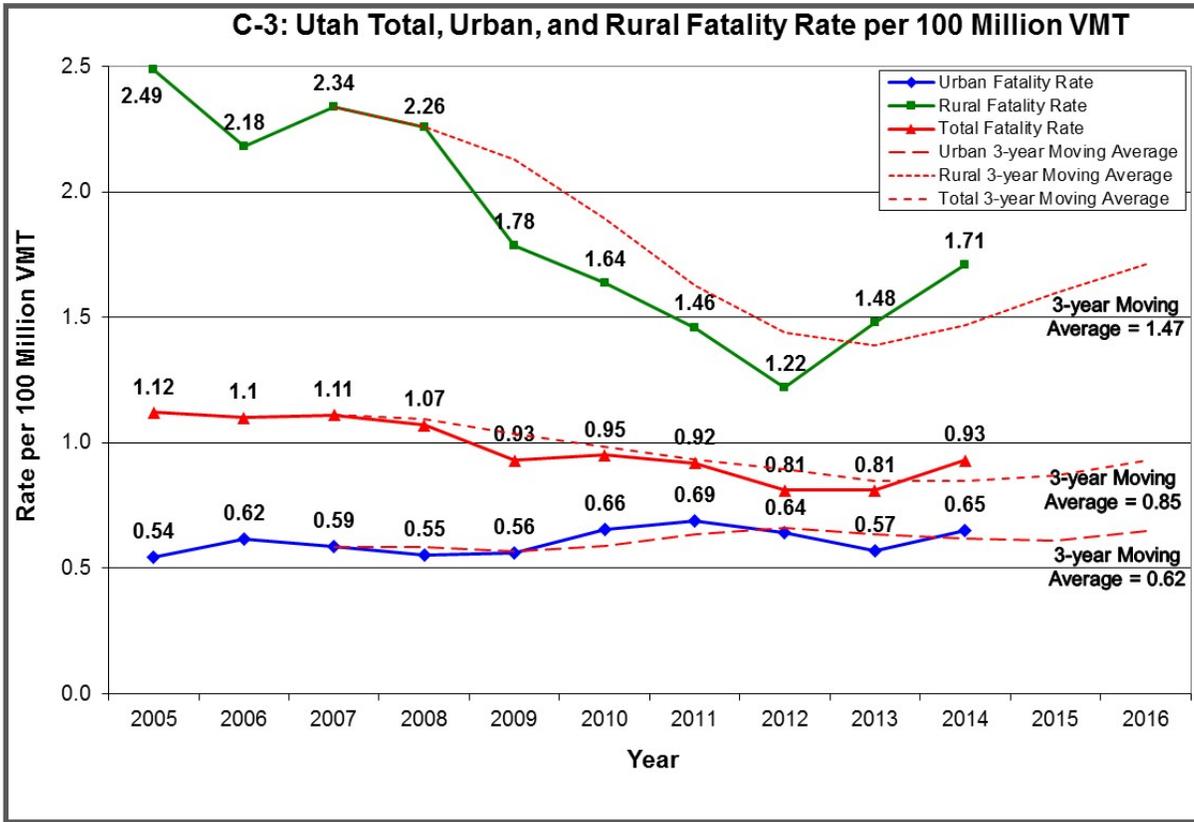
- ◆ Identified deficiencies have been resolved.
- ◆ Recognition was given for things done well or for exceptional performance.

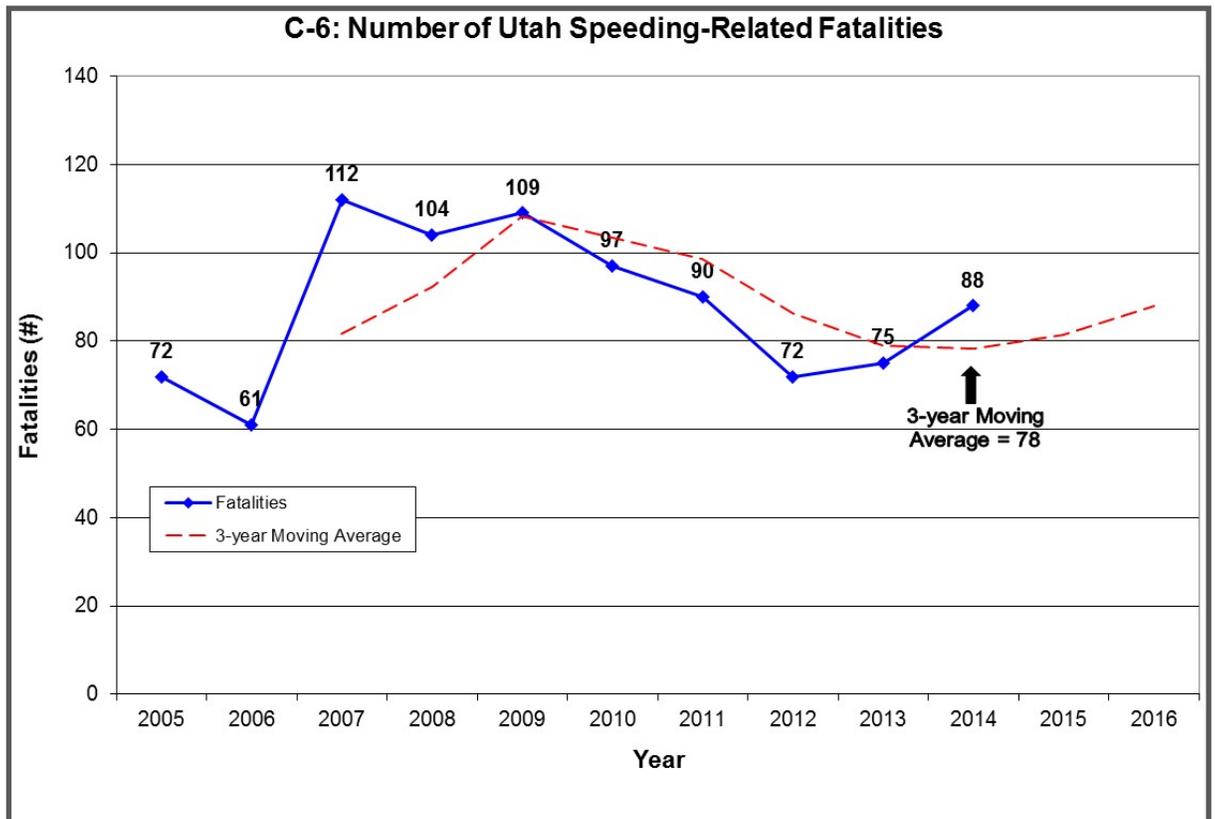
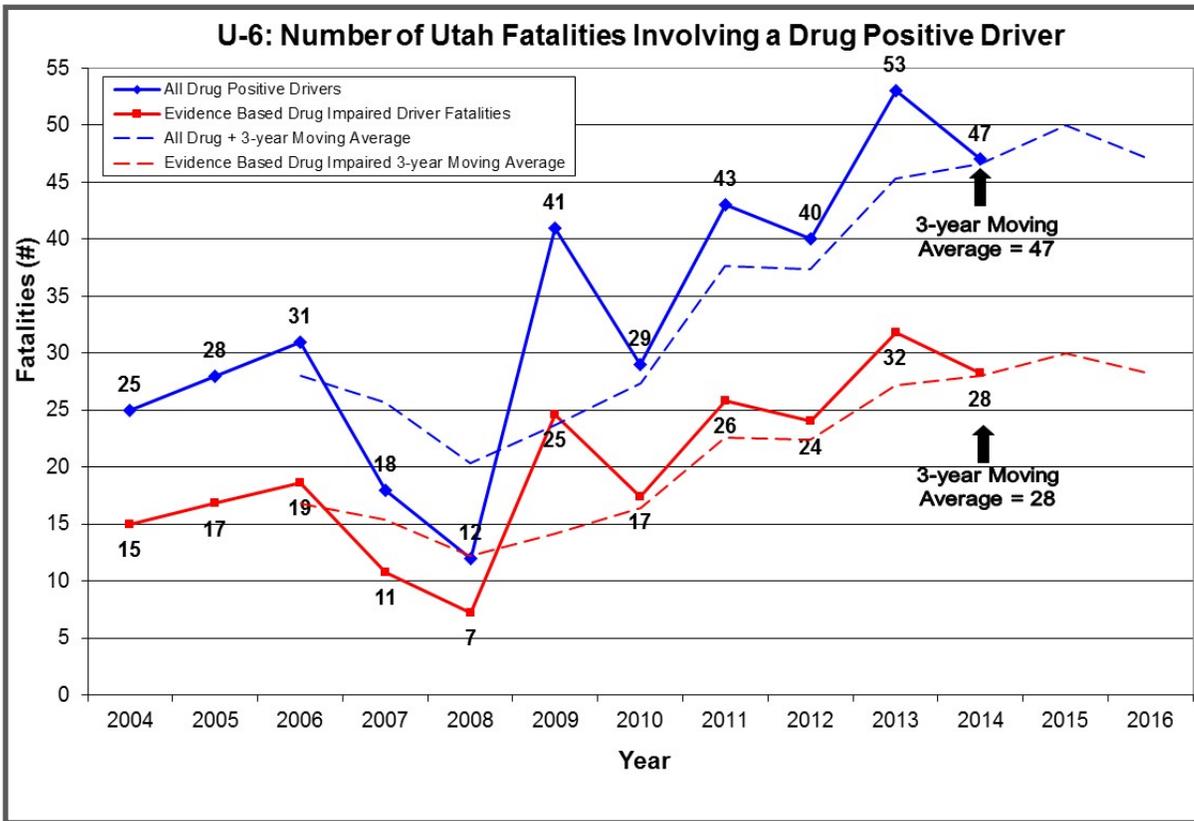
# STRATEGIC PLANNING PROCESS

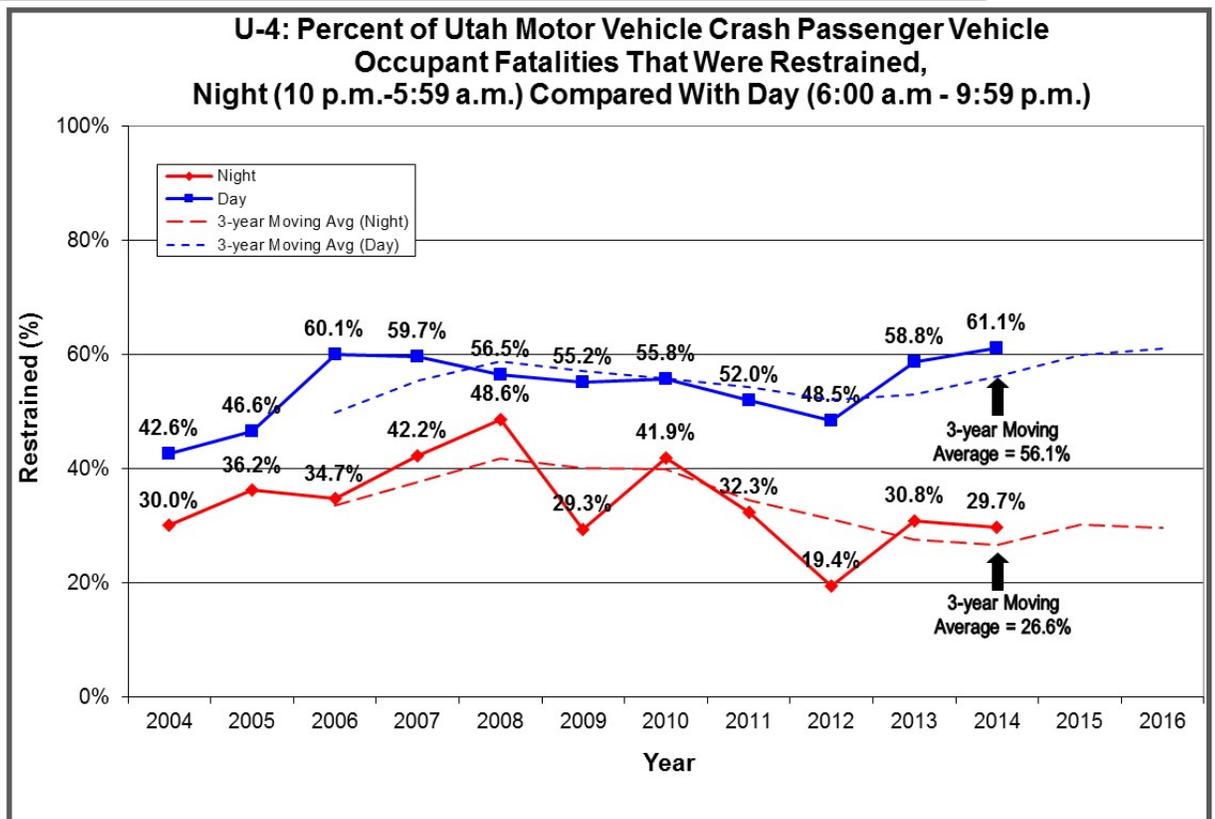
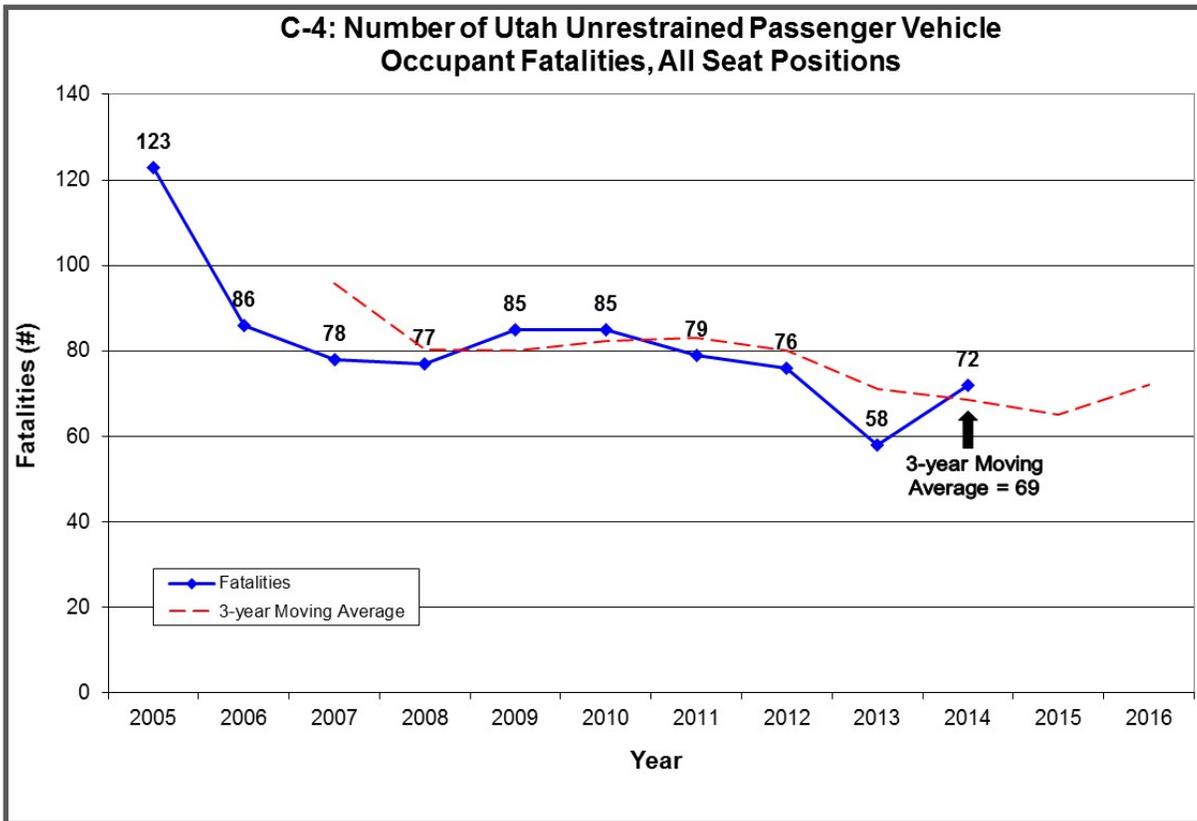
The Utah Highway Patrol's strategic planning process is both ongoing and cyclic, and involves close partnerships with the Utah Department of Transportation and the Utah Highway Safety Office. The details of the process are shown in the chart below, while the following pages display the statistical crash data which influenced this plan.



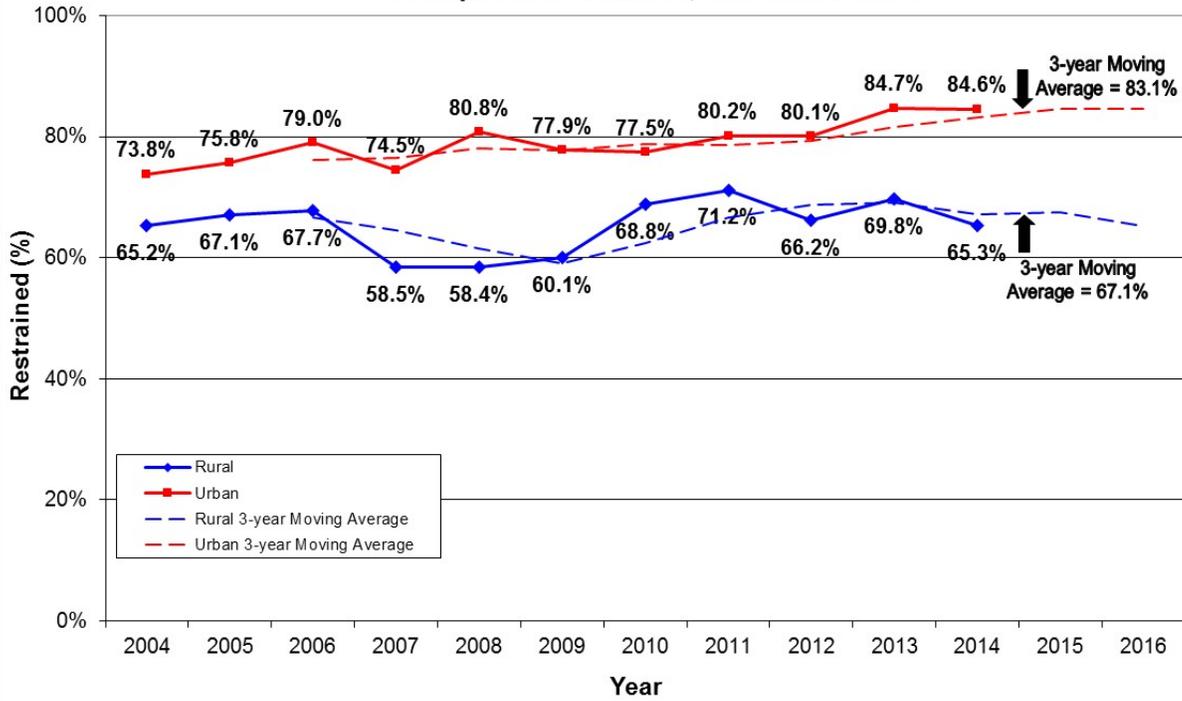


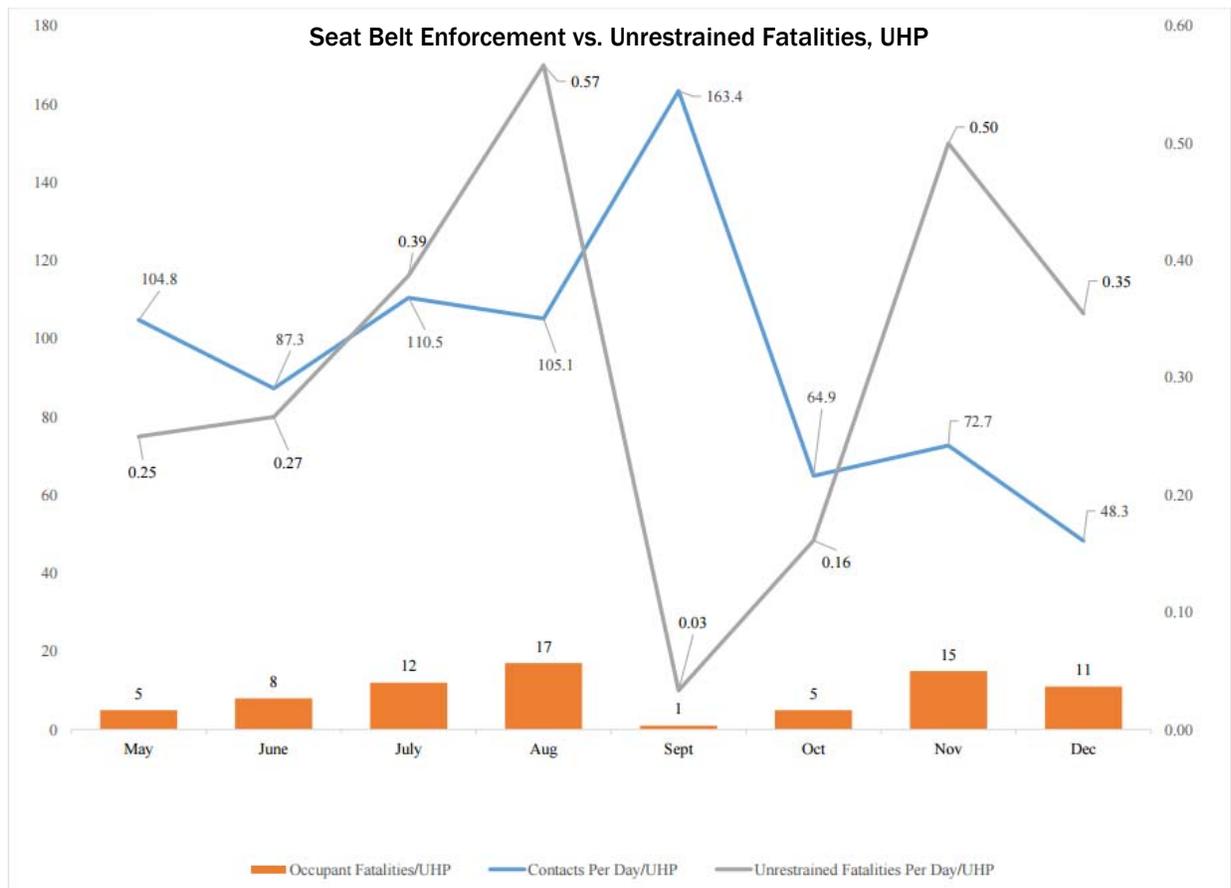
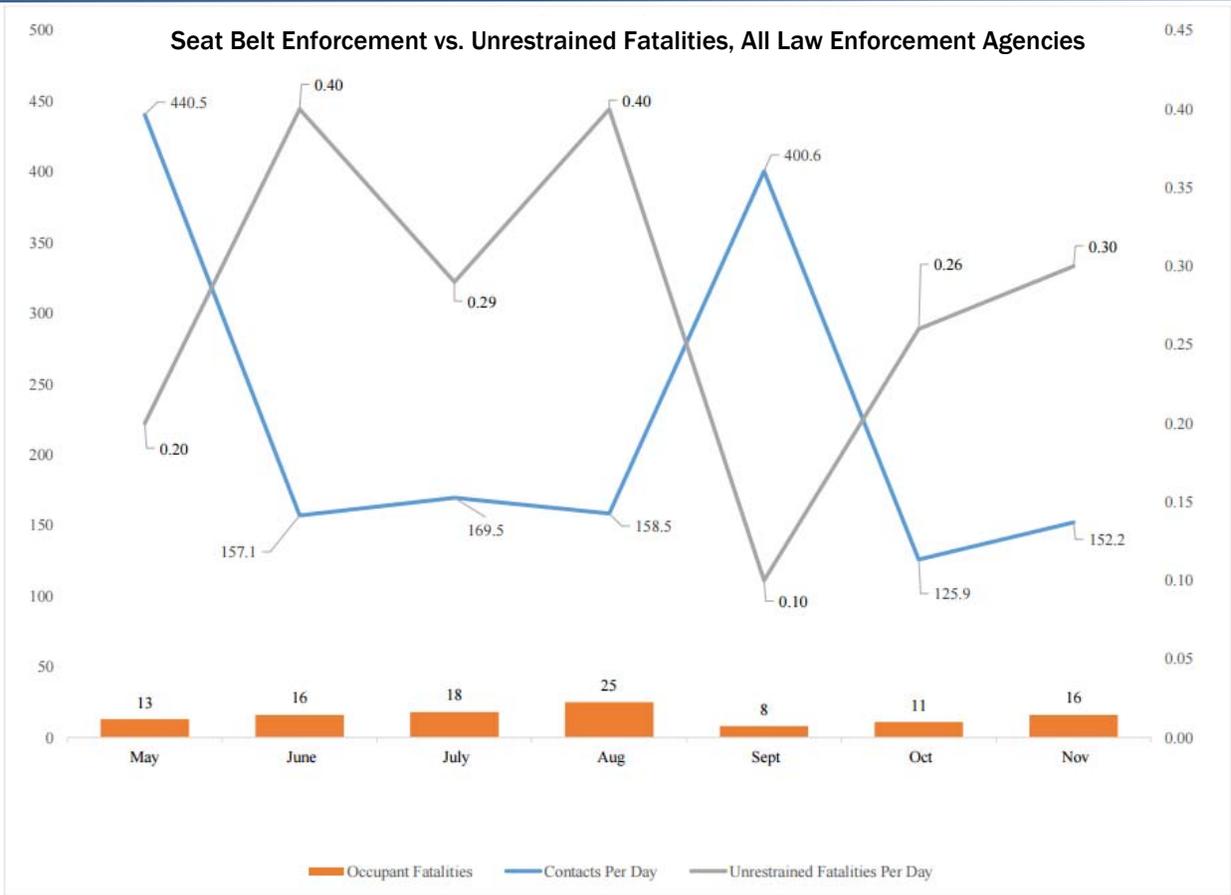


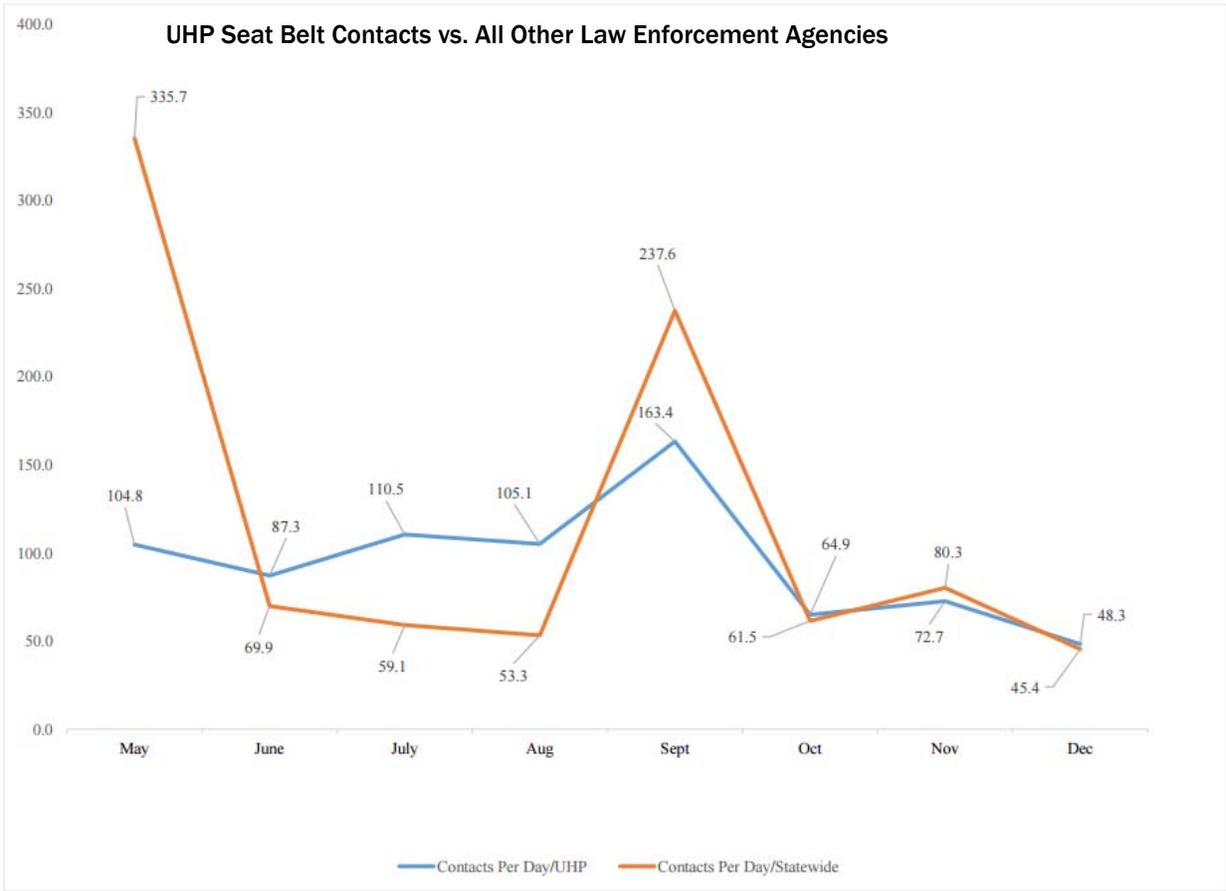




**U-5: Percent of Restraint Use Among Seriously Injured and Killed Occupants in Crashes, Rural vs. Urban**









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