

Multi-Year Plan

North Dakota Highway Patrol



Our pathway to the future...

2012 - 2016

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Mission, Vision, & Values

Mission

The mission of the Highway Patrol is to make a difference every day by providing high quality law enforcement services to keep North Dakota safe and secure.

Vision

Public safety through quality service.

Values

Loyalty—We will show allegiance to ourselves, our department, the state of North Dakota, our community, and to those who came before us and sacrificed so much to ensure the safety of our citizens.

Integrity—We are honest, responsible, and ethical. Citizens place the highest trust in the NDHP. Each member must recognize that they are held to a higher standard of accountability than the public. We must always be mindful to **NEVER** violate the public trust. Our conduct, both on and off duty, must be beyond reproach.

Commitment—To fulfill the vision of the NDHP each employee must deliberately carry out their duties and responsibilities to the best of their abilities.

Respect—Because we are a diverse culture we value each other and all members of our community regardless of age, race, gender, appearance, individual beliefs or lifestyles. We will always show understanding, respect, and appreciation for our similarities and differences.

Professionalism—To be considered professional we must conform to the technical and ethical standards of our profession. Because we are highly trained and dedicated we are capable of handling the daily demands of law enforcement and devoting our full energy and talents to the department's vision.

Accountability—Employees at all levels and ranks must accept responsibility for their actions both in their personal life and in their professional life.

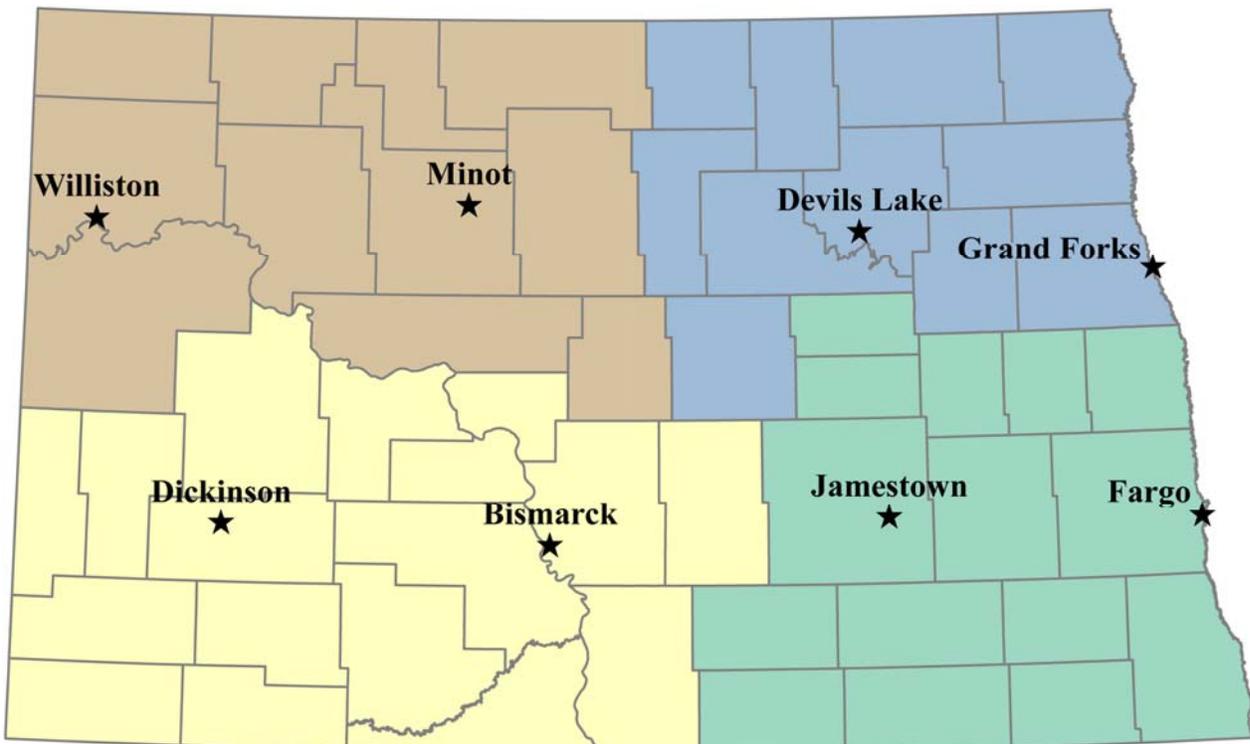
Overview of Our Agency

The North Dakota Highway Patrol's (NDHP) primary duty is to keep the motoring public safe as they travel the state's 70,000 square miles. We accomplish this through law enforcement and service. We are the main authority for enforcing laws and regulations relating to commercial vehicle safety and the commercial vehicle industry. The NDHP provides security for the state Capitol and elected government officials. The NDHP also partners with local agencies to provide assistance when situations arise that exceed the limits of local resources.

The NDHP currently has 198 authorized positions: 148 sworn and 50 civilian with the superintendent being ultimately responsible for the Patrol. The NDHP is divided into two components: Field Operations and Administration.

Field Operations divides the state into four geographic regions: Northeast, Southeast, Northwest, Southwest. Motor Carrier Operations is also under Field Operations, having employees stationed statewide. This allows for high visibility on the state's 7,385 miles of highway. Each region is under the supervision of a regional administrative commander.

NDHP Regional Boundaries and Regional Offices

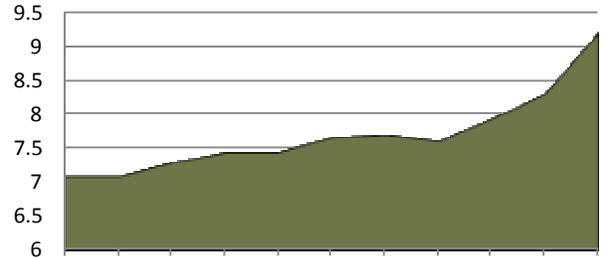


Environmental Assessment

North Dakota has 106,670 total miles of road, which is equal to 156 miles per 1,000 people. This is the largest amount of roads per capita in the nation. Of the total road miles, 7,385 miles are U.S., state, and federal highways. As a result, we have a very large network of roadways to patrol. With the number of vehicle miles traveled spiking in the last year (Figure 1), it has become an even greater challenge for our troopers.

Figure 1

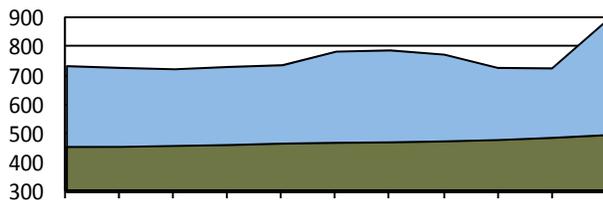
Billions of Vehicle Miles Traveled



2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011

Figure 2

Thousands of Licensed Drivers and Registered Vehicles



2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011

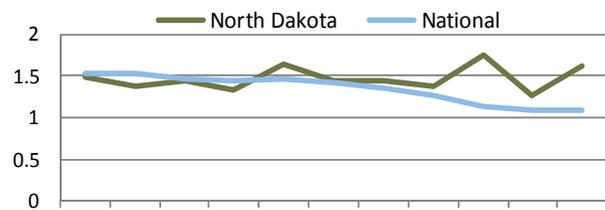
■ Registered Vehicles ■ Licensed Drivers

While the number of licensed drivers in the state is growing, the number of registered vehicles is dramatically increasing (Figure 2). This is significant for the Highway Patrol because it reflects an increasing customer base for a fixed amount of troopers.

An even greater concern for the NDHP and the citizens of North Dakota is the rising fatality rate (Figure 3). The fatality rate is based on deaths per 100 million vehicle miles traveled (VMT).

Figure 3

Fatality Rate



2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011

Figure 4

Population Trends

Region	2000	2005	2011
Northwest	122,216	115,942	132,535
Northeast	140,986	136,346	135,225
Southwest	157,762	158,402	173,874
Southeast	221,236	224,675	242,298
Statewide	642,200	635,365	683,932

The population of the state as a whole is growing, the highest percent of change can be seen in the Northwest Region, showing an increase of 14% since 2005. This shift in population poses challenges for the Highway Patrol. Rural areas are harder to patrol as the population increases and urban areas require additional personnel to provide adequate service to the growing communities.

Needs Assessment

Personnel Projections

Short-Term ~ With the special legislative session held in the fall of 2011 we were authorized to hire an additional four troopers.

Long-Term ~ Due to the population shift described in the environmental assessment and with the increase in population, we are anticipating a need for at least 20 additional sworn positions and three additional support staff. (see Figure 2).

Equipment

Based on the equipment replacement schedule (see Figure 3), two upcoming purchases include Tasers and emergency vehicle lighting. The manufacturer recommends replacement of Taser units after five years of service, and the agency's current emergency light bars have reached their end of useful life. Replacement light bar parts are no longer in production.

Capital Improvements

In the coming years, we will need to relocate and construct a new training academy facility. We also need a facility that would combine the Support Services Division, the Southwest Regional office, and Motor Carrier Operations.

Figure 1

December 2011 Personnel Chart			
Classification	Authorized Positions	Present Positions	Vacant Positions
Sworn	148	142	6
Capitol Security	7	7	0
Motor Carrier	11	11	0
Support	32	30	2
Totals	198	190	8

Figure 2

Personnel Projection for 10 Years and Beyond			
Classification	Authorized Positions	Future Positions	Total Change
Sworn	148	168	+20
Capitol Security	7	7	0
Motor Carrier	11	11	0
Support	32	35	+3
Totals	198	221	+23

Figure 3

Equipment Replacement Schedule		
Type	Lifecycle	Latest Cycle Completed
Emergency Lighting	8 Years	2006
Mobile Radios	10 years	2006
Portable Radios	6 years	2008
Traffic Radars	5 years	various
Lidar	6 years	various
In-car Video	8 years	2009
Tasers	5 years	2008
Ruggedized Laptops	4 years	1/2 per biennium
Vehicles	42 months	1/3 per year

Strategic Plan Goals

The NDHP's strategic plan for the coming years is comprised of four goals that complement the operational objectives we strive towards daily. The following pages provide details for both our long-term strategic goals and short-term operational objectives to attain these goals. It is important to note that this is a "living document" and will continue to be evaluated and discussed annually throughout the coming years.

1. Provide a Secure Environment
2. Public Safety on the Highways
3. Enhance Relationships
4. Enhance Employee Welfare

Operational Plan Objectives

Our agency is built on seven key operational objectives that drive our troopers to make a difference in the state of North Dakota:

1. Concentrate efforts towards patrolling highways and being visible.
2. Reduce crashes and investigate when they do occur.
3. Reduce alcohol use related to DUI and underage consumption and the tragedies that happen on our highway as a result.
4. Impact criminal activity occurring in our state.
5. Protect highway infrastructure and provide for the safe movement of goods and services through an effective motor carrier program.
6. Provide quality service to the public.
7. Hold individuals, not groups or regions, accountable for their actions, good or bad.

Provide a Secure Environment

Overview

While the Highway Patrol has grown over the years, our available space has remained the same. Capital improvements are needed to bolster our compliance with national standards. Adequate space allows the Highway Patrol to operate effectively. Often times regions are required to lease space for training needs and regional meetings. As a result, planning can be difficult since other organizations may require the same space.

Strategic Goals

1. Evaluate the need for increased patrol coverage and personnel assignments.
2. Continue a model plan and secure facilities for regional office headquarters.
3. Update training facility plan and implement phase I.
4. Enhance agency response to public safety concerns.

Operational Objectives

1. Complete resource allocation and deployment study prior to the 2013 legislative session.
2. Implement phase I of training facility plan by 2015.
3. Hire a public media specialist in 2012.
4. Reorganize the Field Operation divisions and add a lieutenant to the Motor Carrier division by 2013.

Public Safety on Highways

Overview

Drivers in North Dakota face several dangers while traveling. Impaired, fatigued, or preoccupied drivers can cause a serious collision. Consistently in North Dakota, 40-50% of all fatal crashes involve alcohol. Severe winter weather also poses a significant danger. Increased traffic, especially motor carrier traffic, has presented new challenges and created an emphasis on motor carrier enforcement.

While statewide survey results show the number of individuals using seatbelts to be slightly higher from past years (76.7%), approximately 69% of those killed traffic crashes in 2011 choose not to use a restraint.

Strategic Goals

1. Reduce statewide injury and fatality rates on all roadways.
2. Increase statewide seat belt usage on all highways.
3. Increase public awareness of the hazards of impaired driving.
4. Enhance motor carrier enforcement operations.
5. Increase patrol presence in and around reservations and rural areas.
6. Enhance safety and welfare of children who utilize school buses.

Operational Objectives

1. Increase patrol presence by 15% to enhance public safety.
2. Implement an automated routing system for oversize or overweight vehicles by 2013.
3. Implement trooper on a bus in 2012.

Enhance Relationships

Overview

The NDHP has many stakeholders. Taxpayers, the governor, legislators, and the motor carrier industry are only a few of the groups external to the organization that have some influence on or a vested interest in the Patrol and its services.

Today's technologies give us a wealth of information at our fingertips. By utilizing this tool to complete citizen surveys, we are ensuring that all of our stakeholders have an opportunity to give us their opinion. It is one more way to make sure we are providing quality service to the citizens of North Dakota.

Strategic Goals

1. Continue to assess customer satisfaction through the use of surveys.
2. Inform and educate stakeholders on agency operations and goals.
3. Educate the motor carrier industry on regulations of size and weight.
4. Field Operations will actively solicit participation in public presentations to schools and community organizations.

Operational Objectives

1. Provide a bi-annual report to superintendent on website surveys.
2. Conduct training sessions for the motor carrier industry in 2012.
3. Create social network account in 2012.

Enhance Employee Welfare

Overview

The Highway Patrol values its employees and wants to ensure that they are treated fairly. Periodically we review duties, responsibilities, and compensation packages.

Many of the NDHP's troopers are relatively young in their career. As a result, when our experienced sworn personnel in leadership positions retire, our current troopers will have to step up to the challenge. By providing the tools necessary for success, we also ensure the well-being of the agency.

Strategic Goals

1. Develop an employee survey to assess professional development interests.
2. Mentor employees for successful continuation or advancement in the agency.
3. Establish a supervisor training program, targeting sergeants and new troopers .
4. Increase human resource personnel to address the current and future needs of the NDHP.
5. Enhance the agency's ability to manage the mental welfare of employees involved in critical incidents.

Operational Objectives

1. Conduct employee survey to identify employee interests by 2012.
2. Pursue career development opportunities by 2013.
3. Implement a supervisory and leadership training program by 2012.
4. Create one additional human resource position.
5. Train two troopers in each region for critical incident and stress management by 2013.
6. Create an email account for all troopers in 2012.

Achievements

We have accomplished the following goals from the
2011-2015 Multi Year Plan

- ❑ Relocated the Northeast Regional office in Grand Forks to a new building.
- ❑ Completed a resource allocation and deployment study comparison for fiscal years 2007-2009 and 2009-2011.
- ❑ Purchased two semi-portable trailer scale systems.
- ❑ Completed the procurement stage of an automated routing system for oversize or overweight vehicles by July 2013.



North Dakota Highway Patrol

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