

2013 - 2017

Multi-Year Plan



North Dakota Highway Patrol

Our pathway to the future...



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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.

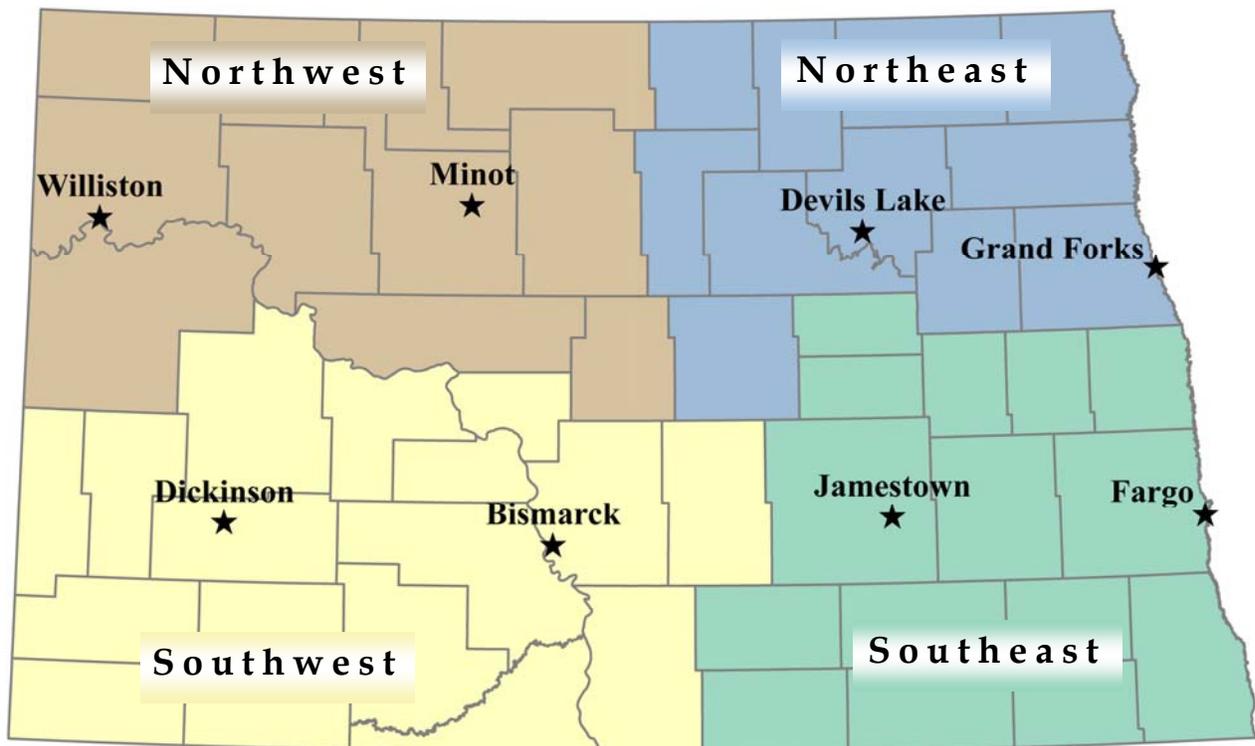
Overview of Our Agency

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, elected government officials, and the Supreme Court. 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 ultimately being responsible for the agency. The NDHP is divided into two components: Field Operations and Administration.

Field Operations consists of four geographical regions and Motor Carrier Operations. This allows for high visibility on the state's 7,385 miles of highway. Each region is under the supervision of a regional 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 highest number of road miles 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 dramatically increasing (Figure 1), it has become an even greater challenge for our troopers to provide adequate coverage.

Figure 1

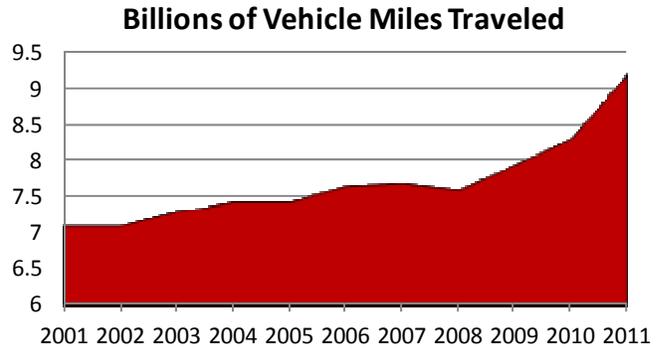
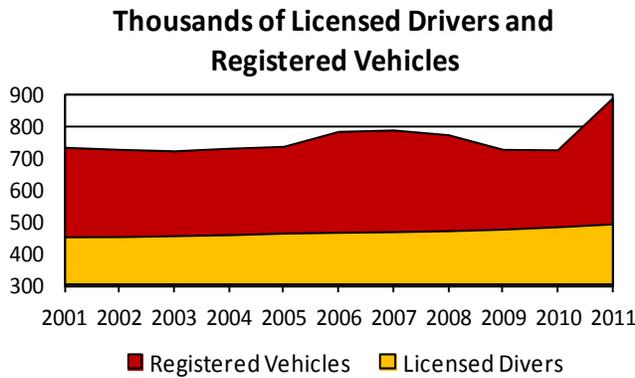
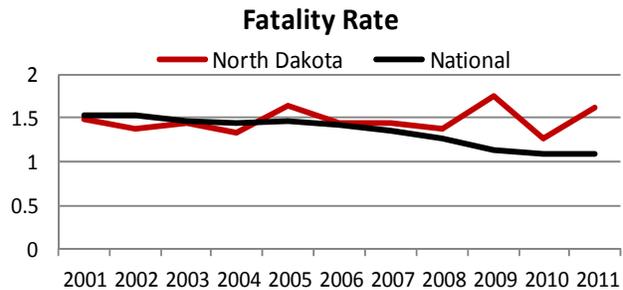


Figure 2



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

Figure 3



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 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. As the population increases and urban areas require additional personnel to provide adequate service to the growing communities, it is becoming harder to provide enough coverage in the rural areas to ensure a timely response.

Projected Needs Assessment

Personnel Projections

Short-Term ~ With the increasing demand on our agency we identified a short-term need for 15 more troopers and one more support staff.

Long-Term ~ Due to the continued population growth, the increasing demands, and the rising number of calls for service, we anticipate a need for at least 20 additional sworn positions and two additional support staff. (see Figure 2).

Equipment / Technology

Based on the equipment replacement schedule (see Figure 3) and serviceability concerns, two upcoming equipment needs are Taser replacements and updated emergency lighting. We have also identified a need for crash reconstruction equipment upgrades, replacement long rifles, and improvements in communications technology over the next five years.

Capital Improvements

We have identified an immediate need for the Emergency Vehicle Operations Course and an indoor weapons range.

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

Figure 1

November 2012 Personnel Chart			
Classification	Authorized Positions	Present Positions	Vacant Positions
Sworn	148	142	6
Capitol Security	7	7	0
Motor Carrier	11	8	3
Support	32	32	0
Totals	198	189	9

Figure 2

Personnel Projection for the next 5 years			
Classification	Authorized Positions	Short Term	Long Term
Sworn	148	+15	+20
Capitol Security	7	0	0
Motor Carrier	11	0	0
Support	32	+1	+2
Totals	198	221	+23

Figure 3

Equipment Replacement Schedule			
Type	Lifecycle	Last Cycle Completed	Replacement Cycle
Emergency Lighting	8 Years	2006	
Mobile Radios	10 years	2006	
Portable Radios	6 years	2008	
Traffic Radars	4 years	2012	1/4 per year
Lidar	6 years	2012	
In-car Video	8 years	2009	
Tasers	5 years	2008	
Laptops	4 years	2012	1/2 per biennium
Vehicles	48 months	2012	1/4 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

The Highway Patrol continues to strive to meet the changing demands placed on law enforcement across the state. Capital improvements are needed to maintain our compliance with national standards and training. Adequate and updated facilities are needed for the Highway Patrol to operate effectively.

Strategic Goals

1. Evaluate the need for increased patrol coverage and personnel assignments.
2. Continue upgrades to provide adequate law enforcement facilities.
3. Implement the training facility plan including the Emergency Vehicle Operations Course, weapons range, and training center.
4. Enhance agency response to public safety concerns.

Operational Objectives

1. Complete resource allocation and deployment study prior to the 2013 legislative session.
2. Construct emergency vehicle course and weapons range by 2015.
2. Continue to reorganize Field Operations.

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 safety and enforcement of the motor carrier industry.

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. Strengthen motor carrier enforcement operations.
5. Sustain patrol presence in areas with high injury and fatality crash rates.

Operational Objectives

1. Implement an automated routing permitting system for oversize or overweight vehicles by 2013.



Enhance Relationships

Overview

The NDHP has many stakeholders. Motorists, 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 technology 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. Partner with the ND Safety Council to offer Slippery Slope adverse weather driving courses in 2013.
2. Achieve 800 'likes' on Facebook.

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 new sergeants.
4. Evaluate resources to meet current and future needs.
5. Enhance the agency's ability to manage employee well-being of those involved in critical incidents.
6. Create a NDHP honor guard.

Operational Objectives

1. Conduct employee survey to assess professional development interests by 2014.
2. Pursue career development opportunities by 2015.
3. Implement a supervisory and leadership training program by 2013.
4. Identify those interested in participating in the honor guard by 2013.

Achievements

We have accomplished the following goals from the
2012-2016 Multi Year Plan

- ❑ Hired a public information specialist.
- ❑ Reorganized Field Operations and restructured the Motor Carrier division.
- ❑ Implemented trooper on a bus program.
- ❑ Provided bi-annual reports to superintendent on website surveys.
- ❑ Conducted training sessions for the motor carrier industry.
- ❑ Created Facebook page.
- ❑ Conducted statewide employee survey.
- ❑ Created email accounts for all troopers.
- ❑ Established a human resource position.
- ❑ Trained several troopers in critical incident and stress management.



North Dakota Highway Patrol

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