

North Dakota Highway Patrol



2014-2018

Multi-Year Plan

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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..

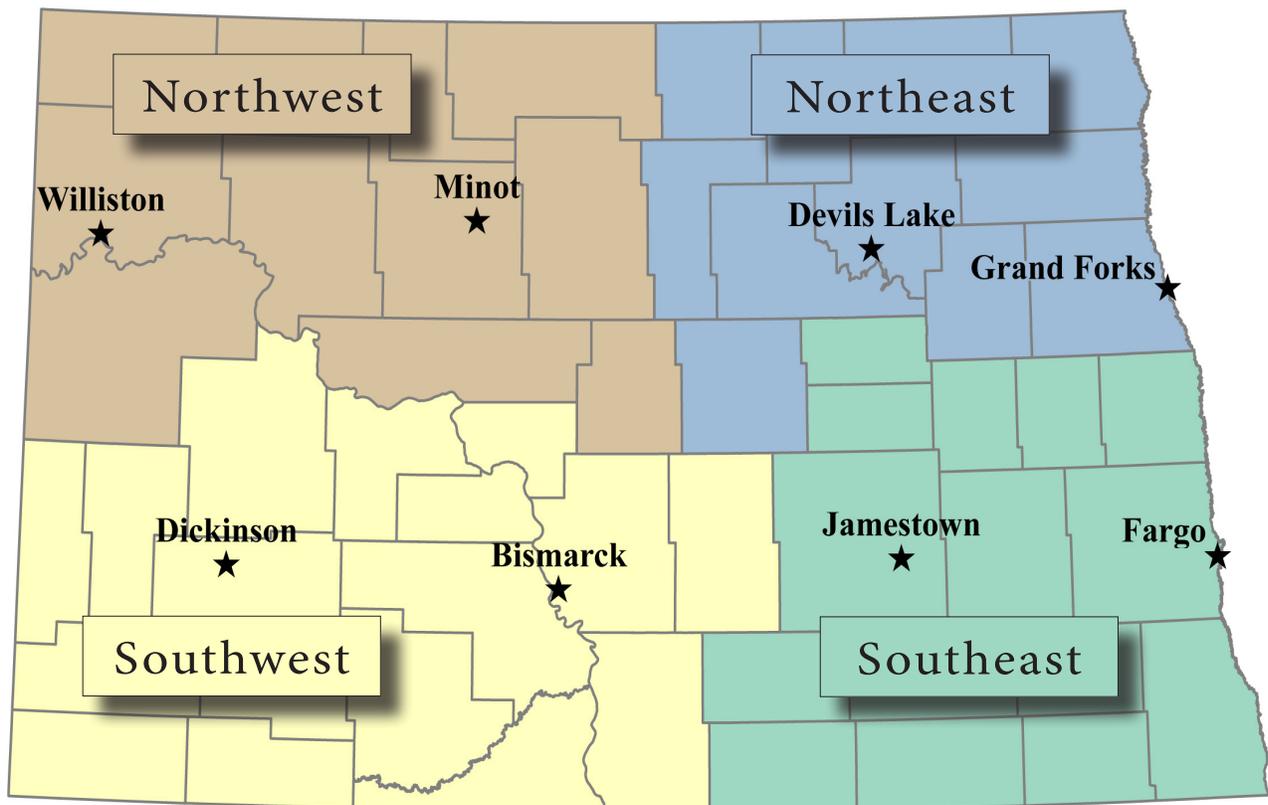
Accountability—Employees at all levels and ranks must accept responsibility for their actions both in their personal life and in their professional life.

Overview of Our Agency

The Patrol is divided into two main components: Field Operations and Administration. The Field Operations component includes Safety and Education, four regions, Motor Carrier Operations, and Capitol Security. The Administration component includes the human resource function, the Law Enforcement Training Academy, Planning, Property, Procurement, Information Technology, Finance, and Risk Management. The NDHP currently has 213 authorized positions: 168 sworn and 45 civilian.

The Patrol enforces laws governing criminal and traffic violations that occur on streets and highways and those with regard to overweight and oversize vehicles. Other primary responsibilities include: investigating vehicle crashes, promotion of safe driving practices, assisting other agencies that require law enforcement expertise, inspecting school buses, and administering a federal commercial vehicle inspection program. In addition, the Patrol has full police jurisdiction on state owned and leased property such as the Capitol grounds. The Patrol is responsible for providing security and protection for the Governor, the Governor's family and other officials, the Legislature while in session, and the Supreme Court. The Patrol also has an aircraft equipped with infrared equipment to assist in search and rescue operations.

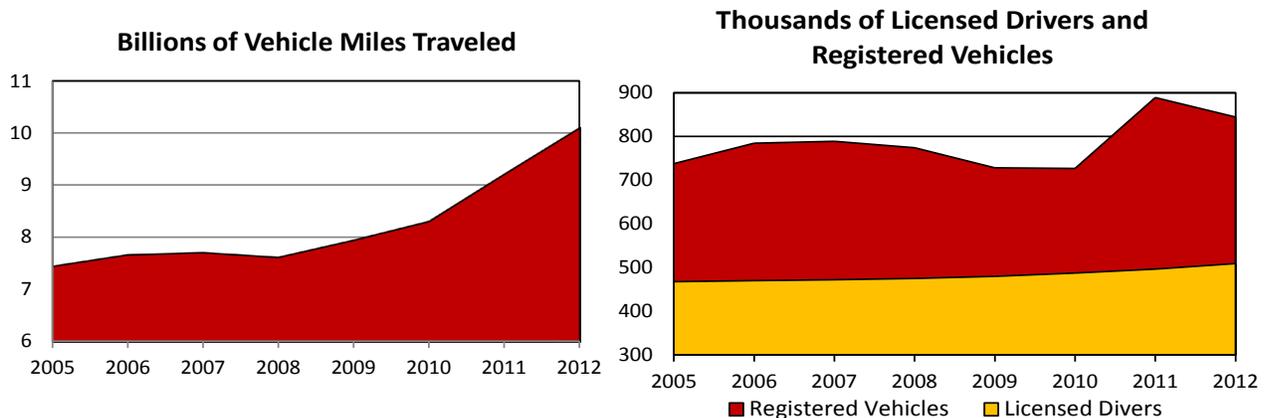
The Law Enforcement Training Academy provides basic and advance peace officer training. Certification and curriculum offered by the Law Enforcement Training Academy located in Bismarck must meet criteria established by the Peace Officer Standards and Training Board.



Environmental Assessment

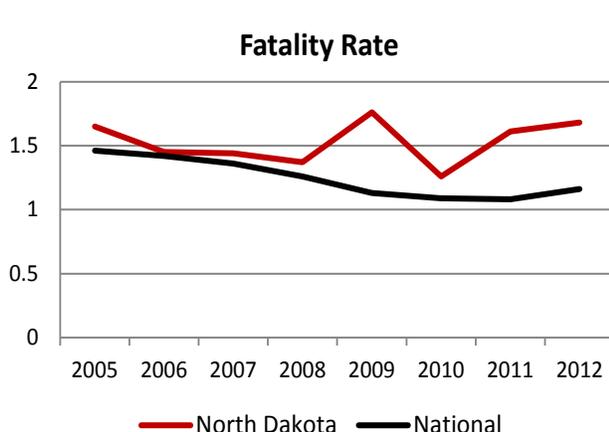
North Dakota has 106,670 total miles of road, which is equal to 156 miles per 1,000 people. This is the highest number of road miles per capita in the nation. Of the total road miles, 7,385 miles are U.S., state, and federal highways. As a result, we have a very large network of roadways to patrol. With the number of vehicle miles traveled dramatically increasing, it has become an even greater challenge for our troopers to provide adequate coverage.

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



Reducing the fatality rate is a priority for the Highway Patrol. The Fatality Rate graph below is based on deaths per 100 million vehicle miles traveled (VMT).

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 9% since 2010. 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 increasingly difficult to provide enough coverage in the rural areas to ensure a timely response.



Population Trends			
Region	2010	2011	2012
Northwest	126,722	132,868	138,117
Northeast	135,370	135,278	136,541
Southwest	170,477	174,161	179,067
Southeast	240,022	242,433	245,903
Statewide	672,591	684,740	699,628

*Population trend estimate was provided by a US Census Bureau report.

Projected Needs Assessment

Personnel Projections

Due to the continued population growth, the increasing travel pressure, and the rising number of calls for service, we will continue to monitor staffing levels. The NDHP continues to face challenges similar to many other agencies with recruiting and retention. We continue to adapt our processes to meet our needs.

January 1, 2014 Personnel Chart			
Classification	Authorized Positions	Present Positions	Vacant Positions
Sworn	168	162	6
Capitol Security	7	7	0
Motor Carrier	5	5	0
Support	33	33	0
Totals	213	207	6

Personnel Projection for the Next 5 Years			
Classification	Authorized Positions	Short Term	Long Term
Sworn	168	0	0
Capitol Security	7	0	0
Motor Carrier	5	0	0
Support	33	0	1
Totals	213	0	1

Capital Improvements

The NDHP will complete the construction of a new emergency vehicle operations driving pad and indoor weapons range in Bismarck to provide centralized training to public safety agencies in North Dakota.

In the future the NDHP has identified a need to construct a new public safety training facility in Bismarck consisting of classrooms, a dormitory, a multi-purpose room, and a cafeteria in order to meet the growing training needs from law enforcement, fire, and EMS agencies across the state.

The NDHP's short-term goal is to relocate the outdated Devils Lake regional office and remodel the headquarters office in Bismarck. A longer term goal is to relocate the Minot regional office to a modern facility.

Equipment/Technology

Based on the equipment replacement schedule (see Figure 3) and serviceability concerns, updated emergency lighting was purchased in 2013 and installations will begin during the 2014 vehicle up-fitting cycle. Vehicle repeater systems, portable radios, radio display faceplates, microphones, and cabling have been updated leaving the mobile radio itself as the final piece of radio equipment to be replaced over the next five years.

In order to improve communication between employees stationed around the state, the NDHP will research video conferencing equipment. The agency will also complete a procurement process to purchase new rifles to replace aged military surplus weapons that are currently being used.

Equipment Replacement Schedule			
Type	Lifecycle	Last Cycle Completed	Replacement Cycle
Emergency Lighting	8 Years	2006	
Mobile Radios	10 years	2006	
Portable Radios	6 years	2013	
Traffic Radars	4 years	2013	1/4 per year
Lidar	6 years	2012	
In-car Video	8 years	2013	1/3 per year
Tasers	5 years	2013	
Laptops	4 years	2013	1/2 per biennium
Vehicles	48 months	2013	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 primary 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 every day:

1. Concentrate efforts towards patrolling highways and being visible.
2. Reduce crashes and investigate them when they do occur.
3. Strictly enforce laws related to impaired driving and the tragedies that occur on our highways as a result.
4. Deter 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 professional 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 modern and efficient law enforcement facilities.
3. Complete phase I of the public safety training facility plan which includes the construction of an EVOC driving pad and indoor shooting range, and secure funding for phase II consisting of a training facility building.
4. Enhance agency response to public safety concerns.

Operational Objectives

1. Complete resource allocation and deployment study prior to the 2015 legislative session.
2. Provide active shooter/threat response training to all NDHP sworn officers by 2015.
3. Request funding for phase II of the public safety training facility plan during the 2015 legislative session.
4. Support the Department of Transportation with the construction of a commercial vehicle inspection facility near Williston by 2015.



Public Safety on Highways

Overview

Keeping all motorists safe while traveling continues to be a priority for the Highway Patrol. We continue to place an emphasis on impaired, fatigued, or preoccupied drivers that 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 (80.9%), approximately 65% of those killed traffic crashes in 2012 were not using a restraint.

Strategic Goals

1. Increase statewide seat belt usage on all highways.
2. Increase public awareness of the hazards of impaired driving.
3. Maintain motor carrier enforcement.
4. Concentrate enforcement efforts to impact driving behavior to reduce injury and fatal crashes.
5. Deter criminal activity related to the transportation of drugs on public roadways

Operational Objectives

1. Reduce fatalities by 15% by 2015.
2. Review road closure procedures in conjunction with the Department of Transportation for possible adjustments in 2014.
3. Collaborate with other law enforcement agencies to target the transportation of drugs in 2014.

Enhance Relationships



Overview

The NDHP has many stakeholders. Motorists, taxpayers, the governor, legislators, the motor carrier industry, and other law enforcement agencies 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 gives us a wealth of information at our fingertips. By utilizing technology to allow citizens to complete surveys, we are ensuring that all of our stakeholders have an opportunity to give us their opinion. Another effective method to reach stakeholders is by continuing to conduct traffic-related safety presentations and training sessions across the state. These are just a couple of ways to ensure we continue to provide 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. Conduct five motor carrier safety presentations per region in 2014.
2. Provide training to outside law enforcement agencies including off-site active shooter/threat response courses to the majority of sworn officers by 2015, one Leadership in Police Organization program in 2014, and two Methods of Instruction courses in 2014.
3. Develop a drinking and driving media campaign utilizing statewide billboards by 2015.



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 experienced sworn personnel in leadership positions retire, troopers 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. Revise the employee appraisal system to better assess the overall work performance of NDHP employees.
2. Assess professional development interests that benefit both the individual employee and the agency.
3. Mentor employees for successful continuation or advancement in the agency.
4. Continue a supervisor training program, targeting new sergeants and those interested in promotion.
5. Evaluate resources to meet future needs.
6. Enhance the agency's ability to manage employee well-being of those involved in critical incidents.
7. Develop a comprehensive wellness program for all NDHP employees.
8. Remain competitive as an agency in salaries and benefits offered to employees.

Operational Objectives

1. Conduct employee survey to assess professional development interests by 2016.
2. Pursue career development opportunities by 2015.
3. Complete the revised performance appraisal process in 2014.
4. Evaluate our current physical fitness standards by 2015.
5. Complete a regional salary survey of other law enforcement agencies by 2015.
6. Provide the supervisor training program to all new sergeants within the first year of promotion during 2014.

Achievements



*We have accomplished the following goals from the
2013-2017 Multi Year Plan:*

- Hired a human resource position.
- Fifteen more troopers were authorized in 2013.
- We located a facility that would combine the Support Services Division, the Southwest Regional office, and Motor Carrier Operations.
- Implemented an automated routing permitting system for oversize and overweight vehicles.
- Partnered with the ND Safety Council to offer Slippery Slope adverse weather driving courses.
- Implemented a supervisory and leadership training program .
- Achieved 800 'likes' on Facebook; 3,588 as of 2/4/2014.
- Formed a Highway Patrol honor guard team.
- Added a blood hound to the K9 team.
- Added a second training sergeant to the LETA.