

NORTH
Dakota

Highway Patrol

Be Legendary.™



2019-2023
Multi-Year Plan

MISSION: The mission of the North Dakota 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.

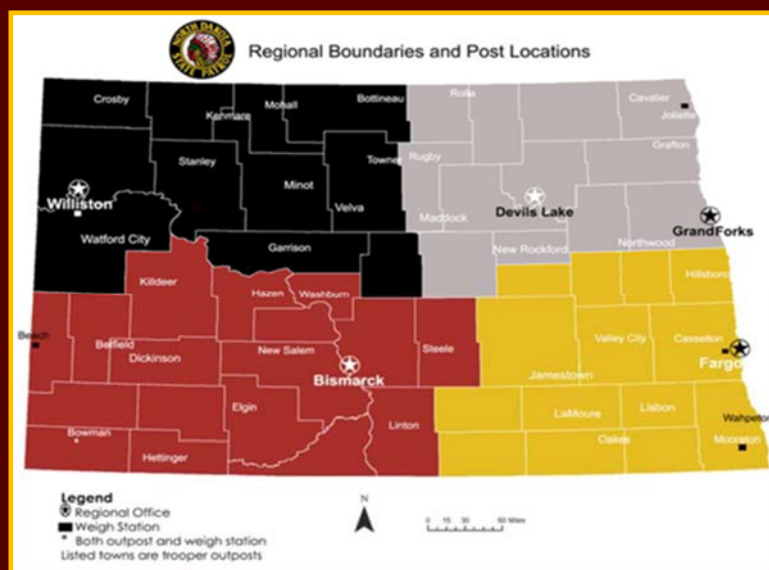
Integrity: We are honest, responsible, and ethical. Citizens place the highest trust in the NDHP. Each member must recognize that they are held to a higher standard of accountability than the public. We must always be mindful to never violate the public trust. Our conduct, both on and off duty, must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



AGENCY OVERVIEW

The NDHP has a fixed-wing aircraft equipped with infrared equipment to assist law enforcement agencies with search and rescue efforts and other special operations such as the apprehension of fleeing suspects.

The NDHP currently has **204** authorized positions:

- 161 sworn officers
- 43 civilian employees

The NDHP enforces laws governing criminal, traffic, and size and weight offenses in North Dakota.

Primary responsibilities include:

- Investigating vehicle crashes
- Promoting safe driving practices
- Providing emergency law enforcement services
- Administering a federal commercial motor vehicle safety program

The NDHP has full police jurisdiction on state-owned and leased property such as the capitol grounds. The NDHP provides security and protection for the Governor and the Governor's family, elected government officials, the Legislative Assembly while in session, and the Supreme Court.

The North Dakota Highway Patrol (NDHP) is divided into two components: **field operations** and **administration**.

Field operations consists of four regions and motor carrier operations. Administration consists of human resources, the Law Enforcement Training Academy (LETA), planning, property, procurement, information technology, finance, capitol security, dignitary protection, Homeland Security, and safety and education.

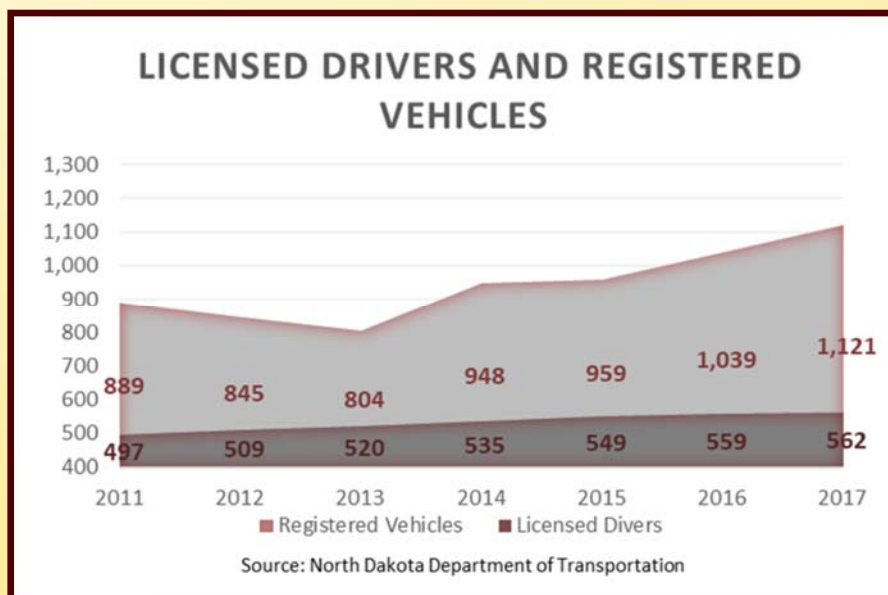
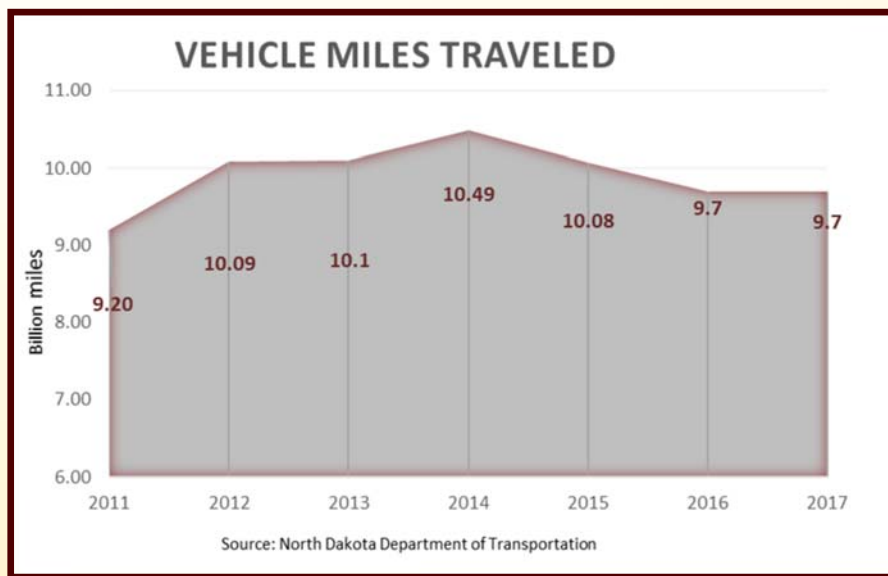
The **Law Enforcement Training Academy (LETA)**, located in Bismarck, provides basic training for peace officers and correctional officers. The LETA also provides advanced training for law enforcement officers. Certification and curriculum offered at the LETA must meet criteria established by the North Dakota Peace Officer Standards and Training Board.



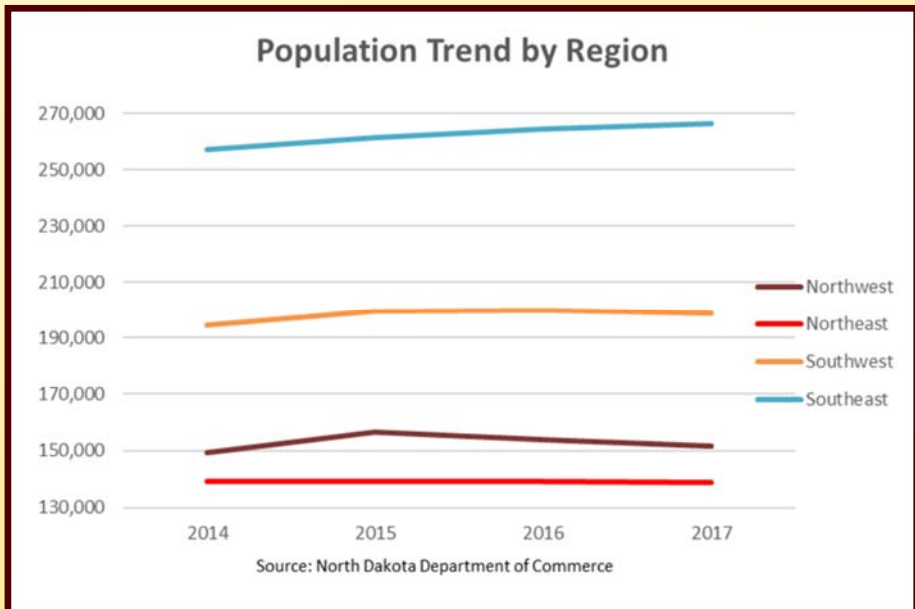
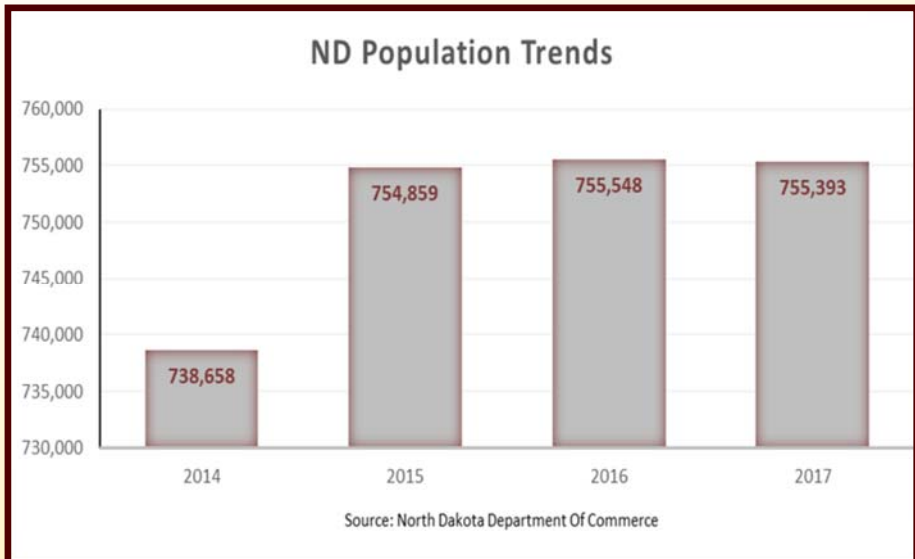
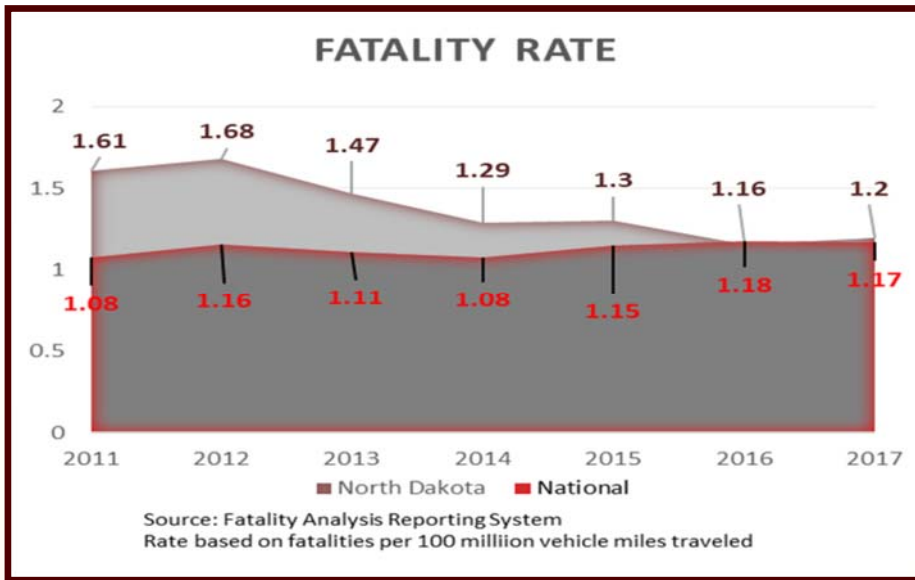
Environmental Assessment

North Dakota has the highest number of road miles per capita in the nation: 106,673 miles of roadway, or about 141 miles per 1,000 citizens. State and federal highways cover 7,378 miles, the equivalent of 663 miles of roadway per trooper to patrol assuming a trooper worked every day. While licensed drivers, registered vehicles, and roadway activity continually increase, so should the number of authorized trooper positions.

The NDHP has always worked diligently to decrease the fatality rate with the ultimate goal of zero fatalities. The statewide population has increased 2.3 percent from 2014 to 2017. The southeast region showed the largest increase: 3.5 percent since 2014. As urban areas grow, so do the demands placed on law enforcement. It is challenging to provide adequate coverage on both rural and urban roadways. The NDHP will continue to analyze resources annually to maintain appropriate coverage statewide.



Environmental Assessment *(cont.)*



Projected Needs Assessment

The NDHP must continually monitor staffing levels due to population changes and steadily increasing calls for service. The NDHP faces recruitment and retention challenges similar to most North Dakota law enforcement agencies. The NDHP has adapted processes to continue providing high quality public safety services.

Capital Improvements

The NDHP has identified the need for a new public safety training facility in Bismarck consisting of classrooms, dormitories, a multi-purpose room, and a cafeteria to meet the growing needs of law enforcement, fire, and EMS training statewide. The NDHP will seek funding to add a classroom and a use of force training simulator to the existing indoor firing range in Bismarck.

Equipment/Technology

Based on the equipment replacement schedule and serviceability concerns, new mobile radios have been installed in all patrol vehicles to enhance interoperability with other agencies. The NDHP plays an important role in the statewide interoperability radio network project.

To improve communication between employees stationed across the state, the NDHP will research expanding video conferencing capabilities through Skype and other collaborative software for all employees to use in locations where it is not currently available.

The NDHP has installed mainline commercial motor vehicle screening technology at specific locations in North Dakota and may research options to expand the program.

2019 Authorized Positions

204 Positions

Sworn: 161
 Capitol Security: 8
 Motor Carrier: 4
 Support: 31

2023 Authorized Positions

205 Positions *(Projected)*

Sworn: 169 (+8)
 Capitol Security: 8
 Motor Carrier: 4
 Support 24 (-7)

Equipment Replacement Schedule							
Type	Lifecycle/ Years	Last Cycle	Replacement Cycle	Type	Lifecycle/ Years	Last Cycle	Replacement Cycle
Emergency Lighting	7	2015		Vehicles	5	2018	1/5 per year
Mobile Radios	10	2016-18		Fixed Scale Electronics	10	2015	
Portable Radios	6	2013		Portable Scales	7	2014	
Traffic Radar	5	2018	1/5 per year	Scanners	5	2016	
Lidar	6	2016		Handguns	10	2017	
In-car Video	5	2018	1/5 per year	Shotguns	10	2007	
Tasers	5	2018		Rifles	10	2015	
Soft Body Armor	5	2018	Varied dependent on purchase date	Laptop Docking Station	7	2014	
Hard Body Armor	5	2016		Tire Deflators	7	2000	
Laptop/Desktop	5	2018		Airplane	11 ½	2008	
Tablets	5	2018		FLIR	10	2019	
Printers	4	2015		Safety Net Server	6	2019	

Strategic Plan Goals

The strategic plan is comprised of five overarching, long-term goals that complement the shorter-term operational objectives. Strategic goals target a 3-5 year timeframe, and operational objectives target a 1-2 year timeframe.

The following strategic goals are evaluated and discussed annually:

1. Provide a secure environment
2. Provide public safety
3. Enhance relationships
4. Enhance employee welfare
5. Leverage available technology

Operational Objectives

The NDHP has seven key operational objectives:

- Concentrate efforts on patrolling highways and remaining visible to the motoring public
- Enforce crash-causing violations to reduce crashes; thoroughly investigate crashes
- Strictly enforce impaired driving laws to reduce injury and fatality crashes
- Detect and deter criminal activity
- Protect highway infrastructure; provide for safe movement of goods and services through effective motor carrier enforcement
- Provide professional service to the public
- Hold individuals rather than groups accountable for their actions



Strategic Goal #1: Provide a Secure Environment

Overview

The NDHP strives to meet changing demands across the state. Capital improvements are required to maintain compliance with national standards and training. Updated facilities are necessary for the NDHP to operate effectively and efficiently. The NDHP maintains an emphasis on motor carrier safety and the protection of highway infrastructure.

Strategic Goals

1. Evaluate the need for increased patrol coverage and personnel assignments
2. Continue upgrades to provide modern, efficient law enforcement facilities, vehicles, and equipment
3. Secure funding to continue the development of a new public safety training facility at the NDHP Training Complex
4. Continue to respond to public safety and emergency situations statewide

Operational Objectives

- Request funding for a training facility during the 2021 legislative session
- Request funding to add a classroom onto the existing indoor range during the 2019 legislative session
- Review and update the master personnel map and transfers by June 2019
- Seek funding for an enclosed inspection facility by 2021
- Expand geofencing technology for commercial motor vehicle pre-screening locations by 2021
- Provide enhanced use of force training for the NDHP and other agencies in 2019
- Enhance the security camera system on the Capitol grounds in 2019
- Request funding to start an unmanned aerial vehicle program during the 2019 legislative session



Strategic Goal #2: Provide Public Safety

Overview

Maintaining public safety statewide is a priority for the NDHP. The NDHP continues to emphasize traffic safety, crash reduction, and criminal interdiction. Through enforcement, commercial motor vehicle inspections, and education efforts, the focus is to reduce fatality and serious injury crashes. Enforcement efforts focus on crash-causing violations including speeding, right-of-way violations, improper seatbelt use, distracted driving, and impaired driving. Winter weather also poses a significant danger. Increasing traffic volume and calls for service continue to present challenges.

The statewide seatbelt survey results show seatbelt use increasing with a rate of 82.5% in 2018 compared to 79.3% in 2017. Approximately 55% of 2017 fatal crash victims were unrestrained, which is a three percent decrease from 2016.

Strategic Goals

1. Increase statewide seat belt use on all highways
2. Increase public awareness of the hazards of distracted and impaired driving
3. Enhance commercial motor vehicle transportation safety
4. Continue historical emphasis on zero fatality crashes by concentrating enforcement and education efforts on driver behavior
5. Consider Vision Zero goals when planning special enforcement activities and scheduling resources
6. Deter and respond to criminal activity while enhancing public safety through effective utilization of NDHP resources
7. Increase the real-time sharing of information with the public through social media
8. Participate in the First Lady's initiative to address substance use disorders
9. Participate in the national Click It or Ticket enforcement campaign during three designated high-visibility enforcement periods with a goal of reducing injury and fatality crashes
10. Actively enforce safety restraint laws with the goal of reducing the number of unrestrained fatality victims
11. Provide the public with information on safety campaigns and humanizing activities through social media
12. Complete and follow weekly schedules to have the greatest impact on enhancing both public and traffic safety using overtime and regular hours
13. Analyze each open position for reassignment or relocation



Strategic Goal #2: Provide Public Safety *(cont.)*

Operational Objectives

- Reduce commercial motor vehicle fatality rate to 0.17 fatalities per 100 million vehicle miles traveled in fiscal year 2019
- Update the commercial motor vehicle safety plan by August 1, 2019
- Update the state size and weight plan by July 1, 2019
- Certify NDHP field patrol officers to conduct Level II CVSA inspections by December 2019
- Participate in the highly autonomous vehicle interim study committee in 2019
- Participate in statewide interoperability executive committee meetings in 2019 to monitor the selection of a new statewide radio network to enhance public safety communications
- Send out four safety messages per month on Facebook – Tuesday Tip
- Provide up to date hazardous road reports to the public through social media as conditions change
- Continue to grow the NDHP Facebook page likes with a goal of 35,000 by 2020
- Complete resource analysis and deployment studies of both sergeant and field officer positions by 2021
- Conduct 16 two-day enforcement operations, including four sobriety checkpoints, in the four regions in 2019



Strategic Goal #3: Enhance Relationships

Overview

The NDHP has many stakeholders, including motorists, taxpayers, the Office of the Governor, legislators, tribal and local governments, the motor carrier industry, and other law enforcement and public safety partners.

Current technology readily affords a wealth of information. Technology-enabled surveys allow citizens to provide input to improve the delivery of service. Traffic safety presentations and training are also effective methods to provide relevant safety information to the public.

Strategic Goals

1. Assess stakeholder satisfaction through surveys
2. Inform and educate stakeholders about agency operations and goals
3. Educate the motor carrier industry about size and weight regulations, online permitting, and commercial motor vehicle regulations
4. Educate local law enforcement agencies about size and weight regulations
5. Actively solicit participation in public presentations at schools and community organizations
6. Enhance tribal engagement through the cultural liaison officer program
7. Expand agency outreach efforts
8. Actively participate in the recruitment of prospective NDHP employees
9. Use resources effectively to meet customer service needs
10. Provide advanced training to federal, state, tribal, and local law enforcement agencies

Operational Objectives

- Provide one Leadership in Police Organizations course in 2019
- Provide a bias-based profiling course to all NDHP sworn officers in 2019
- Partner with the motor carrier industry to conduct safety presentations and training sessions as stated in the commercial motor vehicle safety plan in 2019
- Meet with leaders of all tribal communities in North Dakota through the cultural liaison officer program in 2019
- Task the cultural liaison officer to visit public, private, and tribal schools to enhance applicant diversity in 2019
- Update and advertise the NDHP survey through social media to solicit participation in 2019
- Provide cultural training to NDHP officers through the cultural liaison program in 2019
- Conduct one youth academy in 2019
- Complete at least 150 safety talks statewide in 2019
- Meet with stakeholders in 2019 to justify expanded jurisdiction for NDHP officers to cover supplemental law enforcement activities



Strategic Goal #4: Enhance Employee Welfare

Overview

The NDHP values its employees and endeavors to ensure transparency and fair, consistent treatment. Duties, responsibilities, and compensation are reviewed periodically. The agency strives to provide employees with the training and tools necessary to support efforts for continued success.

Strategic Goals

1. Evaluate employees based on their overall work performance
2. Assess professional development interests that benefit both the 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 and scheduling to meet future needs
6. Enhance the agency's attention to employee well-being, in particular to those involved in critical incidents
7. Remain competitive with employee salaries and benefits
8. Open lines of communication to improve employee engagement and involvement in decision making

Operational Objectives

- Implement a revised performance appraisal process for 2018
- Incorporate supervisor input and update duty-specific training in 2019 for new supervisors to be provided within the first year of promotion
- Provide leadership training opportunities to employees interested in supervision in 2019
- Provide Northwestern University School of Police Staff and Command or FBI National Academy training to pending commanders in 2019
- Continue sworn and civilian employee engagement committee meetings in 2019
- Prioritize action items from the employee suggestion box in 2019
- Conduct "all hands" meetings quarterly in 2019 to engage employees on a regular basis
- Research enhanced life insurance coverage options for sworn personnel in 2019
- Establish an ad hoc workgroup to research traffic enforcement performance measures in 2019
- Develop and formalize a regular cadence of meetings across all department levels in 2019
- Implement a comprehensive wellness program to increase employee awareness of the services available to them in 2019



2018 Achievements

The following 2018-2022 Multi-Year Plan goals were achieved:

- Evaluated a Ford Police Interceptor vehicle for motor carrier troopers
- Expanded commercial motor vehicle pre-screening technology
- Installed new replacement mobile radios for all MCSAP patrol vehicles
- Reviewed and updated the master personnel map to include the 2018 recruit class and transfers
- Completed a commercial motor vehicle inspection facility near Williston
- Installed replacement and additional security cameras at the Capitol Complex
- Enhanced fingerprinting and ID card services for state agencies
- Participated in the national Click It or Ticket enforcement campaign during three designated high-visibility enforcement periods with a goal of reducing injury and fatality crashes
- Reduced the commercial motor vehicle fatality rate to 0.23 fatalities per 100 million vehicle miles traveled
- Sent out four safety messages per month on Facebook – Tuesday Tip
- Grew NDHP Facebook page to 30,000 likes
- Educated the public on safety campaigns (e.g. Click it or Ticket, alcohol saturations, etc.) through social media
- Provided the public with information on humanizing activities through Facebook (trooper awards, volunteer activities, etc.)
- Conducted 16 two day-day enforcement operations, including four sobriety checkpoints, in the east and west divisions
- Provided mobile field force training to other law enforcement officers upon request and refresher training to NDHP officers
- Released an NDHP phone app
- Completed resource analysis and deployment studies for both field officer and sergeant positions
- Provided initial and ongoing training to law enforcement agencies statewide on the use of Naloxone
- Provided bias-based profile training to all sworn NDHP officers
- Provided a Leadership in Police Organizations training course



2018 Achievements *(cont.)*

- Partnered with the motor carrier industry to conduct safety presentations and training sessions as stated in the commercial motor vehicle safety plan
- Met with leaders of all tribal communities in North Dakota through the cultural liaison officer program
- Provided emergency vehicle operations training for NDHP sworn officers and local law enforcement officers
- Conducted a youth academy
- Conducted a minimum of 150 safety talks statewide
- Installed technology at regional office locations to provide remote service capabilities
- Provided training to local, federal, state, and tribal officers on the topics of less lethal munitions, Bulletproof Leadership™, Below 100, size and weight enforcement, weapons instruction, mobile field force, and the Pursuit Intervention Technique
- Implemented a revised performance appraisal process
- Provided leadership training opportunities to employees interested in supervision
- Provided training on listening systems to sworn and civilian supervisors
- Provided Bulletproof Leadership to all NDHP supervisors
- Conducted sworn and civilian employee engagement workgroup meetings
- Developed and implemented an agency awards program utilizing an awards board comprised of a cross-section of sworn and civilian employees
- Established and implemented a safe driving initiative plan
- Expanded the use of FileNet for electronic filing to reduce the use of paper within the agency
- Developed a list of action items based on employee feedback and input from various sources

