



2018-2022

MULTI-YEAR PLAN



Mission, Vision, Values

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 North Dakota Highway Patrol is divided into two components: field operations and administration.

Field operations consists of three divisions: motor carrier, east, and west. Administration consists of human resources, the Law Enforcement Training Academy (LETA), planning, property, procurement, information technology, finance, capitol security, Homeland Security, and safety and education.

There are 204 authorized positions: 161 sworn officers and 43 civilian employees.

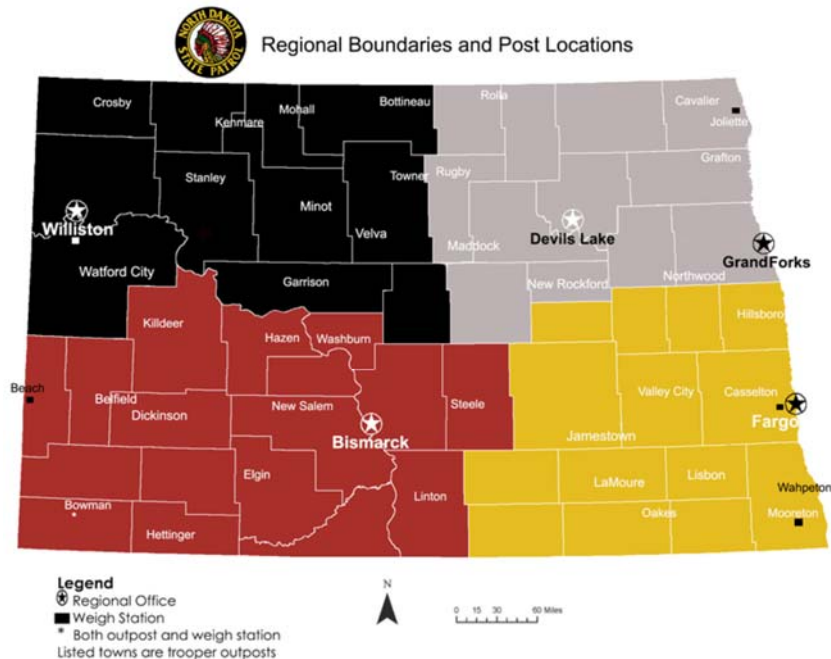
The NDHP enforces laws governing criminal, traffic, and size and weight offenses in North Dakota. Primary responsibilities include:

- Investigating vehicle crashes
- Promoting safe driving practices
- Providing emergency law enforcement assistance
- Administering a federal commercial vehicle inspection 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 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.

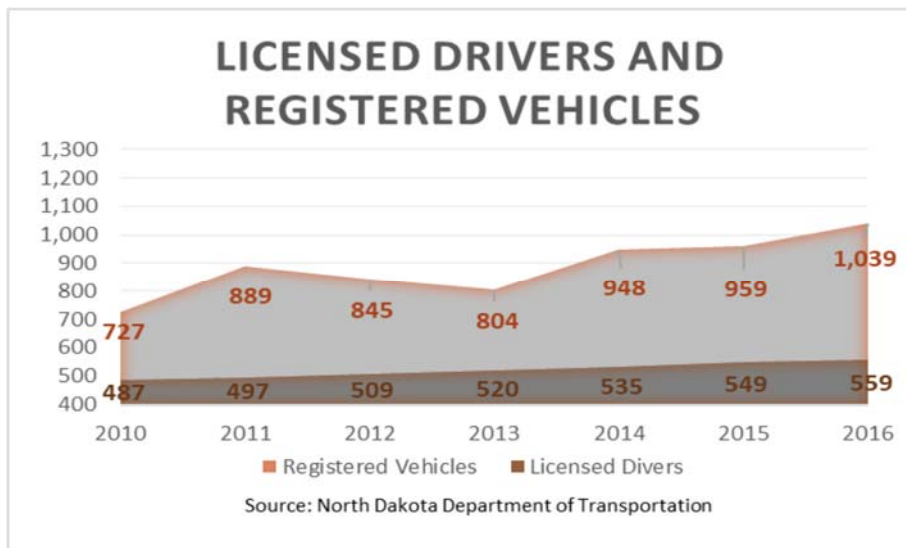
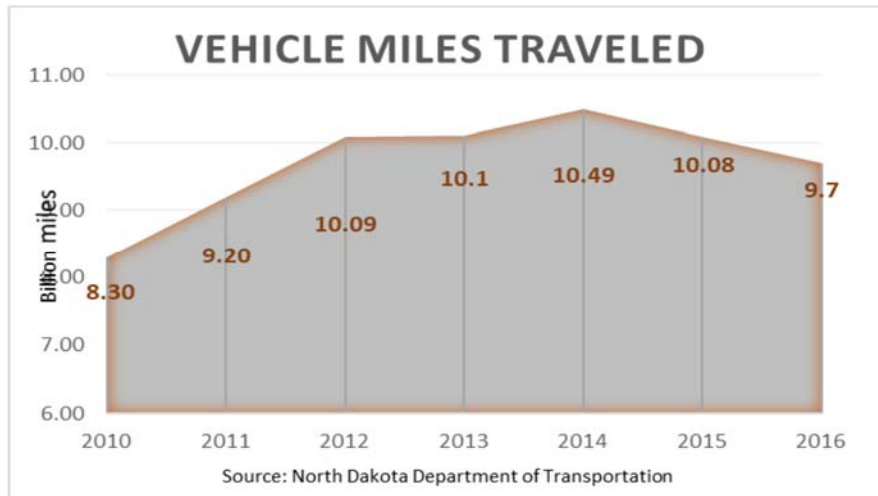
The NDHP has a fixed-wing aircraft equipped with infrared equipment to assist law enforcement agencies with search and rescue efforts and other special operations such as the apprehension of fleeing suspects.





Environmental Assessment

North Dakota has the highest number of road miles per capita in the nation: 106,673 miles of roadway, or about 140 miles per 1,000 people. State and federal highways cover 7,378 miles, leaving troopers a vast network of roadways to patrol. While licensed drivers, registered vehicles, overall population, and roadway activity continually increase, so should the number of authorized trooper positions.

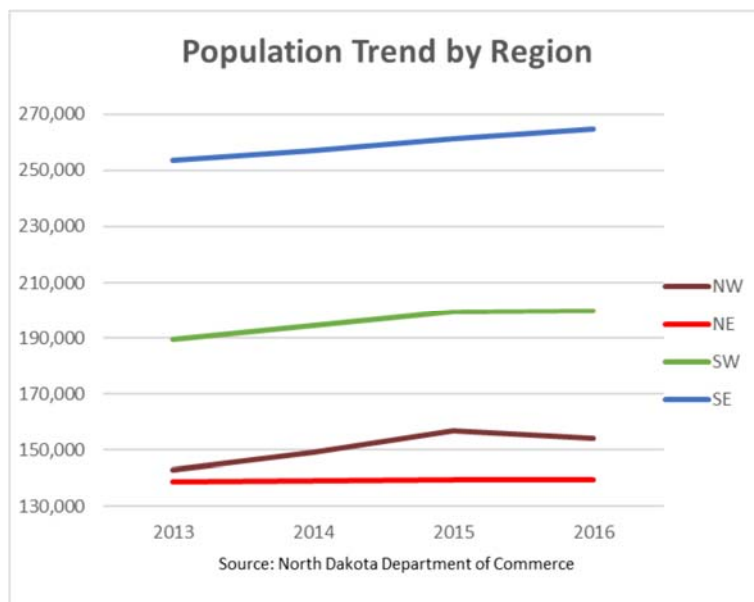
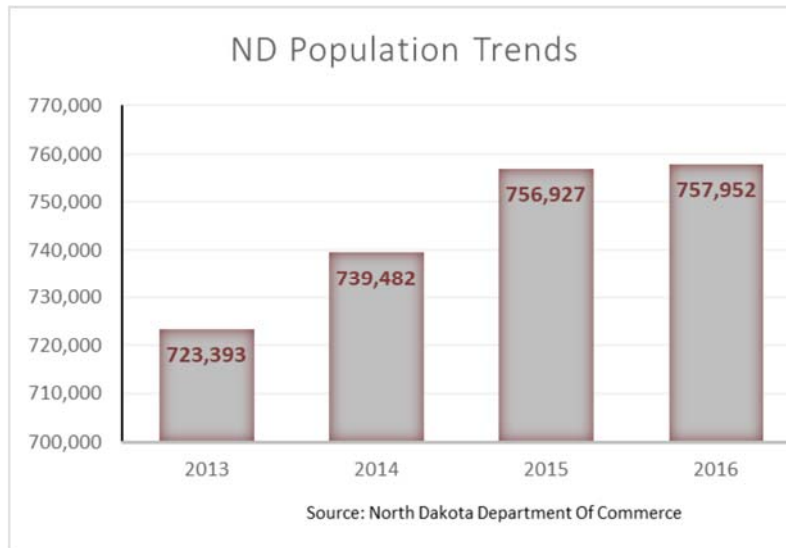
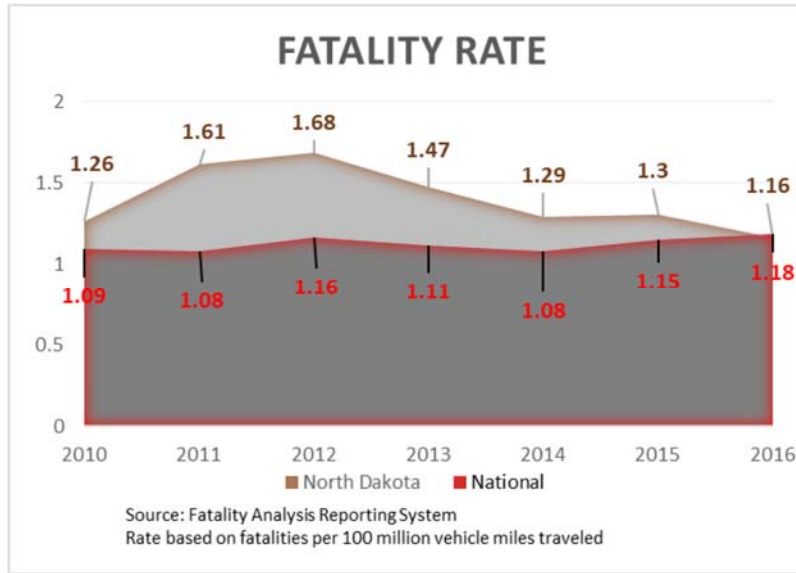


Decreasing the fatality rate is a priority for the NDHP. Statewide population has increased 4.8 percent from 2013 to 2016. The northwest region shows the biggest increase: 7.8 percent since 2013. As urban areas grow, so do the demands placed on law enforcement. It is challenging to provide adequate coverage 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 growth and steadily increasing calls for service. The NDHP faces recruitment and retention challenges similar to most North Dakota law enforcement agencies. The NDHP continues to adapt processes to maintain levels of quality service provision.

2017 Authorized Positions

Sworn: 161
Capitol Security: 6
Motor Carrier: 4
Support: 33
204 Total

2022 Projected Authorized Positions

Sworn: 174
Capitol Security: 7
Motor Carrier: 4
Support: 36
221 Total

Capital Improvements

The NDHP 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.

Equipment/Technology

Based on the equipment replacement schedule and serviceability concerns, new mobile radios have been purchased for all patrol vehicles.

To improve communication between employees stationed across the state, the NDHP will research expanding video conferencing equipment in the locations where it is not currently available.

The NDHP completed a request for proposal process to install mainline commercial motor vehicle screening technology at specific locations in North Dakota and will research options to expand the program.

Equipment Replacement Schedule			
Type	Lifecycle/Years	Last Cycle	Replacement Cycle
Emergency Lighting	7	2015	
Mobile Radios	10	2016-2019	
Portable Radios	6	2013	
Traffic Radar	5	2017	1/5 per year
Lidar	6	2016	
In-car Video	5	2017	1/5 per year
Tasers	5	2013	
Laptop/Desktop	5	2017	1/5 per year
Tablets	5	2017	
Soft Body Armor	5	2017	Varies depending on purchase date
Hard Body Armor	5	2016	
Laptop Docking	7	2014	
Vehicles	5	2017	1/5 per year
Fixed Scale Electronics	10	2015	
Portable Scales	7	2014	
Printers	4	2015	
Scanners	5	2017	
Tire Deflators	7	2000	
Rifle	10	2015	
Shotguns	10	2007	
Handguns	10	2017	
Airplane	11 1/2	2008	
FLIR	10	2007	





Strategic Plan Goals

The strategic plan for the immediate future is comprised of four goals that complement the daily operational objectives. The long-term strategic goals and the short-term operational objectives to achieve those goals have been identified.

These long-term strategic goals will be evaluated and discussed annually:

1. Provide a secure environment
2. Provide public safety
3. Enhance relationships
4. Enhance employee welfare

Operational Objectives

The NDHP is built on seven key operational objectives:

- Concentrate efforts on patrolling highways and remaining visible to the motoring public
- Enforce crash-causing violations in order to reduce crashes; thoroughly investigate crashes
- Strictly enforce impaired driving laws to reduce injury and fatal 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





Provide a Secure Environment

Overview

The NDHP strives to meet changing demands across the state. Capital improvements are needed to maintain compliance with national standards and training. Updated facilities are necessary for the NDHP to operate effectively. 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 for a new public safety training facility
4. Continue to respond to public safety and emergency situations statewide

Operational Objectives

- Install new mobile radios in all vehicles by December 2018
- Evaluate a Ford Police Interceptor Utility vehicle for motor carrier troopers by December 2018
- Request funding for a public safety training facility during the 2019 legislative session
- Review and update the master personnel map to include the 2018 recruit class and transfers by June 2018
- Complete a commercial motor vehicle inspection facility near Williston by December 2020
- Expand commercial motor vehicle pre-screening technology by December 2021
- Research and evaluate a drone program for potential future implementation by 2020





Provide Public Safety

Overview

Maintaining public safety statewide is a priority for the NDHP. The NDHP continues to emphasize public safety, crash reduction, and criminal interdiction. Through enforcement, motor carrier inspections, and education efforts, the focus is to reduce major contributing factors of fatality and serious injury crashes including speed, right-of-way violations, improper seatbelt use, distracted driving, and drug and alcohol use. Winter weather also poses a significant danger. The growing number of calls for law enforcement service and increasing traffic continue to present challenges.

The 2017 statewide seatbelt survey results show seatbelt use slightly lower than the 2016 rate, with a rate of 79.3 percent in 2017 compared to 82.8 percent in 2016. Approximately 61 percent of 2017 fatal crash victims were unrestrained which is a four percent increase 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 motor carrier transportation safety
4. Continue historical emphasis on zero fatality crashes by concentrating enforcement efforts on impacting driver behavior to reduce injuries and fatalities
5. Deter and respond to criminal activity while enhancing public safety through effective utilization of NDHP resources
6. Increase the real-time sharing of information with the public through social media
7. Participate in the recovery reinvented initiative to help address substance use disorders

Operational Objectives

- Participate in the national Click it or Ticket enforcement campaign during three designated high-visibility enforced periods with a goal of reducing injury and fatal crashes
- Actively enforce safety restraint laws with a goal of reducing the number of unrestrained fatal crashes
- Reduce commercial motor vehicle fatality rate to 0.23 fatalities per 100 million vehicle miles traveled in 2018
- Update and follow the commercial motor vehicle safety plan by August 1, 2019
- Update and follow the state size and weight plan by July 1, 2019
- Certify NDHP field patrol officers to conduct Level II CVSA inspections by December 2021
- Participate in the highly autonomous vehicle interim study committee through 2019
- Participate in statewide interoperability executive committee meetings in 2018 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 30,000 by 2019
- Provide the public with information on humanizing activities through Facebook (trooper awards, volunteer activities, etc.)
- Educate the public on safety campaigns (e.g. Click It or Ticket, alcohol saturations, etc.) through social media





Provide Public Safety

Operational Objectives *(cont.)*

- Conduct 16 two-day enforcement operations, including four sobriety checkpoints, in the east and west divisions in 2018
- Complete and follow weekly schedules to have the greatest impact on enhancing both public and transportation safety through the use of overtime and regular hours
- Provide mobile field force training to other law enforcement officers upon request and refresher training to all NDHP officers by the end of 2018
- Create an NDHP phone app by 2019
- Participate in multi-jurisdiction task forces by the end of 2018 to enhance criminal interdiction and reduce human trafficking
- Provide initial and ongoing training to statewide law enforcement agencies on the use of Naloxone in 2018





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 service delivery. 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 on agency operations and goals
3. Educate motor carrier industry on size and weight regulations, online permitting, and commercial motor vehicle regulations
4. Educate local law enforcement agencies on 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 as authorized by the 2017 legislature
8. Actively participate in the recruitment of prospective NDHP employees
9. Use resources effectively to meet customer service needs

Operational Objectives

- Provide one Leadership in Police Organizations course in 2018
- Provide a bias-based profiling course to all NDHP sworn officers in 2018
- Provide advanced training to federal, state, tribal, and local law enforcement agencies in 2018
- Implement an emergency vehicle operations training course for NDHP sworn officers and local law enforcement officers in 2018
- Partner with the motor carrier industry to conduct safety presentations and training sessions as stated in the commercial motor vehicle safety plan in 2018
- Meet with leaders in all tribal communities in North Dakota through the cultural liaison officer program in 2018
- Task the cultural liaison officer to visit public, private and tribal schools to enhance applicant diversity in 2018
- Update and advertise the NDHP survey through social media once each year to solicit participation
- Provide cultural training to NDHP officers through the cultural liaison program in 2018
- Conduct one youth academy in 2018
- Complete at least 150 safety talks statewide in 2018
- Leverage technology to remotely monitor regional office locations in 2018





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 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

Operational Objectives

- Implement a revised performance appraisal process for 2018
- Update and provide new supervisors duty-specific training within the first year of promotion which incorporates current supervisor input into the instruction base
- Provide leadership training opportunities to employees interested in supervision in 2018
- Prepare a training course on listening sessions for supervisors in 2018
- Provide Northwestern University School of Police Staff and Command or FBI National Academy training in 2018 to lieutenants and above
- Provide Bulletproof Leadership™ training to all NDHP supervisors in 2018
- Continue sworn and civilian employee engagement meetings in 2018
- Identify action items from the employee suggestion box as needed
- Conduct staff meetings quarterly to engage employees on a regular basis
- Use the results from the statewide employee survey to develop agency action items in 2018
- Develop and implement an awards program in 2018
- Research life insurance coverage options for sworn personnel in 2018
- Implement a safe driving initiative plan in 2018
- Expand the use of FileNet for electronic filing in 2018





2017 Achievements

The following 2017-2021 Multi-Year Plan goals were achieved:

- Purchased new replacement mobile radios for all MCSAP patrol vehicles
- Completed the construction of a garage near the Bismarck range
- Provided TIMS training to North Dakota public safety agencies
- Provided bias-based profiling training to all NDHP sworn officers
- Provided four commercial motor vehicle safety seminars to the public in partnership with the North Dakota Motor Carriers Association
- Conducted five Methods of Instruction courses to law enforcement agencies statewide
- Two commanders attended LEEDS leadership training
- Implemented on-call pay
- Completed a resource allocation and deployment study at the end of the 2015-2017 biennium
- Reviewed and updated the master personnel map at the conclusion of the 2017 legislative session
- Completed the commercial motor vehicle pre-screening technology project
- Provided PIT training to NDHP sworn officers
- Purchased a skid car system for improved emergency vehicle operations training for all law enforcement officers statewide
- Tracked MCSAP and border enforcement grant overtime hours starting in 2017
- Sent out four safety messages per month on Facebook
- Continued to grow the NDHP Facebook page likes with over 29,000
- Conducted 16 two-day enforcement operations, including four sobriety checkpoints, in the east and west divisions
- Certified all NDHP officers in less lethal munitions and all ERT members as grenadiers
- Provided one Leadership in Police Organizations course
- Equipped all NDHP officers with Naloxone
- Established a new promotional process for sergeant to commander
- Supported Morton County with public safety efforts during the construction of the Dakota Access Pipeline by dedicating more than 52,000 hours of regular time; 49,000 hours of overtime; and 84,000 hours of on-call time
- Created a cultural liaison officer program
- Replaced sidearms and provided hard armor and less lethal shotguns to NDHP officers
- Added additional training to the ND basic curriculum to include patrol rifle and physical fitness standards
- Enhanced the automated permit system with a new vehicle configuration builder to speed up data entry and the addition of two new permit types for 129,000 loads and durational longer combination vehicles (LCV)
- Enhanced school bus inspection program
- Instituted a case file management system in field operations
- Provided enhanced security on the capitol grounds to include the new Governor's residence
- Revamped the use of force training program
- Completed more than 150 safety talks statewide

