



2025-2029

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.

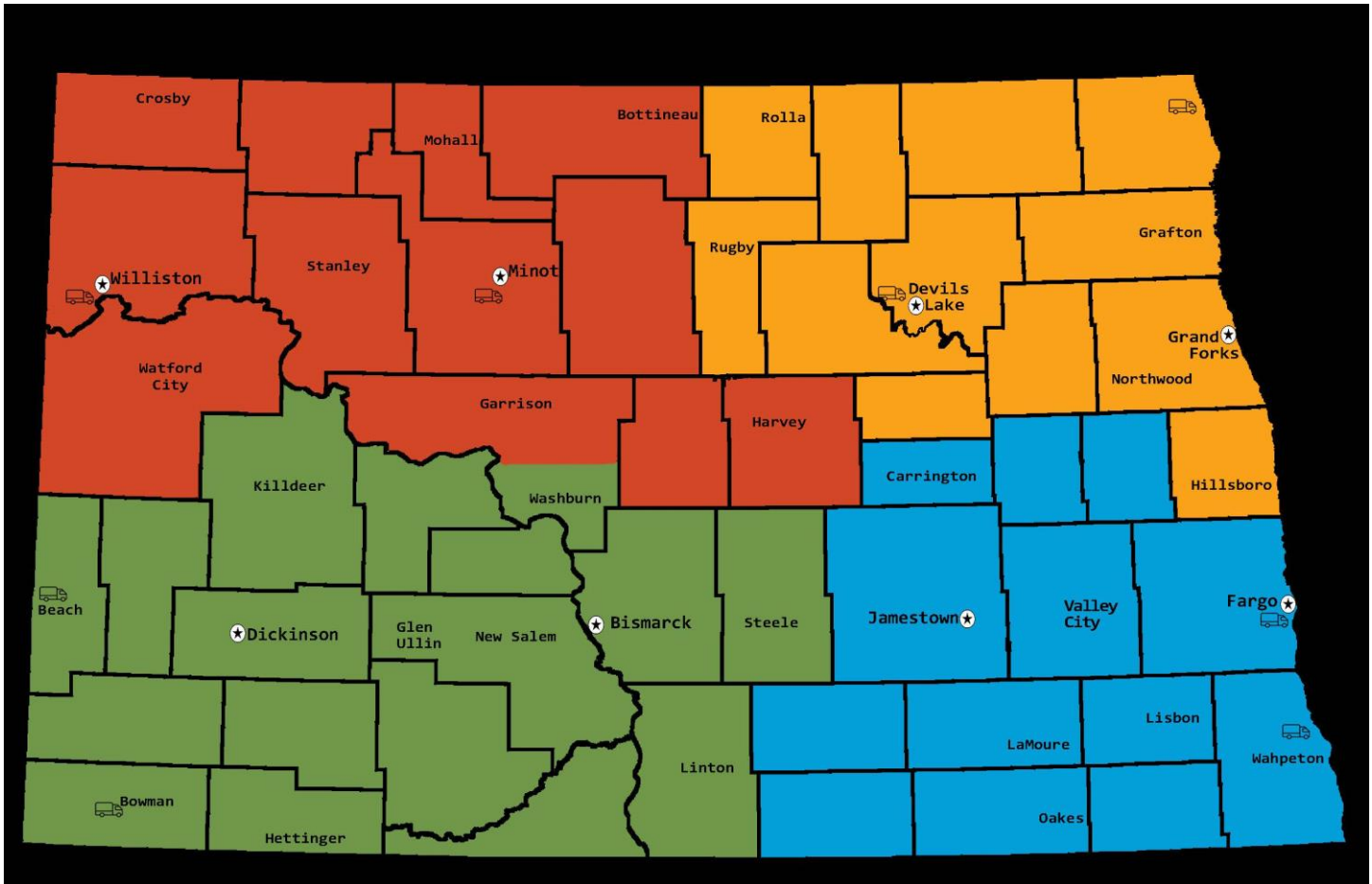
Vision

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 level of 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 (NDHP) is comprised of two components: field operations and administration.

Field operations consists of four geographic regions, motor carrier operations, and the criminal interdiction team. Administration consists of the Law Enforcement Training Academy (LETA), human resources, planning, property, procurement, records, support, finance, capitol security, dignitary protection, homeland security, crash assistance, and safety and education.

There are 205 authorized positions: 171 sworn officers and 34 civilian employees.

The NDHP enforces laws governing criminal, traffic, commercial motor vehicle (CMV), and size and weight offenses in North Dakota.

Primary responsibilities include:

- Improving traffic safety through enforcement and education
- Investigating vehicle crashes
- Promoting safe driving practices
- Providing emergency law enforcement services
- Administering a federal CMV safety program

The NDHP has jurisdiction on state-owned and leased property such as the capitol grounds. The NDHP provides security and protection for the governor, the governor's immediate family, the legislative assembly, and the North Dakota Supreme Court.

The LETA is located in Bismarck and provides basic and advanced training to local, state, tribal, and federal peace officers. Certifications and courses offered at the LETA must meet requirements established by the North Dakota Peace Officer Standards and Training (POST) Board.

The NDHP has the following special programs to enhance public safety and community outreach:

Emergency Response Team (ERT): Team members specialize in tracking missing or fleeing persons, riot and crowd control, and dignitary protection and security.

Crash Reconstruction Team (CRT): Team members specialize in forensic mapping of crash scenes, preservation and analysis of critical evidence, expert testimony, crime scene reconstruction, trajectory analysis, small unmanned aircraft system (sUAS) scene analysis, computer generated scale diagramming, and 3D modeling.

Cultural Liaison Officer (CLO)/Recruiter: The CLO program was created to enhance culturally diverse relationships and focus on immediate needs and concerns such as missing persons, jurisdictional complexities, requests for cross-agency collaboration, cultural awareness training, youth engagement, and recruitment. The goal is to build trust and develop empathy to allow for effective, meaningful dialogue among diverse communities while addressing unique issues and enhancing citizen safety.

Honor Guard Team: Team members are specially trained in honor guard duties and protocols and represent the NDHP at events such as law enforcement funerals, memorials, and other authorized functions. Members must maintain impeccable appearance of uniforms and equipment and be available for short-notice activations.

Canine Program: A specially trained narcotic detector canine or man-trailing canine is paired with a designated handler, and each team trains and works in their respective specialty. The canine teams are stationed at various locations throughout the state and are ready to respond whenever called.

Aviation Program: One fixed-wing airplane is equipped with infrared equipment to assist law enforcement agencies with search and rescue efforts and the apprehension of fleeing suspects. sUAS resources are available for statewide deployment to assist with localized search and rescue efforts.

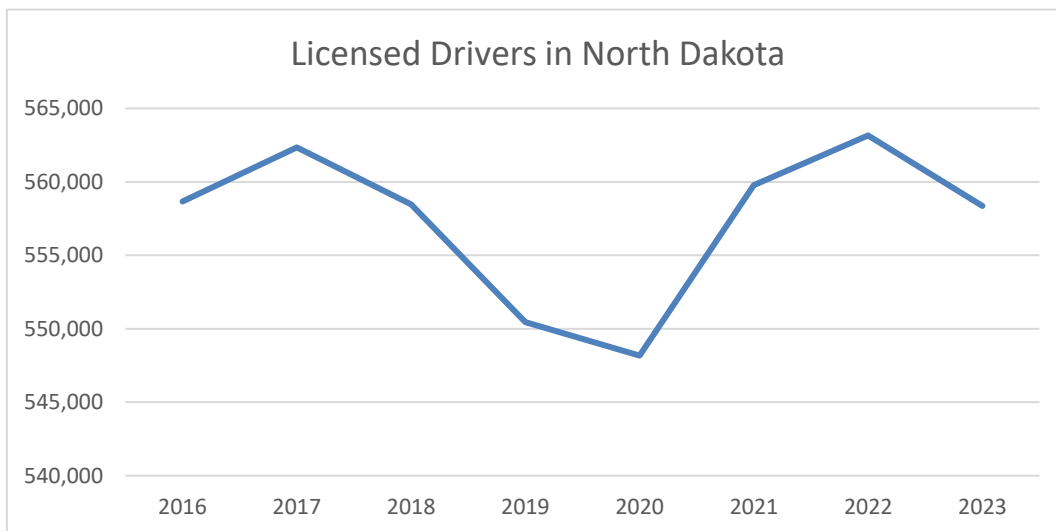
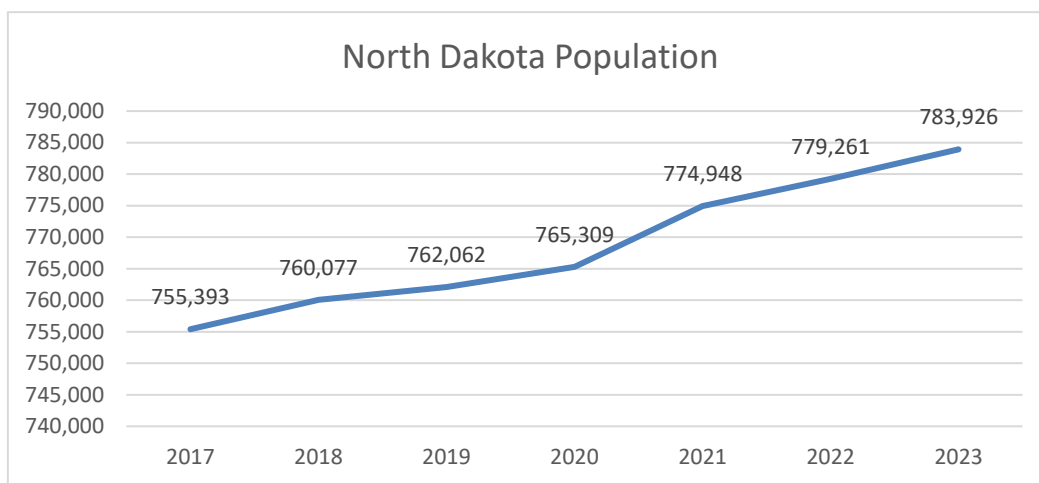
Criminal Interdiction Team: Officers assigned to this team focus their efforts on intercepting contraband and locating other types of criminal activity occurring on North Dakota roadways.

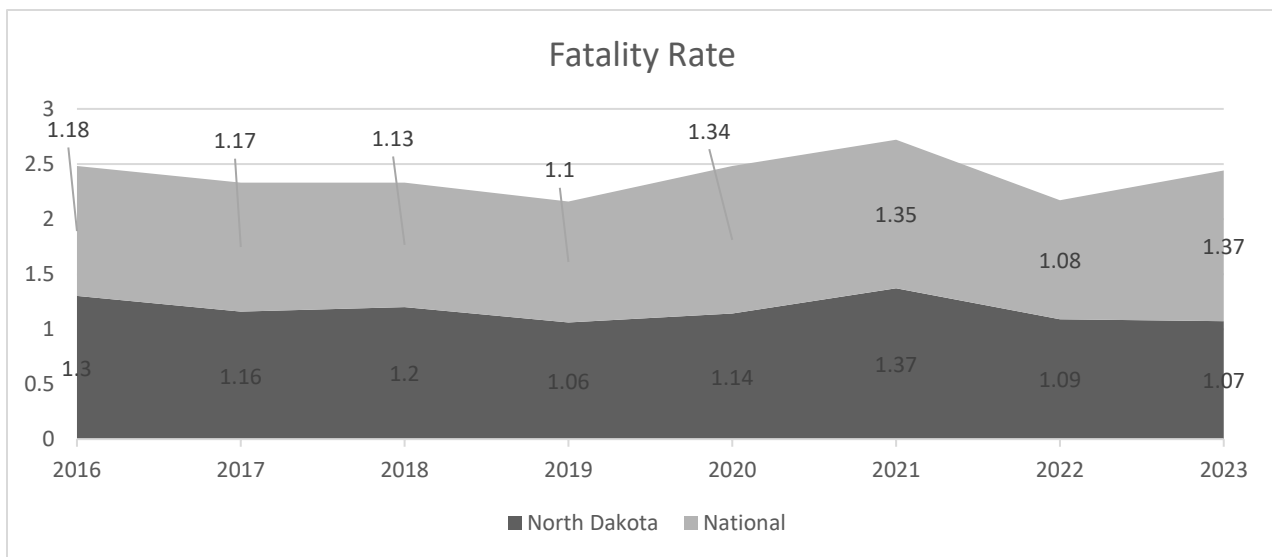
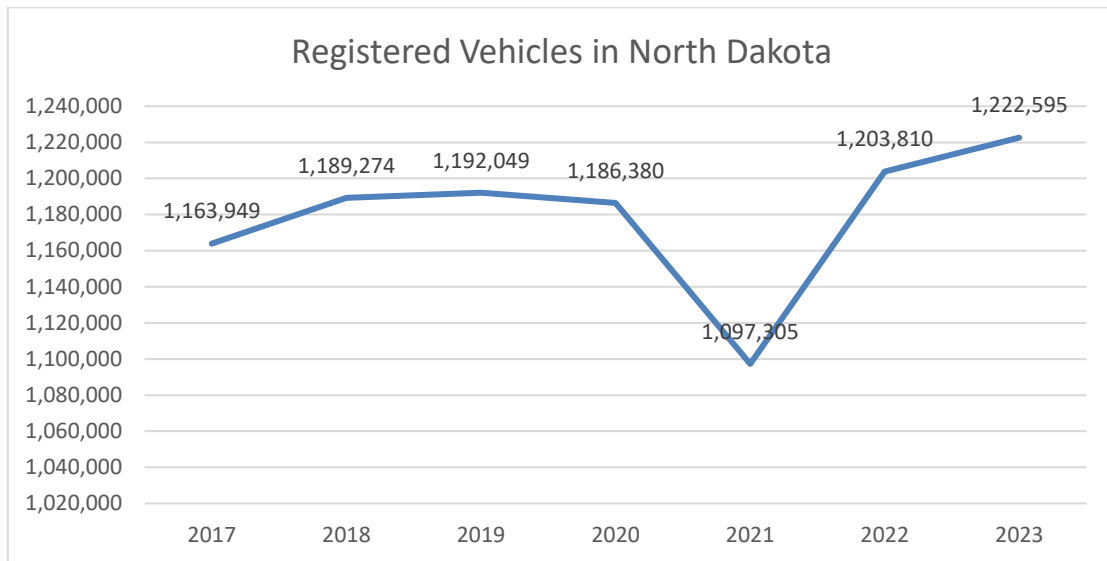
Crash Assistance Program: Team members provide services after a traumatic event involving serious body injury or death, bridging the gap between the NDHP and crash or crime victims and their families and other agencies, courts, or involved personnel.

Environmental Assessment

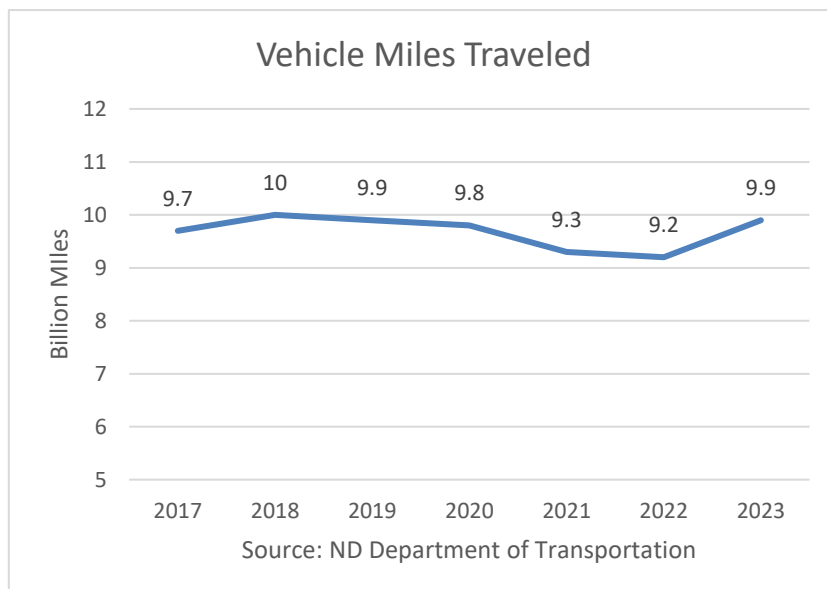
North Dakota has the highest number of road miles per capita in the nation with 106,978 miles of roadway. This equates to approximately 142 miles for every 1,000 people or 884 miles for every road patrol trooper. State and federal highways cover 7,414 miles which is about 61 miles of roadway for every road patrol trooper. The NDHP proactively works to decrease the traffic fatality rate in North Dakota with the ultimate goal of zero fatalities.

The state's population increased 0.64% from 2017 to 2023. The northwest region saw the largest population increase of 14%. As state population grows, so do the demands placed on the NDHP. It is challenging to provide adequate coverage on both rural and urban roadways due to the state's size of 70,762 square miles. The NDHP analyzes resources annually to maintain adequate coverage statewide.





• *Deaths per 100,000*



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 other law enforcement agencies. The NDHP has adapted processes to continue providing high quality public safety services.

2025 Authorized Positions	2029 Projected Authorized Positions
Sworn: 171	Sworn: 175 (+4)
Capitol Security: 6	Capitol Security: 6
Motor Carrier: 4	Motor Carrier: 4
<u>Support: 24</u>	<u>Support: 25 (+1)</u>
205 Total	210 Total

Capital Improvements

The North Dakota Highway Patrol oversees the Law Enforcement Training Academy (LETA), which trains peace officers from various law enforcement agencies. Since 2011, the NDHP has been exploring ways to modernize its training facilities and has determined the need for a new public safety training center in Bismarck. This facility would include classrooms, a dormitory, a multi-purpose room, and a cafeteria, enabling the agency to continue delivering effective public safety training.

Capital improvements to the law enforcement impound lot are essential for boosting operational efficiency and security. Upgrading the facility with strong fencing, surveillance cameras, and automated access controls will greatly enhance the safety and integrity of stored vehicles. A well-organized layout with designated areas for different vehicle types—such as evidence holds, abandoned vehicles, and tow-ins—will streamline management and retrieval processes. Investing in adequate lighting and signage will improve visibility and navigation, particularly during nighttime operations. Adding a climate-controlled storage area for sensitive items or evidence within vehicles will help preserve crucial materials.

Capital improvements to the Emergency Vehicle Operations Course (EVOC) are vital for ensuring the safety and effectiveness of training for first responders. Upgrading the surface with high-quality, durable materials will enhance traction and minimize wear, facilitating realistic and rigorous driving simulations. Adding clear lane markings, skid pads, and obstacle courses will enrich the training experience, allowing drivers to refine essential skills such as evasive maneuvers and precision driving in various conditions. Furthermore, incorporating advanced drainage systems will prevent water accumulation, keeping the course operational during different weather scenarios. These enhancements will not only improve safety during training exercises but also better prepare personnel to respond effectively in high-stress situations, ultimately enhancing community safety.

Capital improvements to the law enforcement gym can greatly enhance officers' physical readiness and well-being. Upgrading to state-of-the-art fitness equipment, including resistance machines, free weights, and cardio machines, will meet diverse training needs. Adding functional areas like agility courses and combat training zones will help officers develop essential skills. The intent of this goal is to foster a healthier, more resilient law enforcement community.

Strategic Plan Goals

The strategic plan is comprised of five overarching, long-term goals that complement the short-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:

- Provide a secure environment
- Provide public safety
- Enhance relationships
- Enhance employee welfare
- 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 and thoroughly investigate crashes that do occur
- Strictly enforce impaired driving laws to reduce crashes involving drug or alcohol impairment
- Detect and deter criminal activity
- Protect highway infrastructure and provide for the 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 unique traffic and public safety demands throughout the state. Modern facilities and equipment are required to maintain compliance with national standards, achieve training objectives, and operate effectively and efficiently. The NDHP maintains an emphasis on the safety of commercial motor vehicles and drivers and the protection of highway infrastructure.

Strategic Goals

- Evaluate the need for increased patrol coverage and personnel assignments
- Continue upgrades to provide adequate, effective law enforcement facilities, vehicles, and equipment
- Continue to modernize public safety training facilities and services
- Continue to respond to public safety and emergency situations statewide

Operational Objectives

FIELD OPERATIONS

Strategic Goal: Collaborate with the ND Department of Transportation to enhance scale facilities and staffing for highway infrastructure protection in 2025.

Situation: The West Fargo diversion project has highlighted existing challenges in maintaining and protecting highway infrastructure across North Dakota, necessitating improved scale facilities and staffing to effectively monitor and manage traffic and road conditions.

Action: Collaborate with the ND Department of Transportation to assess current infrastructure needs and develop a comprehensive plan that addresses staffing and facility enhancements.

Goal: Upgrade scale facilities and increase staffing by December 31, 2025.

Strategic Goal: Refine winter operations and road closure guidelines through collaboration in 2025.

Situation: North Dakota experiences severe winter weather that significantly impacts road safety and travel efficiency, highlighting the need for clear, coordinated winter operations and road closure guidelines among key agencies.

Action: Continue to collaborate with the ND Department of Transportation, ND State Radio, and the ND Sheriff's and Deputies Association to refine and enhance winter operations protocols and road closure procedures. Communicate findings from Upper Great Plains NDHP Safe Truck Mobility for North Dakota Winter Roads study determine if current procedures and guidelines need to be modified.

Goal: Communicate findings from Upper Great Plains to the collaborative group and other stakeholders and determine if current procedures and guidelines need to be modified based on these findings.

Continuously measure strategies to evaluate strengths and weaknesses of current plans and make adjustments as needed through 12/31/25.

Strategic Goal: Implement findings from the Upper Great Plains Transportation Institute winter driving project.

Situation: The Upper Great Plains Transportation Institute has conducted a comprehensive winter driving project that identifies key factors affecting driver safety and road conditions during winter months in North Dakota.

Action: Implement the project's findings to enhance winter driving safety protocols and inform public awareness campaigns. Collaborate with the ND Department of Transportation, Motor Carriers association, the ND Legislature, and the Office of the ND Insurance Department.

Goal: Reduce weather-related accidents and increase public awareness of safe winter driving practices for the 2024-2025 winter.

ADMINISTRATIVE SERVICES

Strategic Goal: Secure funding to upgrade the Capitol complex's camera systems, servers, and additional security equipment by the end of the fiscal year to enhance security coverage and video storage capabilities.

Situation: The current security infrastructure at the Capitol complex is outdated, leading to insufficient surveillance coverage and inadequate video storage, which poses risks to safety and response efficiency.

Action: Evaluate the existing security setup and identify necessary upgrades to improve video coverage and monitoring capabilities.

Goal: Successfully obtain funding for the upgrades, resulting in the installation of advanced camera systems and enhanced storage solutions.

Strategic Goal: Enhance video security at the range and Law Enforcement Training Academy by upgrading surveillance systems and improving monitoring capabilities by the end of the fiscal year.

Situation: The current video security systems at the range and Law Enforcement Training Academy are inadequate, leading to blind spots and limited monitoring of training activities, which compromises safety and accountability.

Action: Evaluate the existing security setup and identify necessary upgrades to improve video coverage and monitoring capabilities.

Goal: Achieve successful implementation of upgraded video security systems by December 31, 2025.

Strategic Goal: Research and evaluate duress alarm systems for implementation within the next six months to enhance safety protocols across the organization.

Situation: Current safety measures lack an effective duress alarm system, which is crucial for quickly alerting security personnel in emergency situations, leaving staff vulnerable in high-risk scenarios.

Action: Identify and assess various duress alarm systems that could be integrated into existing safety protocols, ensuring they meet organizational needs and compliance standards.

Goal: Successfully identify a suitable duress alarm system for implementation by December 31st, 2025.

SUPPORT SERVICES

Strategic Goal: Enhance door keycard access security at the Capitol using expert consultation.

Situation: The current keycard access system at the Capitol is outdated, increasing the risk of unauthorized entry and compromising safety protocols.

Action: Assess the existing keycard system, identify weaknesses, and recommend improvements. Implement updated technology and provide training for staff on updated protocols.

Goal: Have an updated keycard access system in place at the ND State Capitol by December 31, 2025.

Strategic Goal: Explore an enterprise-wide video solution in collaboration with NDIIT and other key agencies during the 2025-27 Biennium.

Situation: The need for a cohesive video management system has emerged across various state agencies, highlighting gaps in communication and security that could be addressed through an integrated enterprise solution.

Action: Collaborate with representatives from NDIIT, facility management, and other affected key agencies to assess current video capabilities, identify specific needs, and explore potential technologies during the 2025-27 biennium.

Goal: Create a safer and more efficient operational environment in state facilities by the end of the 2027-29 biennium.

Strategic Goal: Seek options for improved office space in Fargo, Minot, and Devils Lake.

Situation: The current office spaces in Fargo, Minot, and Devils Lake are insufficient to meet operational needs and collaboration requirements of our teams, leading to inefficiencies and employee dissatisfaction.

Action: Evaluate and identify options for improved office spaces in these cities that can enhance productivity and employee well-being during the 2025-27 biennium.

Goal: Improve office spaces in Fargo, Minot, and Devils Lake by the end of the 2027 biennium.

PROVIDE PUBLIC SAFETY

Overview

Maintaining public safety statewide is a priority for the NDHP. The NDHP focuses on traffic safety, crash reduction, and criminal interdiction. Through enforcement, CMV inspections, and education and community outreach efforts, the NDHP's mission is to prevent fatality and injury crashes.

Enforcement efforts focus on common crash-causing violations such as speeding, right-of-way violations, improper seatbelt use, distracted driving, and impaired driving. Winter weather poses a significant danger to motorists. Steady traffic volume counts and call for service rates place demands on available resources.

Strategic Goals

- Increase statewide seat belt use rates on all highways.
- Actively enforce safety restraint laws with the goal of reducing the number of unrestrained fatality victims.
- Increase public awareness about the hazards of distracted and impaired driving.
- Enhance CMV transportation safety.
- Continue historical emphasis on zero fatality crashes by concentrating enforcement and education efforts on driver behavior and personal responsibility.
- Deter and respond to criminal activity to enhance public safety.
- Conduct workload assessments to effectively utilize resources.
- Continue focus on criminal interdiction efforts including drug and human trafficking.
- Provide the public with information about safety campaigns and humanizing activities through social media.
- Base CMV patrol efforts on data provided by the Federal Motor Carrier Safety Administration (FMCSA) and DOT to impact crash causation violations.
- Analyze each open position for reassignment or relocation.

Operational Objectives

FIELD OPERATIONS

Strategic Goal: Request funding for an additional sergeant for the Criminal Interdiction Team.

Situation: The current criminal interdiction team is stretched thin, handling a significant increase in cases due to increased awareness of criminal activities. This has led to delays in response times and a backlog of investigations, negatively impacting public safety and trust in law enforcement.

Action: Create a budget proposal that outlines the benefits of adding a sergeant.

Goal: Obtain an allocation and funding for an additional Criminal Interdiction Team Sergeant in the 2025 legislative session.

Strategic Goal: Consider Vision Zero goals when planning special enforcement activities and scheduling resources in 2025.

Situation: The North Dakota Vision Zero initiative aims to eliminate fatalities and serious injuries on roadways by promoting safe driving behaviors and improving enforcement measures.

Action: Schedule targeted enforcement operations during peak times based on historical data and integrate community outreach programs to raise awareness about safe driving practices. Align our resource allocation with Vision Zero goals while ensuring optimal visibility and impact in high-risk areas.

Goal: Reduce serious traffic incidents and traffic fatalities throughout calendar year 2025. Progress will reflect in the annual NDHP Traffic Crash Analysis.

Strategic goal: Participate in the national Click It or Ticket enforcement campaign during three designated high-visibility enforcement periods in 2025.

Situation: The Click It or Ticket campaign aims to increase seatbelt use and reduce fatalities and injuries from traffic crashes through high-visibility enforcement and public awareness efforts.

Action: Develop a strategic plan that includes identifying key enforcement periods, mobilizing law enforcement resources for high-visibility checkpoints, and coordinating media outreach to amplify public awareness.

Goal: Increase seatbelt usage in targeted areas and show a measurable decline in unrestrained fatalities during calendar year 2025.

ADMINISTRATIVE SERVICES

Strategic goal: Continue to provide real-time road reports to the public through social media as conditions change in 2025.

Situation: Timely and accurate road reports are essential for public safety, especially during adverse weather conditions and traffic incidents, and social media is an effective platform for real-time communication.

Action: Enhance public safety in 2025 by providing continuous, real-time road reports through social media, adapting to changing conditions as they arise.

Goal: Increase NDHP social media engagement, report accurate road condition reports in an attempt to receive positive feedback from community members regarding the usefulness of the information provided, ultimately enhancing public safety and awareness on the road throughout 2025.

Strategic goal: Provide annual ethics refresher training.

Situation: Regular ethics training is required for accreditation standard 1.1.2 and is vital to reinforcing the NDHP's core agency values to ensure a high standard of public trust.

Action: The administrative services division will send an online ethics training to all agency personnel in 2025.

Goal: Provide training and ensure compliance is completed by March 31, 2025.

Strategic goal: Provide annual bias-based profile refresher training.

Situation: Regular ethics training is required for accreditation standard 1.2.9 and is vital to reinforcing the NDHP's core agency values to ensure a high standard of public trust.

Action: The administrative services division will send an online ethics training to all agency personnel in 2025.

Goal: Provide training and ensure compliance is completed by March 31, 2025.

SUPPORT SERVICES

Strategic Goal: Complete the 2025 NDHP Traffic Crash Analysis.

Situation: The ultimate goal of selective traffic law enforcement is to reduce traffic collision and crashes.

Action: Compile, review, and compare crash and enforcement activity data from the internal NDHP system and information requested from ND Department of Transportation to assist in implementing selective enforcement plans.

Goal: Have the annual NDHP Traffic Crash Analysis completed by August 31, 2025.

Strategic Goal: Complete the 2025 Use of Force and Pursuit Analysis.

Situation: A review of incidents of force may reveal patterns or trends that could indicate training needs, equipment upgrades, or policy modifications.

Action: Compile, review, and compare all NDHP use of force, pursuit, declined pursuit case reports, as well as supervisor reviews. Solicit feedback from regional commanders for equipment and policy suggestions.

Goal: Complete the 2025 NDHP Use of Force and Pursuit Analysis by March 1, 2025.

Strategic Goal: Complete the 2025-2029 Multi-Year Plan.

Situation: A multi-year plan is needed for collaboration, goal setting, and goal measuring, to be available to all agency personnel.

Action: Meet periodically with division commanders to review and revise goals for operational objectives, anticipated workloads, personnel levels, capital improvements, and equipment needs.

Goal: Have the 2025-2029 NDHP Multi-Year Plan published to the internet and intranet by February 15, 2025.

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.

Technology-enabled surveys allow citizens to provide input to improve the NDHP's delivery of service. Traffic safety presentations and training sessions are effective methods to provide relevant safety information to the public.

Strategic Goals

- Inform and educate stakeholders about agency operations and goals.
- Educate the motor carrier industry about size and weight restrictions, online permitting options, and CMV regulations.
- Educate interested law enforcement agencies about size and weight regulations.
- Actively solicit participation in public presentations to students and community organizations
- Enhance tribal engagement and relationships through the CLO program.
- Enhance agency recruitment efforts.
- Expand community outreach and prevention efforts.
- Actively participate in the recruitment of prospective NDHP employees.
- Use resources effectively to meet customer service needs.
- Provide continuing education opportunities to federal, state, tribal, and local law enforcement agencies.

Operational Objectives

FIELD OPERATIONS

Strategic goal: Partner with the motor carrier industry to conduct safety presentations and training sessions as stated in the CMV safety plan in 2025.

Situation: The NDHP recognizes an increasing need to enhance safety standards in the commercial motor vehicle industry due to rising accident rates and regulatory pressures. There was a clear opportunity to collaborate with motor carriers to improve safety awareness and practices.

Action: Collaborate with stakeholders to address common safety issues, regulatory compliance, and best practices.

Goal: Reduce incidents and improve compliance with safety regulations among participants. Foster ongoing motor carrier industry collaboration, positioning our organization as a leader in commercial vehicle safety training throughout 2025.

Strategic goal: Complete at least 250 safety talks statewide.

Situation: The NDHP recognizes the importance of educating the public on traffic safety and creating positive interactions with the public through safety talks.

Action: Safety talks can be requested through the public NDHP website and from referrals to Safety & Education.

Goal: Meet or exceed our goal of conducting 250 law enforcement safety talks statewide by December 31, 2025.

Strategic goal: Build and strengthen relationships with narcotics task forces and tribal partners and share law enforcement information through the criminal interdiction team in 2025.

Situation: In 2024, the North Dakota Highway Patrol faced challenges in addressing drug-related crimes, particularly in collaboration with local narcotics task forces and tribal partners. There was a need to enhance communication and cooperation among these entities to effectively combat drug trafficking and related offenses.

Action: Organized initial meetings with leaders from narcotics task forces and tribal law enforcement agencies to discuss mutual goals, challenges, and the importance of collaboration.

Goal: Strengthen relationships and increase joint operations between the North Dakota Highway Patrol, narcotics task forces, and tribal partners by then end of 2025.

ADMINISTRATIVE SERVICES

Strategic Goal: Provide a bias-based profiling course to all NDHP sworn officers in 2025

Situation: The NDHP recognizes the need for transparency and accountability in policing practices and acknowledges that bias policing leads to erosion of trust in communities, ineffective policing, legal consequences, and disproportionate impact this type of behavior has on communities.

Action: Review current bias-based profiling training, make necessary updates to the curriculum, and administer online training via Peoplesoft.

Goal: Ensure 100% of agency employees complete bias-based training by March 1, 2025.

Strategic Goal: Meet with leaders of the Turtle Mountain Band of Chippewa to further discuss a law enforcement agreement in 2025.

Situation: The North Dakota Highway Patrol identified the need for improved collaboration with tribal law enforcement to address rising concerns about public safety and traffic issues on and near the Turtle Mountain Reservation. Previous communication gaps and jurisdictional challenges highlighted the importance of establishing a formal law enforcement agreement to ensure effective cooperation and enhance safety for both tribal and non-tribal members.

Action: Organize and facilitate a meeting between the North Dakota Highway Patrol leadership and the leaders of the Turtle Mountain Band of Chippewa. Create an agenda that outlines key discussion points, gathering relevant data on traffic incidents and safety concerns in the area, and foster an environment conducive to open dialogue and mutual understanding.

Goal: Negotiate a law enforcement agreement that outlines shared responsibilities, communication protocols, and resource allocation by December 31st, 2025.

Strategic Goal: Visit public, private, and tribal schools and enhance applicant diversity in 2025.

Situation: The North Dakota Highway Patrol recognizes that diverse perspectives are essential for effective community policing and that a more diverse workforce can improve relationships with various communities.

Action: The task involves developing and implementing a strategic outreach program where highway patrol officers visit public, private, and tribal schools. During these visits, officers will engage with students, provide information about career opportunities in law enforcement, and actively encourage students from diverse backgrounds to consider applying for positions within the highway patrol.

Goal: The primary goal is to increase the diversity of applicants to the North Dakota Highway Patrol by 20% over the next three years. This will be measured through recruitment metrics and the demographic data of applicant and reflected in the annual recruitment plan analysis.

Strategic Goal: Provide cultural awareness training to NDHP officers through the CLO program in 2025.

Situation: The North Dakota Highway Patrol recognizes the importance of cultural competency in law enforcement to effectively serve a diverse population and the need to improved understanding and communication between law enforcement and various cultural groups.

Action: Enhance community relations, reduce cultural misunderstandings, and improve overall public safety by utilizing the NDHP Cultural Liaison program.

Goal: Train 100% of North Dakota Highway Patrol officers in cultural awareness by December 31, 2025.

Strategic Goal: Conduct one youth academy in 2025.

Situation: The North Dakota Highway Patrol aims to foster positive relationships with area youth while providing them with insight into law enforcement careers.

Action: Conduct a youth academy at the LETA in the summer of 2025 that showcases NDHP programs, with the intent to inspire a future career with the North Dakota Highway Patrol.

Goal: Conduct a youth academy for 18 youth recruits.

SUPPORT SERVICES

Strategic Goal: Leverage information gained from the accreditation public comment period in 2025.

Situation: The North Dakota Highway Patrol is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) to enhance its operational effectiveness and transparency. As part of this process, a public comment period is open for 60 days, once a year.

Action: Analyze the feedback received during the CALEA accreditation public comment period. This involves soliciting community comments, identifying common themes and concerns, and evaluating how these insights can be integrated into the patrol's policies and practices.

Goal: Post the public portal comment to NDHP social media and advertise by March 1, 2025. Compile and review comments by June 1, 2025.

Strategic Goal: Collaborate with Administrative Services on the implementation and use of Blackboard LMS system at LETA.

Situation: Learning for NDHP employees is spread across numerous software programs causing inefficiency in tracking training records.

Action: Migrate all NDHP training to new Blackboard LMS system.

Goal: Have a fully functioning LMS system at the LETA by December 31, 2026.

ENHANCE EMPLOYEE WELFARE

Overview

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

Strategic Goals

- Evaluate employees based on their overall work performance
- Assess professional development interests that benefit both the employee and the agency
- Mentor employees for successful continuation or advancement in the agency
- Continue a supervisor training program, targeting new sergeants and those interested in promotion
- Evaluate resources and scheduling to meet future needs
- Enhance the NDHP's attention to employee well-being, in particular those involved in critical incidents
- Remain competitive with employee salaries and benefits
- Strengthen relationships to improve employee engagement and participative decision making

Operational Objectives

FIELD OPERATIONS

Strategic Goal: Send commanders to advanced upper-level management training in 2026.

Situation: Newly appointed NDHP field commanders have not yet attended an upper level law enforcement management training.

Action: Procure Northwestern Staff & Command training for the summer of 2026.

Goal: Have all command staff who has not yet attended Staff & Command training attend by the end of 2026.

Strategic Goal: Conduct at least one employee engagement committee meeting for each group in 2025.

Situation: Employee engagement committee meetings are necessary for department-wide communication.

Action: Contact chairperson of each committee to schedule engagement committees.

Goal: Conduct at least one employee engagement committee meeting for each group by the December 31st, 2025.

ADMINISTRATIVE SERVICES

Strategic Goal: Participate in an annual Gallup employee engagement survey in 2025.

Situation: Gallup employee engagement surveys are an important tool for employees to voice concerns, gauge job satisfaction, and identify areas of improvement.

Action: Participate in state Gallup polls administered by ND HRMS.

Goal: 100% department participation in 2025.

Strategic Goal: Continue to enhance the statewide clinical mental health network in 2025.

Situation: Law enforcement is impacted by mental health issues at rate greater than other career fields, resulting in a need for specialized mental health professionals.

Action: Continue to train CISM members to augment the need of mental health assistance to employees.

Goal: Maintain current CISM team membership and continue to inform department employees of services available throughout 2025.

Strategic Goal: Establish a physical fitness committee to enhance employee wellness in 2025.

Situation: The physical nature of law enforcement requires law enforcement officers to be of reasonable health and physical fitness to perform law enforcement tasks.

Action: Form NDHP physical fitness committee and have meetings to determine course of action for the agency.

Goal: Develop a physical fitness plan for the agency by December 31st, 2025.

SUPPORT SERVICES

Strategic Goal: Update line of duty death policy and create a line of duty death manual.

Situation: NDHP policy and procedures regarding a line of duty death needs to be updated reflect current programs and services available.

Action: Support Services will research and gather input to update current policy.

Goal: Complete policy update and manual by June 30th, 2025.

LEVERAGE AVAILABLE TECHNOLOGY

Overview

The NDHP understands the importance of staying current with technology to enhance employee and program effectiveness. Software programs are periodically reviewed to evaluate system capabilities and identify areas of improvement. The agency strives to utilize the most appropriate technological functions for time management and program efficiency.

Strategic Goals

- Partner with NDIT, other agencies, and software providers to reduce redundant data entry
- Continually assess, update, and modernize software programs such as records management (Aries) and the electronic CMV permit system
- Research and upgrade the computer-aided dispatch (CAD), permits, sUAS, and Aries databases
- Support implementation of the statewide interoperable radio network, SIRN 20/20
- Work with DOT, State Radio, and NDIT to enhance shared software systems such as CAD and Traffic and Criminal Software (TraCS)

Operational Objectives

FIELD OPERATIONS

Strategic Goal: Leverage technology to improve field operations efficiency.

Situation: Current hardware/software used by the field should remain a high priority in order to have the best available technology.

Action: Field operations will collaborate with Support Services to identify deficiencies in available technology used by the field.

Goal: Work with NDHP field commanders and other field personnel to identify inefficiencies that can be addressed with Support Services.

ADMINISTRATIVE SERVICES

Strategic Goal: Evaluate current human resources software and process and implement a solution that streamlines human resources process and enhances data management.

Situation: The NDHP is currently not utilizing efficient workflows and available software to streamline policy acknowledgement and HR functions.

Action: Work with the Chief of Staff and Finance Manager to procure funding to purchase updated software.

Goal: Purchase new policy and HR software by May 1, 2025.

Strategic Goal: Secure approval for the creation of an NDHP information technology position within the agency.

Situation: A need for an IT role within the agency has been identified to enhance cybersecurity, improve data management, and support the integration of technology in operations.

Action: Request funding from the legislative body during the 2025 legislative session.

Goal: Secure funding for an FTE position during the 2025 legislative session.

SUPPORT SERVICES

Strategic Goal: Implement video editing software and build a recording studio at the NDHP LETA.

Situation: A video editing software program and recording studio would enable the NDHP to enhance its training program by incorporating multimedia content, training videos and recorded scenario simulations.

Action: Research and choose suitable video editing software that fits the budget and meets the needs of the training academy, records division, and department social media users.

Goal: Implement video editing software and build a recording studio at the LETA by June 1, 2026.

Strategic Goal: Purchase taser replacements for the field.

Situation: Currently used department tasers are becoming outdated and less efficient.

Action: Research and choose more current taser options for the field.

Goal: Have taser replacements issued to all officers by October 1, 2026.

Strategic Goal: Purchase updated in-car router technology and ability to livestream both in-car and body-worn cameras.

Situation: Awareness of real-time activities is crucial to officer safety when emergencies arise.

Action: Research and choose current technology for in-car and body-worn livestream capabilities.

Goal: Have full NDHP fleet installation completed by October 1, 2026.

Strategic Goal: Bridging major NDHP systems such as CAD, Aries, TRACS, Safespect, etc.

Situation: Having multiple software systems within the agency is inefficient and increases errors.

Action: Research software with multiple capability features that streamline department needs and requirements.

Goal: Complete integration by December 31st, 2027.

Strategic Goal: Get all NDHP officers operating on State Interoperable Radio Network (SIRN).

Situation: The state of North Dakota has been tasked with converting all emergency radio communications to an 800 MHz radio system called SIRN.

Action: Continue to equip NDHP officers and vehicles with SIRN compatible radio equipment as new personnel and vehicles are onboarded onto the NDHP.

Goal: Have all officers utilizing SIRN by September 1, 2026.

Strategic Goal: Elimination of NDHP intranet, with migration to alternate software.

Situation: The current NDHP intranet is an outdated software application used for the storage and distribution of policy, manuals, and support services requests.

Action: Procure a “one stop shop” software solution.

Goal: Eliminate the NDHP intranet and migrate to a new software system by December 31, 2026.

2024 GOALS & ACHIEVEMENTS

PROVIDE A SECURE ENVIRONMENT

ADMINISTRATIVE SERVICES

2024 Goal: Work with North Dakota Information Technology (NDIT) and agencies within the capitol to upgrade card access controllers during the 2023-25 biennium (secure environment).

Result: Ongoing as funding was only secured to maintain the current system until the end 2025.

2024 Goal: Work with NDIT and OMB to reinforce security camera systems until statewide enterprise solution is developed.

Result: Accomplished. Additional software and hardware was purchased and installed that should last until enterprising solution is solidified.

2024 Goal: Enhance ND Governor's residence with security upgrades.

Result: Accomplished. Internal and external capitol improvements made to Governor's residence in 2024.

SUPPORT SERVICES

2024 Goal: Complete LETA remodel project by the end of 2024 (secure environment).

Result: Completed January 2025.

2024 Goal: Purchase two narcotics detection devices in 2024 (enhanced technology).

Result: Purchased October 2024.

2024 Goal: Implement the Commercial Vehicle Information Exchange Window (CVIEW) project.

Result: Completed July 2024.

2024 Goal: Implement learning and academy management software during the 2023-25 biennium.

Result: Initial implementation occurred September 2024 with continued work to be completed (ongoing).

2024 Goal: Gather input on Aries enhancements in 2024 to further improve the system (enhanced technology).

Result: Completed during Technology Team meeting in May of 2024.

2024 Goal: Integrate TraCS, CAD, and Aries systems to reduce redundant data entry during the 2023-25 biennium.

Result: Goal not met due to instability of CAD, however progress is currently being made between CAD and Aries for calls for service. Goal reset for December 31st, 2027.

2024 Goal: Research a real-time dashboard concept during the 2023-25 biennium.

Result: Goal not met, goal will not be reset.

PROVIDE PUBLIC SAFETY

FIELD OPERATIONS

2024 Goal: Expand criminal interdiction team to the northern tier.

Result: Completed-positions added in Willison, Devils Lake, Grand Forks, and Minot in 2024.

2024 Goal: Considered Vision Zero goals when planning special enforcement activities and scheduling resources

Result: Special enforcement activities yielded 3,948 seatbelt citations, 1,036 alcohol citations, and 619 citations during construction zone enforcement.

2024 Goal: Completed and followed weekly schedules to have the greatest impact on enhancing public safety using overtime and regular hours.

Result: Commanders and sergeants utilized the scheduling system in 2024 to have the greatest impact in public safety.

2024 Goal: Participate in the national Click It or Ticket enforcement campaign during three designated high-visibility enforcement periods.

Result: Completed as directed by NDDOT in 2024.

ADMINISTRATIVE SERVICES

2024 Goal: Increased the real-time sharing of information with the public through social media.

Result: Multiple videos including content on real-time road conditions and ride-alongs with traffic troopers reached up to 3 million views per video.

2024 Goal: Increase social media messaging specific to distracted and impaired driving.

Result: NDHP media releases began being released on social media to highlight distracted and impaired driving causing crashes.

2024 Goal: Utilize a workforce strategy which expedited the hiring and training of currently licensed peace officers in a condensed time period.

Result: Utilized an accelerated academy which expedited the hiring and training of 38 licensed peace officers.

ENHANCE RELATIONSHIPS

FIELD OPERATIONS

2024 Goal: Raise money in “No Shave/Nail Polish November” for Pray for Gray.

Result: Participation in “No Shave/Nail Polish November” raised \$6,985.80 for Pray for Gray.

2024 Goal: Conduct 375 safety talks statewide to various groups.

Result: Conducted 283 safety talks statewide to various groups

ADMINISTRATIVE SERVICES

2024 Goal: Coordinate meetings with officials from the Spirit Lake Nation, MHA Nation, and the State of North Dakota to discuss the ongoing law enforcement agreement.

Result: Annual agreement meeting with both Spirit Lake and MHA Nation to ensure law enforcement agreements were sufficient and current.

2024 Goal: Attend multiple powwows throughout the state

Result: NDHP representatives attended at least one powwow for each of the four tribes headquartered in North Dakota.

2024 Goal: Continue to work with all tribal nations on law enforcement agreements.

Result: Met with each tribal nation regarding law enforcement agreements. Law enforcement and community meetings were set for 2025.

2024 Goal: Instruct LGBTQ Community Considerations for Law Enforcement at the LETA.

Result: Instructed at all three classes conducted at the LETA in 2024.

2024 Goal: Provide cultural awareness training to the Bismarck Police Department.

Result: Cultural awareness was provided at the LETA academy at every class in 2024.

2024 Goal: Attend the North Dakota LGBTQ+ Summit in Mandan.

Result: Due to scheduling, the NDHP was not available to attend this summit in 2024.

2024 Goal: Attend at least ten career fairs throughout North Dakota

Result: Attended fifteen career fairs throughout North Dakota in 2024

2024 Goal: Instruct a winter driving course for New Americans and coordinated classes with the Adult Learning Center in Fargo.

Result: The Safety & Education officer and Cultural Liaison Officer instructed winter driving courses for New Americans at Fargo, Bismarck, and Williston.

2024 Goal: Release 4-6 safety messages each month through social media.

Result: Released 4-6 safety messages each month through social media

2024 Goal: Increase social media presence.

Result: Grew NDHP's Facebook page to over 117,000 likes and Instagram to over 26,600 followers. The NDHP X (Twitter) account was deleted in July 2024.

2024 Goal: Provide current road reports during hazardous conditions through department social media.

Result: Live videos and photos were shared on social media platforms from troopers around the state via Safety & Education.

2024 Goal: Promote the first responder toy and food drive in Bismarck, Fargo, Jamestown, Mandan, and Williston.

Result: Collected over 3,347 toys and a large amount food items.

SUPPORT SERVICES

N/A

ENHANCE EMPLOYEE WELFARE

FIELD OPERATIONS

2024 Goal: Conduct at least one employee engagement committee meeting for each group in 2024 (welfare).

Result: Conducted multiple employee engagement meetings, both in-person and virtual.

2024 Goal: Transition from FMCSA's Aspen system to their new SafeSpect system for CMV inspections in 2024 (enhanced technology).

Result: Completed spring 2024.

2024 Goal: Provide peer support training to employees trained in critical incident stress management.

Result: Conducted an annual CISM in-service November 2024.

2024 Goal: Continue partnering with the Department of Environmental Quality and the ND Towing Association to improve relations and options for abandoned vehicles.

Result: Provided instruction at the 2024 ND Towing Conference.

ADMINISTRATIVE SERVICES

2024 Goal: Complete an updated salary survey.

Result: Updated salary survey completed March 2024.

2024 Goal: Award performance bonuses.

Result: Thirty-one performance bonuses were awarded to nominated and eligible employees.

2024 Goal: Participate in instructing Leadership Everywhere courses offered to all state employees.

Result: NDHP employees were provided Leadership Everywhere courses through ND Peoplesoft.

2024 Goal: Conduct department in-service training for sworn and non-sworn employees.

Result: Sworn in-service was conducted in groups throughout September and October 2024, non-sworn in-service was conducted in November 6, 2024.

2024 Goal: Host Drive the Road training.

Result: Drive the Road training was given to forty formal and informal leaders in May 2024.

2024 Goal: Host an LPO course at the LETA.

Result: Four NDHP sergeants completed LPO at the LETA in February – April 2024.

2024 Goal: Participate in the annual Gallup employee engagement survey.

Result: NDHP employees participated in Gallup surveys as provided by ND HRMS throughout 2024.

2024 Goal: Conduct Gallup Total Reward survey.

Result: One hundred and twenty-six NDHP employees took the Gallup Total Reward survey.

2024 Goal: Integrate clinical mental health network clinicians into NDHP critical incident stress debriefings.

Result: Obtained funding from the ND Department of Health and Human Services to integrate clinical mental health into NDHP critical incident stress debriefings.

SUPPORT SERVICES

2024 Goal: Write a disparate analysis using data from the North Dakota Highway Patrol's Critical Task Assessment (CTA).

Result: Data received from the ND Law Enforcement Academy was analyzed by support services and the numbers were calculated using the 4/5ths rule. The results showed the pass rate for females (44%) divided by the pass rate for males (97%) equals 45%, which is well below 80% or 4/5ths. Completed January 2024.

2024 Goal: Conduct department in-service training for non-sworn employees.

Result: Non-sworn in-service provided virtually on November 6th, 2024

LEVERAGE AVAILABLE TECHNOLOGY

FIELD OPERATIONS

2024 Goal: Work with Upper Great Plains Transportation Institute to complete a safe system truck crash analysis by January 31, 2025.

Result: A winter driving study was completed on November 21, 2024.

2024 Goal: Explore the use of sUAS technology on the capitol grounds using beyond line of sight capabilities

Result: Due to funding, sUAS technology was not updated in 2024.

ADMINISTRATIVE SERVICES

N/A

SUPPORT SERVICES

2024 Goal: Implement learning and academy management software.

Result: Completed September 2024.

2024 Goal: Request funding for State's Attorney Portal enhancements.

Result: Funding secured, enhancements made throughout 2023-25.

2024 Goal: Outfit entire agency with Motorola APX 8000 portable radios.

Result: Completed summer 2024.

2024 Goal: Outfit entire agency with Motorola APX 8500 mobile radios.

Result: Completed fall 2024.

2024 Goal: Formed NDHP Tech Team.

Result: Team formed and met May 29th, 2024.

COLLABORATIVE SYSTEMS REVIEW

On October 2, 2024, NDHP leaders attended a collaborative systems review to accomplish the following:

- Work together as a leadership team to develop and revise goals and objectives.
- Ensure the goals and objectives in the Multi-Year Plan are cohesive.
- Identify objectives that were completed by the end of 2024.
- Identify objectives that will not be completed by the end of 2024.
- Update or eliminate objectives that will not be completed by the end of 2024.
- Identify other accomplishment for the year 2024.
- Identify and develop strategic goals for 2025 through 2029.
- Update and modify operational objectives for 2025-26.

The following employees attended the collaborative systems review:

Colonel Brandon Solberg – Superintendent
Major Aaron Hummel – Chief of Staff
Major Tom Iverson – Chief of Operations
Captain Adam Dvorak – Support Services Commander
Captain Derek Arndt-Administrative Services Commander
Lieutenant Ryan Duletski – Assistant Operations Commander
Sergeant Evan Savageau – Planning Officer
Rachel Bitz – Planning Analyst

On January 30th, 2025, NDHP leaders attended a follow-up collaborative systems review to finalize this report:

Major Aaron Hummel – Chief of Staff
Major Tom Iverson – Chief of Operations
Captain Adam Dvorak – Support Services Commander
Captain Derek Arndt-Administrative Services Commander
Sergeant Jenna Clawson-Huibregtse Public Information Officer
Sergeant Evan Savageau – Planning Officer
Rachel Bitz – Planning Analyst