



NORTH  
**Dakota**  
Be Legendary.™

Highway Patrol

# 2020-2024

## MULTI-YEAR PLAN

# Mission, Vision, Values

## Mission

The mission of the North Dakota Highway Patrol (NDHP) 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 is comprised of 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.

There are 197 authorized positions: 159 sworn officers and 38 civilian employees. The NDHP enforces laws governing criminal, traffic, and size and weight offenses in North Dakota. Primary responsibilities include:

- Deterring traffic violations through enforcement and high visibility
- Investigating vehicle crashes
- Promoting safe driving practices through education
- Providing law enforcement services to maintain public safety
- Administering a commercial motor vehicle safety program

The NDHP has jurisdiction on roadways open to the public and state-owned and leased property such as the capitol grounds. The NDHP is responsible for security and protection for the Governor, the Governor's immediate family, officials next in order of succession to the office of Governor, the Legislative Assembly while in session, and the Supreme Court.

The LETA, located in Bismarck, provides basic training to new peace officers and correctional officers. The LETA also provides advanced training to law enforcement officers. Certifications and curriculum offered at the LETA must meet criteria established by the North Dakota Peace Officer Standards and Training Board.

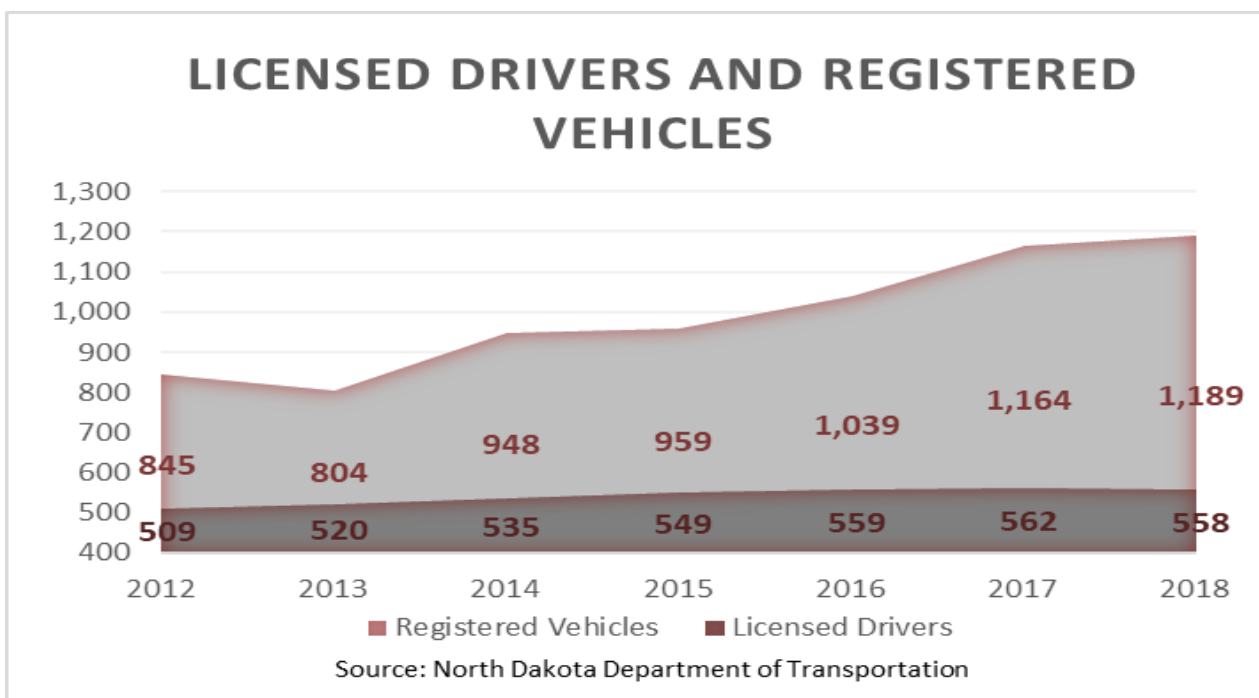
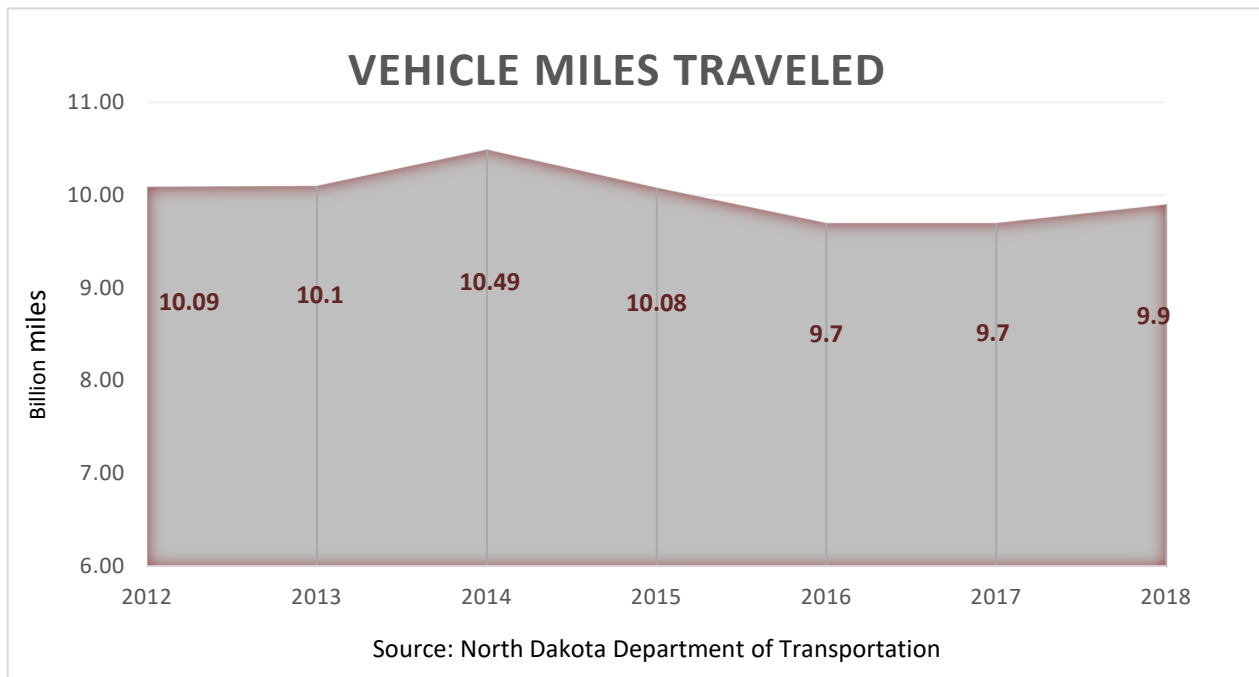
The NDHP has a fixed-wing aircraft equipped with infrared equipment to assist law enforcement agencies with search and rescue efforts and other special operations such as the apprehension of fleeing suspects.





## Environmental Assessment

North Dakota has the highest number of road miles per capita in the nation: with 106,978 miles of roadway, which is approximately 142 miles for every 1,000 people or 673 miles per trooper. State and federal highways cover 7,414 miles which is approximately 47 miles of roadway per trooper. While the number of licensed drivers, registered vehicles, and vehicle miles traveled increase, so should the number of authorized trooper positions.

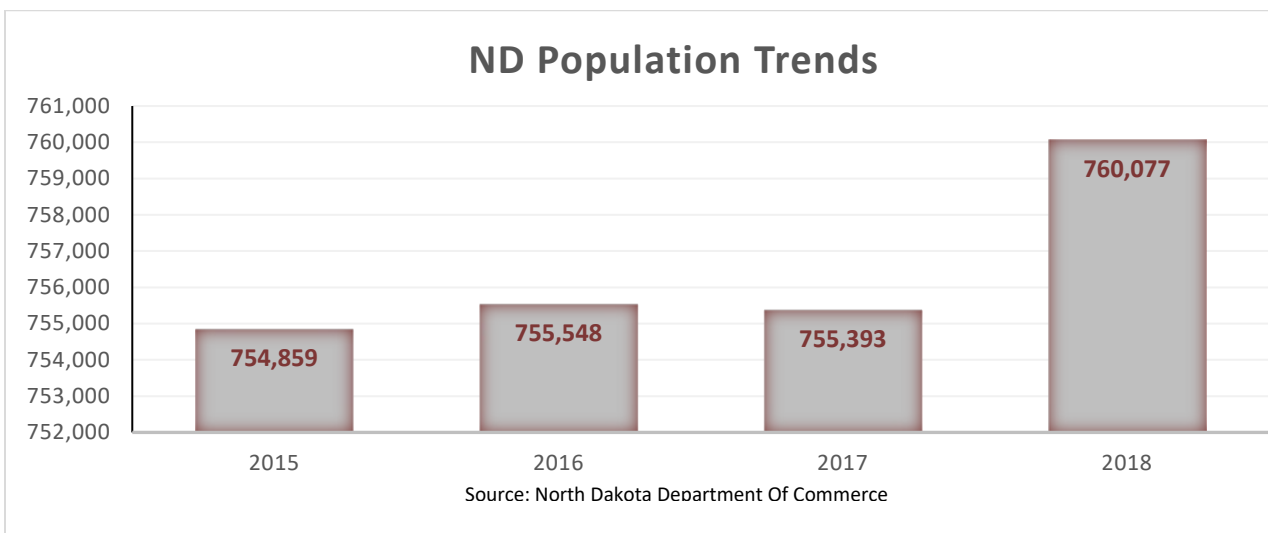
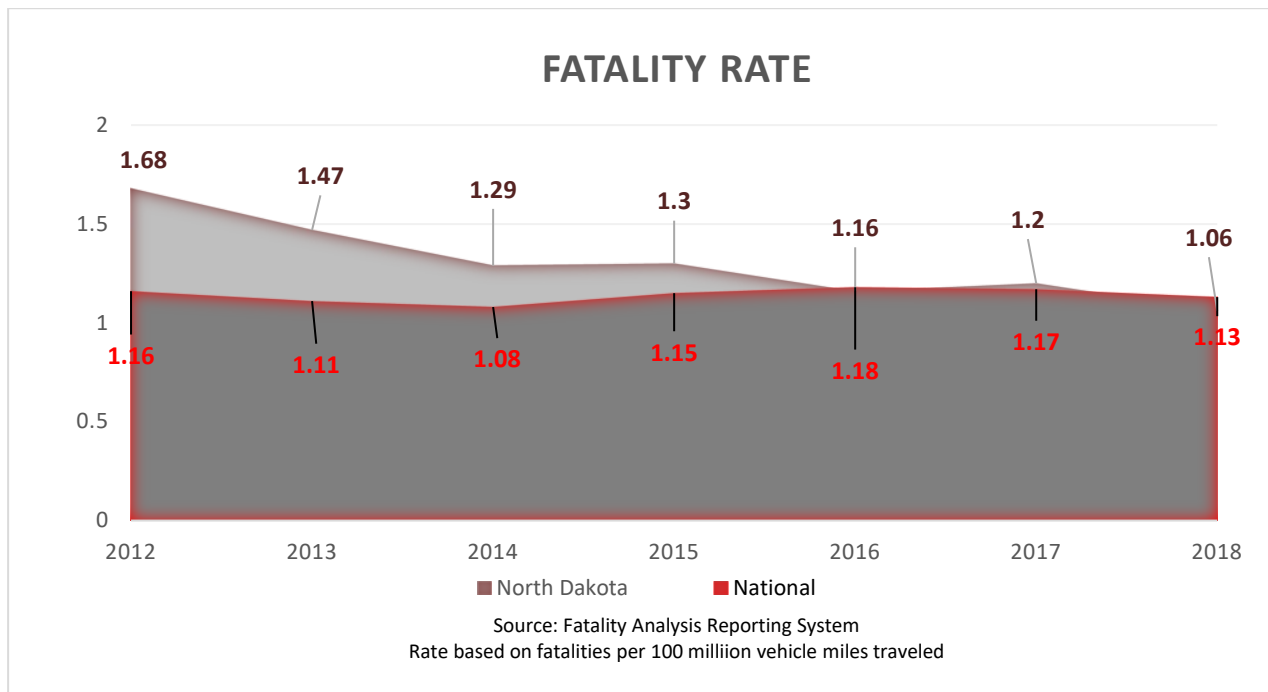


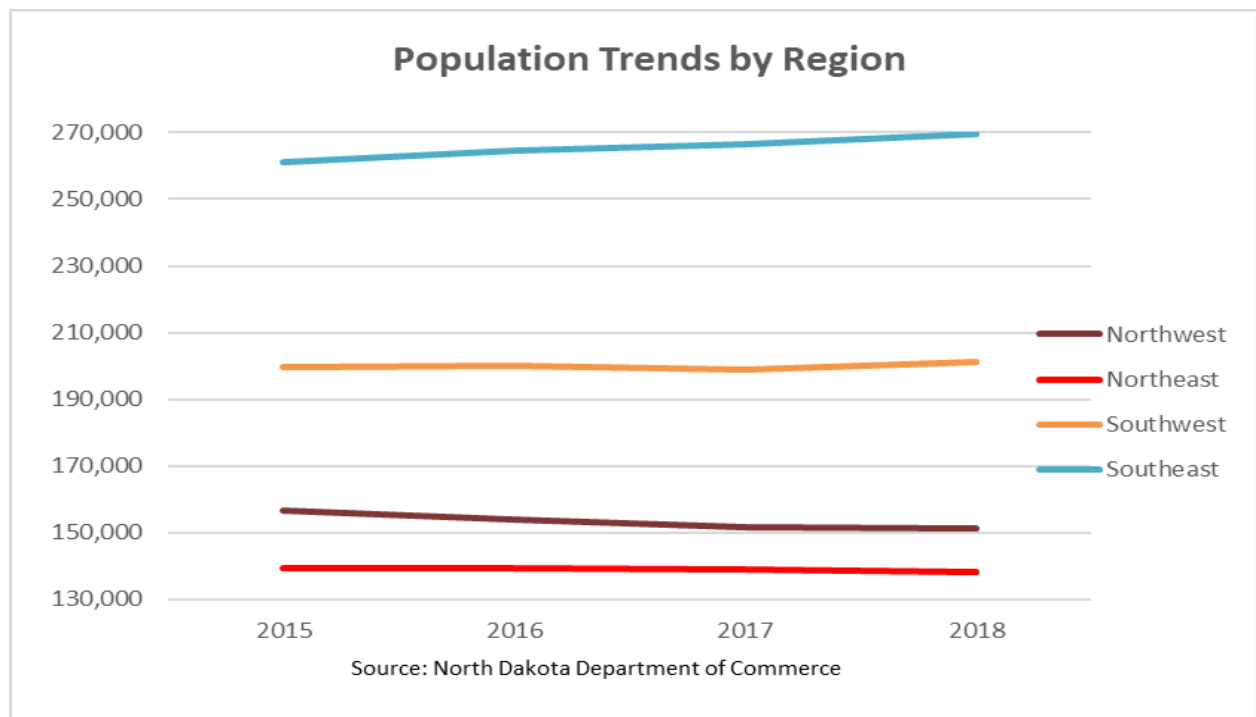


## Environmental Assessment *(cont.)*

The NDHP has always worked diligently to decrease the fatality rate with an ultimate goal of zero fatalities. The statewide population has increased 0.53% from 2015 to 2018. The southeast region showed the largest increase: 3.4% from 2015 to 2018.

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.





## Projected Needs Assessment

The NDHP evaluates staffing levels and monitors growth trends in areas such as population and calls for service. The NDHP faces recruitment and retention challenges similar to most North Dakota law enforcement agencies. The NDHP has adapted processes based on available resources to continue providing high quality public safety services.

### 2019 Authorized Positions

Sworn: 159  
Capitol Security: 8  
Motor Carrier: 4  
Support: 26  
**197 Total**

### 2023 Projected Authorized Positions

Sworn: 169 (+10)  
Capitol Security: 8  
Motor Carrier: 4  
Support: 24 (-2)  
**205 Total**

## Capital Improvements

The NDHP has identified the need for a new public safety training facility in Bismarck consisting of classrooms, a dormitory, a multi-purpose room, and a cafeteria to meet the growing needs of law enforcement training statewide.

## Equipment/Technology

The NDHP plays an important role in the statewide interoperable radio network (SIRN) project, and the agency will participate in the testing and evaluation of new radio software and equipment.

To improve crash reconstruction abilities, the agency will purchase unmanned aerial vehicles (UAV's) to supplement current technology and equipment used by the crash reconstruction team. The agency will research available technology for roadside and evidentiary testing to detect drug impairment to enhance impaired driving enforcement.



<b>Equipment Replacement Schedule</b>			
<b>Type</b>	<b>Lifecycle/Years</b>	<b>Last Cycle</b>	<b>Replacement Cycle</b>
Emergency lighting	10	2015	
Mobile radios	10	2016-2018	
Portable radios	6	2013	
Traffic radar	5	2018	1/5 per year
Lidar	6	2016	
In-car video	5	2019	1/5 per year
Tasers	5	2018	
Soft Body Armor	5	2019	Varies depending on purchase date
Hard Body Armor	5	2016	
Laptop/desktop	5	2019	1/5 per year
Tablets	5	2019	
Laptop Docking Station	7*	2014	
Vehicles	5	2019	1/5 per year
Fixed scale electronics	10	2015	
Portable Scales	7	2014	
Printers	4	2015	
Scanners	4	2016	
Tire Deflators	7	2000	
Rifle	10	2015	
Shotguns	10	2007	
Handguns	10	2017	
Airplane	15	2008	
FLIR	10	2019	
Safety Net Server	6	2019	

\*Based on compatibility with laptops





## **Strategic Plan**

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.

### **Strategic Goals**

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 the following operational objectives:

- Actively patrol highways and remain highly visible
- Enforce traffic laws with a primary focus on crash-causing violations
- Thoroughly investigate crashes
- Detect and deter impaired driving and other criminal activity
- Protect highway infrastructure and provide for the safe movement of goods and services
- Provide professional law enforcement services to the public



## 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 construct a new law enforcement training academy
4. Continue to respond to calls for service and emergency situations statewide

### Operational Objectives

- Request funding for a law enforcement training academy during the 2021 legislative session
- Support expansion of geofencing technology for commercial motor vehicle pre-screening locations



# Provide Public Safety

## Overview

Maintaining public safety statewide is a priority for the NDHP. The NDHP has an emphasis on traffic safety, crash reduction, and criminal interdiction. Through enforcement, commercial motor vehicle inspections, and education efforts, the primary focus is to reduce fatality and serious injury crashes. Enforcement efforts center 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 83.7% 2019 compared to 82.5% in 2018. Approximately 48% of 2018 fatal crash victims were unrestrained, a 7% decrease from 2017.

## Strategic Goals

1. Increase statewide seatbelt use on all roadways by actively enforcing safety restraint laws
2. Increase public awareness about the hazards of speeding, failing to wear a seatbelt, driving impaired, and driving distracted
3. Enhance commercial motor vehicle transportation safety
4. Continue historical emphasis on zero fatality crashes by concentrating enforcement and education efforts on driver behavior and personal responsibility
5. Consider Vision Zero goals when planning special enforcement activities and scheduling resources
6. Detect and deter criminal activity occurring on roadways
7. Respond to emergency calls for service from the public and other law enforcement agencies
8. Increase the real-time sharing of information with the public through social media
9. Participate in the First Lady's initiative to address substance use disorders
10. Provide the public with information about safety campaigns and humanizing activities through social media
11. Complete and follow weekly schedules to have the greatest impact on enhancing both public and traffic safety using overtime and regular hours
12. Analyze each vacant position for reassignment or relocation
13. Participate in national traffic safety enforcement campaigns

## Operational Objectives

- Update the commercial motor vehicle safety plan by August 1, 2020
- Update the state size and weight plan by July 1, 2020
- Participate in statewide interoperability executive committee meetings to monitor the implementation of a new statewide radio network to enhance public safety communications
- Send out one safety message per month on Facebook – Trooper 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 50,000 by 2021
- Form a DUI Enforcement Team to impact impaired driving
- Participate in the national Click It or Ticket enforcement campaign during three designated high-visibility enforcement periods



## Operational Objectives *(cont.)*

- Participate in the national Drive Sober or Get Pulled Over enforcement campaign
- Research dashboard options to display real-time traffic safety data for officers
- Participate in Vision Zero Safety Corridor enforcement efforts and analyze data
- Increase participation in Vision Zero and identify NDHP membership on the executive committee, steering committee, and priority emphasis teams
- Complete a resource analysis and deployment study of both sergeant and field patrol officer positions before the 2021 legislative session
- Conduct 64 alcohol enforcement shifts and eight sobriety checkpoints
- Reduce the commercial motor vehicle fatality rate to 0.17 fatalities per 100 million vehicle miles traveled in fiscal year 2020
- Continue to work toward Level II Commercial Vehicle Safety Alliance (CVSA) certification for all field patrol officers



# Enhance Relationships

## Overview

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

Current technology allows access to 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 engage the media, schools, and community organizations to enhance relationships and bolster education efforts
6. Strengthen relationships with tribal partners 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 demands and successfully deliver services
10. Provide advanced training to federal, state, tribal, and local law enforcement agencies

## Operational Objectives

- Provide a Leadership in Police Organizations course
- Provide a bias-based profiling course to all NDHP sworn officers
- Partner with the motor carrier industry to conduct safety presentations and training sessions as stated in the commercial motor vehicle safety plan
- Continue to meet with leaders of all tribal communities in North Dakota through the cultural liaison officer program
- Work toward finalizing the agency's first law enforcement agreement with a tribal nation
- Task the cultural liaison officer to visit public, private, and tribal schools to enhance applicant diversity
- Provide cultural training to NDHP officers through the cultural liaison program
- Conduct one youth academy
- Complete at least 300 safety talks statewide
- Research professional strategic planning options
- Request funding for a crash assistance program during the 2021 legislative session



# Enhance Employee Welfare

## Overview

The NDHP values its employees and endeavors to ensure transparency and fairness. Employee duties, responsibilities, and compensation are periodically reviewed. The agency provides the training and tools necessary for employees to successfully fulfill their role.

## Strategic Goals

1. Evaluate employees based on overall work performance
2. Assess professional development interests that benefit both the employee and the agency
3. Mentor and coach employees for a successful career with the agency
4. Revive a supervisor training program, targeting new sergeants and those interested in promotion
5. Evaluate resources and scheduling to meet future needs
6. Improve focus on employee wellness, in particular those involved in critical incidents
7. Remain competitive with employee salaries and benefits
8. Continue to improve employee engagement and participative decision making

## Operational Objectives

- Incorporate supervisor input and update duty-specific training for new supervisors
- Implement a “leadership everywhere” training plan
- Provide Northwestern University School of Police Staff and Command or FBI National Academy training to pending commanders
- Continue sworn, civilian, and supervisor employee engagement committee meetings
- Address high priority action items from employee suggestions
- Conduct “all hands” meetings semi-annually to engage employees on a regular basis
- Analyze a new work performance evaluation system developed by the ad hoc performance workgroup
- Continue a regular cadence of meetings across all department levels
- Implement a comprehensive wellness program to increase employee awareness of the services available
- Research on-call and location-based pay options
- Enhance the performance bonus program



## 2019 Achievements

The following 2019-2023 Multi-Year Plan goals were achieved:

### Training

- Provided enhanced use of force training for the NDHP and other agencies
- Provided one Leadership in Police Organizations course
- Provided bias-based profiling training to all NDHP sworn officers
- Partnered with the motor carrier industry to conduct safety presentations and training sessions as stated in the commercial motor vehicle safety plan
- Provided leadership training opportunities to employees interested in promotion
- Successfully hosted the Eight States Conference in Grand Forks

### Administrative

- Reviewed and updated the master personnel map by June 2019
- Researched the concept of a combined security center consisting of the Heritage Center and NDHP Capitol Security in 2019
- Implemented a revised performance appraisal process in 2018-2019
- Continued sworn and civilian employee engagement committee meetings and created a supervisor engagement committee
- Conducted the agency's first all-hands meeting
- Researched enhanced life insurance coverage options for sworn personnel
- The NDHP was the first state highway patrol agency in the nation authorized to operate UAS over people
- Worked with the ND Sheriffs & Deputies Association, ND Chiefs Association, Game & Fish, BCI, Parole & Probation, and the legislative assembly to enhance the highway patrol's jurisdiction in century code during the 2019 legislative session
- Implemented statewide universal HR policies
- Updated grievance and discipline policies and clarified language related to due process

### Community Outreach

- Tasked the cultural liaison officer to visit public, private, and tribal schools to enhance applicant diversity
- Met with leaders of all tribal communities in North Dakota through the cultural liaison officer program
- Attended the "Strengthening Tribal, State, and Federal Relationships and Partnerships" conference
- Attended meetings with MHA, Turtle Mountain, and Spirit Lake tribal council members to facilitate discussion of law enforcement MOUs on tribal lands
- Sent out four safety messages per month on Facebook – Tuesday Tip
- Provided up-to-date hazardous road reports to the public through social media as conditions changed
- Grew the NDHP Facebook page to over 45,000 likes
- Updated and advertised the NDHP survey through social media to solicit participation
- Conducted one youth academy
- Completed over 375 safety talks statewide
- Completed a "Work Worth Doing" podcast with Governor Burgum
- "No Shave November" was a success with \$6,600 raised for St. Jude's



## Recruitment & Retention

- Implemented a notification process for potential trooper candidates which allows interested individuals to register and be notified of the initiation of a hiring process
- Completed trooper to sergeant and sergeant to lieutenant promotional processes and developed 18-month eligibility lists
- Completed a hiring process to secure 18 recruit troopers
- Completed a new recruitment video to enhance recruitment activities

## Safety & Security

- Enhanced the security camera system on the capitol grounds
- Reduced the commercial motor vehicle fatality rate to 0.17 fatalities per 100 million vehicle miles traveled in fiscal year 2019
- Updated the commercial motor vehicle safety plan by August 1, 2019
- Updated the state size and weight plan by July 1, 2019
- Participated in the highly autonomous vehicle interim study committee
- Participated in statewide interoperability executive committee meetings in 2019 to monitor the selection of a new statewide radio network to enhance public safety communications
- Established an ad hoc workgroup to research traffic enforcement performance measures

## Budgetary

- Requested funding to start an unmanned aerial vehicle program during the 2019 legislative session
- Requested funding to add a classroom onto the existing indoor range during the 2019 legislative session
- Received the largest possible discounts in risk management and workers compensation discount programs

## Sworn/Patrol

- Created a statewide Drug Recognition Expert and Standardized Field Sobriety Testing coordinator position
- Created a motor carrier operations coordinator position
- E-warrants were added to several portions of the state
- Participated in several overtime programs:
  - Click-It or Ticket occupant protection overtime
  - Alcohol enforcement overtime
  - MSCAP overtime enforcement for ASPEN inspections
  - Border enforcement program
  - Construction zone overtime
- 2018 to 2019
  - 4.2% reduction in fatal crashes
  - 12.2% decrease in DUI arrests
  - 25.3% decrease in alcohol-related citations
  - 11% increase in total speed contacts
  - 0.4% increase in total right-of-way contacts
  - 18% increase in calls for service
- Provided statewide evidence destruction procedures in cooperation with ND Department of Environmental Quality and ND Bureau of Criminal Investigation





## Training/Welfare

- Implemented lead exposure testing for all sworn officers
- Chief pilot obtained remote pilot certification and attended training in South Dakota
- Combined the female work group, pay and benefits committee, and training and personnel committee into one human resources committee focused on recruitment and diversity
- Provided "VALOR for Blue" series of wellness training to all sworn officers
- Developed a performance bonus program and policy with bonuses issued to nominated and eligible employees
- Participated in the development of "Leadership Everywhere" courses offered to all state employees
- FBI Law Enforcement Executive Development Association (LEEDA) training offered to sergeants and commanders
- Reclassified sergeant and commander positions
- Implemented a new electronic performance appraisal process
- Enhanced the supplemental accidental life insurance policy available to employees
- Provided enhanced use of force training to sworn officers and provided force science training to nine use of force instructors
- Provided desert snow training to 13 sworn officers
- Provided Advanced Roadside Impaired Driving Enforcement (ARIDE) training to 15 sworn officers
- Provided training to 17 traffic enforcement troopers to conduct Commercial Vehicle Safety Alliance (CVSA) level 2 inspections
- Peer support training provided to two Critical Incident Stress Management (CISM) trained officers
- Conducted department in-service training for all sworn and non-sworn employees
- Obtained additional Pursuit Intervention Technique (PIT) training vehicles
- Participated on the SIRN contract negotiation team

## Equipment/Software Purchases and Upgrades

- Purchased new collapsible batons
- Installed 4G amps in patrol vehicles
- Installed new printers and housings in patrol vehicles
- Installed new LED bulbs and issued new batteries for all flashlights
- Secured funding and purchased smartphones for troopers
- Purchased radio boxes for Chevrolet Tahoes
- Updated the capitol and LETA camera security system
- Purchased two new portable weigh-in-motion truck weighing systems
- Upgraded the scale certification equipment
- Converted handguns to compact size for use on dignitary protection details
- Developed an ARIES evidence module
- Purchased and installed a new FLIR for the NDHP aircraft
- Purchased and equipped a new UTV for capitol security
- Purchased and issued an NDHP training uniform
- Purchased updated physical fitness equipment for the LETA
- Upgraded inventory software to Asset Panda
- Completed FileNet integration
- Purchased hand-held scanners compatible with ARIES, TraCS, and ASPEN
- Purchased use of force training equipment for the LETA and the regional offices



- Updated crash data retrieval (CDR) software and equipment for the crash reconstruction team
- Purchased two robotic total stations for CRT
- Researched and tested Nuance transcription software and equipment
- Implemented Microsoft Teams software for all personnel
- Emergency Vehicle Operations Course (EVOC) cement parking pad constructed near garage
- Emergency Vehicle Operations Course (EVOC) parking lot and driving pad resurfaced
- Updated classroom audio/visual technology at the LETA
- Upgraded LETA classroom furniture, carpet, and paint
- Upgraded beds at LETA
- Installed air conditioning in LETA multi-purpose room
- Completed upgrades at West Fargo, Joliette, Beach, and Williston weigh inspection stations
- Installed additional heating at the indoor range

### **Legislative**

- Testified on several bills such as primary seat belt, discipline, and security records
- Revived public safety training facility planning with a study being added to the NDHP's budget bill
- UAV funding approved and NDCC updated to allow state agencies to purchase UAVs
- Secured funding to complete LETA phase I and to purchase a use of force simulator
- Ability to conduct DUI checkpoints remained intact
- DUI/implied consent law has been clarified
- Enhanced charge for fleeing a peace officer
- Increased fine from \$20 to \$40 for disregarding stop sign or yield sign

## **Collaborative Systems Review**

On December 4, 2019, managers attended a collaborative systems review to accomplish the following:

- Work together as department leaders to develop and revise goals and objectives
- Ensure the goals and objectives in the Multi-Year Plan work together
- Identify objectives that were completed by the end of 2019
- Identify objectives that will not be completed by the end of 2019
- Update or eliminate objectives that were not completed by the end of 2019
- Update and modify upcoming objectives for 2020
- Identify and develop new objectives for 2020 through 2024
- Identify accomplishment for the year 2019

### **Attending:**

- Colonel Brandon Solberg – Superintendent
- Major Aaron Hummel – Chief of Staff
- Major Tom Iverson – Chief of Operations
- Captain Jody Skogen – Administrative Services Division Commander
- Lieutenant Adam Dvorak – Assistant Operation Commander
- Sergeant Shannon Henke – Planning Officer
- Norman Ruud – Planning Analyst