



2022-2026

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.

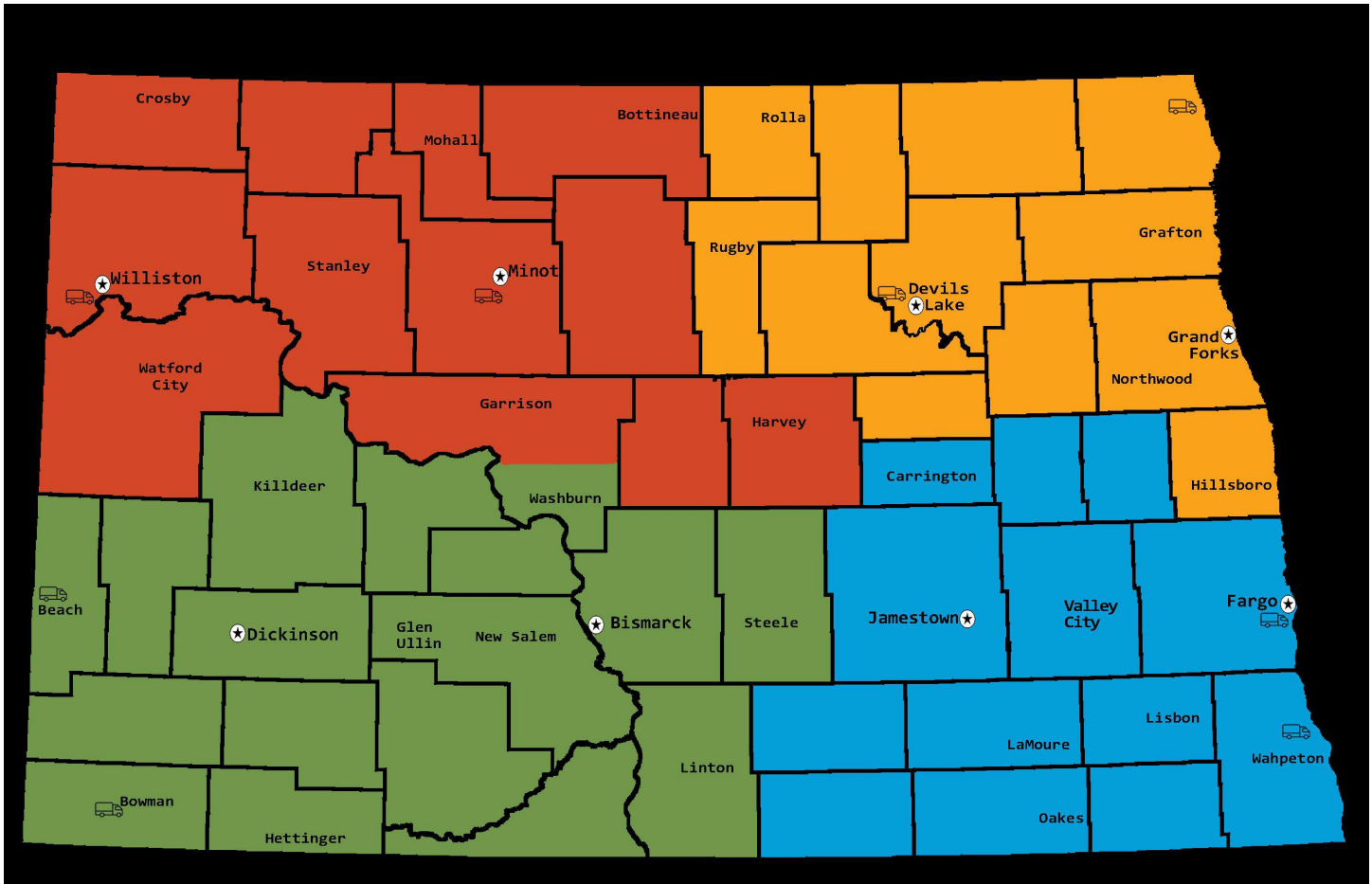
Vision

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



Field operations consists of four 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 193 authorized positions: 159 sworn officers and 34 civilian employees.

The NDHP enforces laws governing criminal, traffic, 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 commercial motor vehicle (CMV) safety program

The NDHP has full police jurisdiction on state-owned and leased property such as the capitol grounds. The NDHP provides security and protection for the governor of North Dakota, the governor's immediate family, elected government officials, the legislative assembly while in session, and the North Dakota Supreme Court.

The LETA is located in Bismarck and provides basic and advanced training for 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 search and rescue, riot and crowd control, dignitary protection and security, emergency assistance with disturbances, and natural disaster response.
- 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): 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, recruitment, and 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 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.
- Aircraft: 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 enforcing 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/crime victims and their families and other agencies, courts, or personnel.

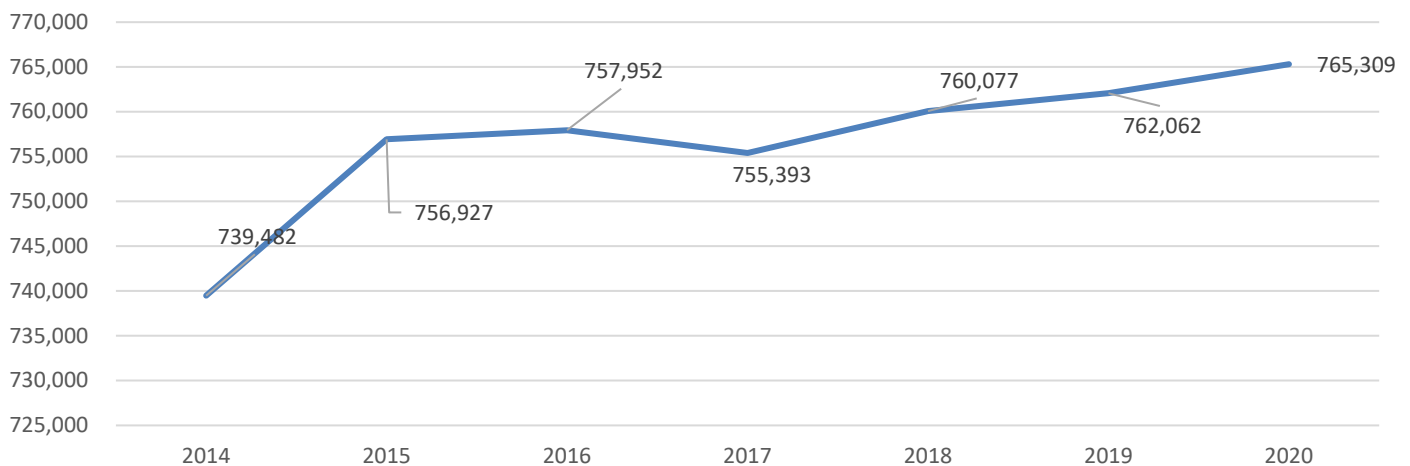
Environmental Assessment

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.

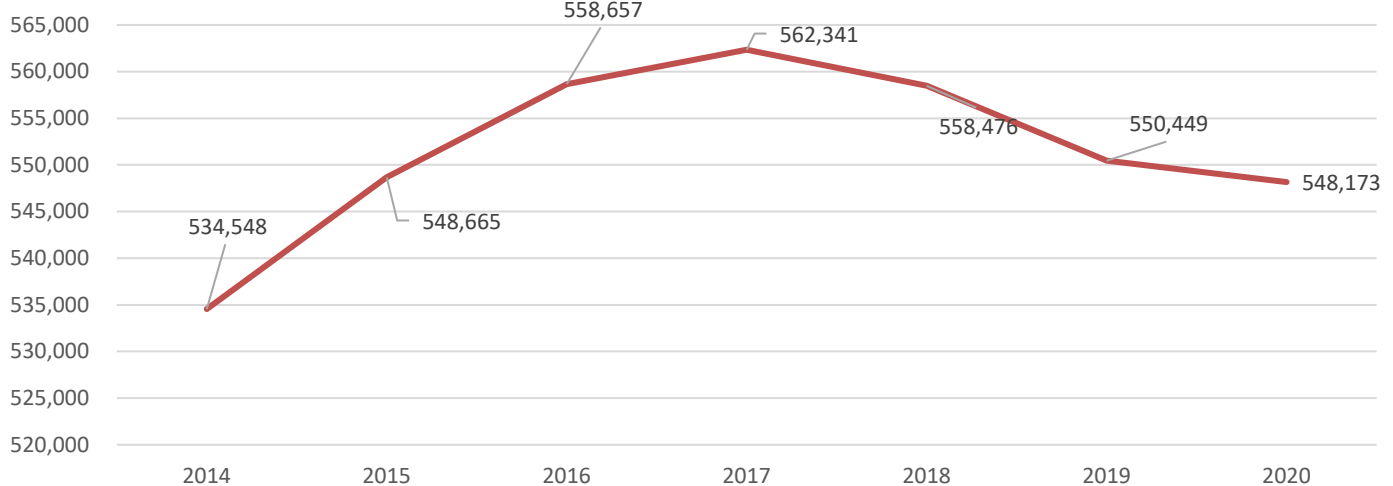
While the state’s population and the number of licensed drivers and registered vehicles continue to trend upward, the number of authorized trooper positions has decreased from a high of 172 to 159.

The state’s population increased 3.5% from 2014 to 2020. The northwest region saw the largest population increase of 3.1%. 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.

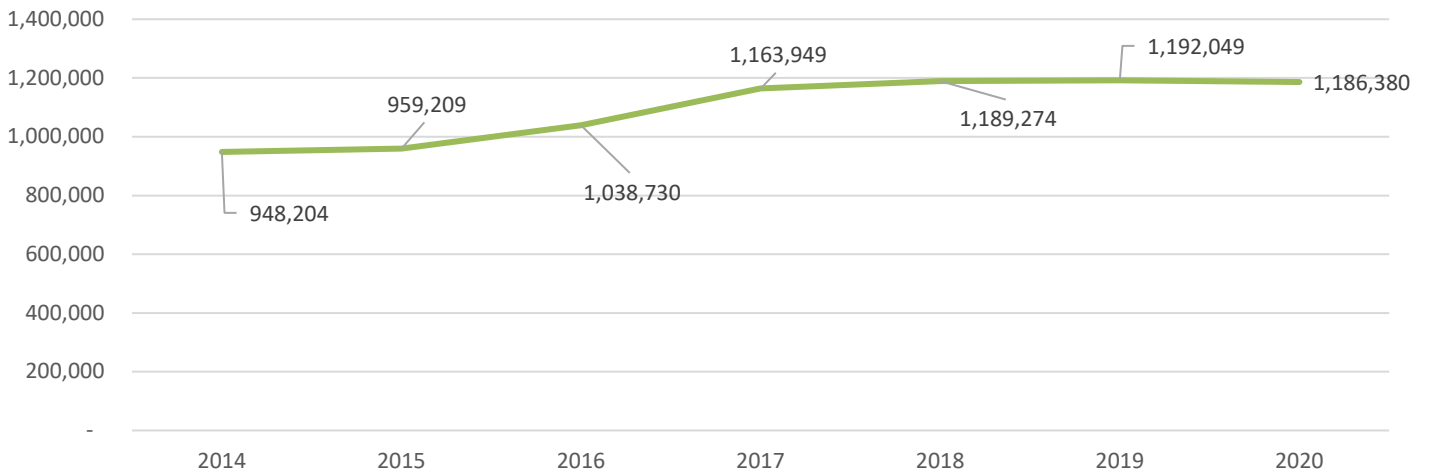
North Dakota Population 2014-2020



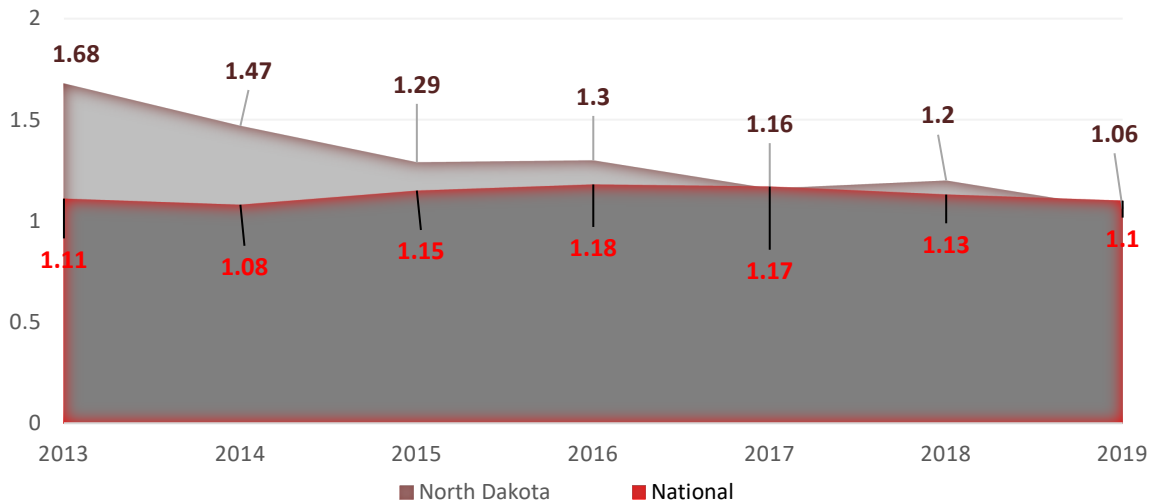
Licensed Drivers 2014-2020



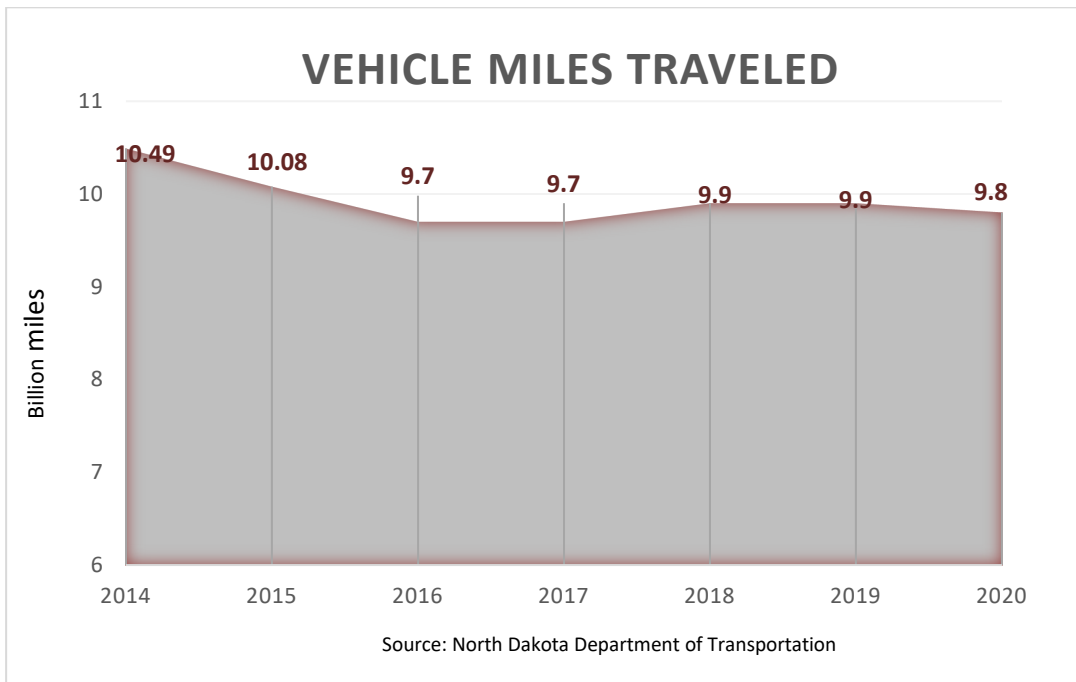
Registered Vehicles 2014-2020



FATALITY RATE



Source: Fatality Analysis Reporting System. 2020 data not available at time of publication.
Rate based on fatalities per 100 million vehicle miles traveled



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.

2022 Authorized Positions

Sworn: 159
 Capitol Security: 6
 Motor Carrier: 4
Support: 24
193 Total

2026 Projected Authorized Positions

Sworn: 169 (+10)
 Capitol Security: 6
 Motor Carrier: 4
Support: 24 (+1)
204 Total

Capital Improvements

The NDHP is responsible for operating the LETA which trains peace officers from multiple law enforcement agencies. The NDHP has explored options to modernize law enforcement training facilities since 2011 and 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 continue providing effective public safety training. The NDHP received funding to update LETA dormitories and restrooms.

Equipment/Technology

The presence of COVID resulted in substantial changes such as administrative staff transitioning to a telework environment, officers having to adjust their tactics to limit physical contact, and everyone increasing the use of personal protective equipment.

Strategic Plan Goals

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

The following strategic goals are evaluated and discussed annually:

- 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 demands throughout the state. Modern facilities are required to maintain compliance with national standards and training and to operate effectively and efficiently. The NDHP maintains an emphasis on motor carrier safety 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

- Collaborate with the North Dakota Department of Transportation (DOT) in 2022 to plan for enhanced scale facilities and staffing to better protect highway infrastructure throughout the state
- Complete a top-level design for the Commercial Information Exchange Window (CVIEW) project in 2022
- Explore options for office space in Minot and Devils Lake in 2022
- Complete a design document for dormitory and bathroom upgrades at the LETA in 2022
- Update title for LETA property in 2022
- Work with NDIT and agencies within the capitol to upgrade card access controllers and video software in 2022
- Refine process for upfitting vehicles in 2022

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 goal is to prevent fatality and serious 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 also poses a significant danger. 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 while enhancing public safety through effective utilization of available resources
- Participate in the First Lady's initiative to address substance use disorders
- Provide the public with information about safety campaigns and humanizing activities through social media

Operational Objectives

- Provide up to date hazardous road reports to the public through social media as conditions change
- Complete resource analysis and deployment studies of both sergeant and field officer positions in 2023
- Consider Vision Zero goals when planning special enforcement activities and scheduling resources in 2022
- Increase the sharing of information with the public through social media in real-time
- Participate in the national Click It or Ticket enforcement campaign during three designated high-visibility enforcement periods in 2022
- Complete and follow weekly schedules to have the greatest impact on enhancing public safety using overtime and regular hours
- Analyze each open position for reassignment or relocation
- Increase social media messaging specific to distracted and impaired driving throughout 2022
- Equip a less conspicuous patrol vehicle in the Fargo area for distracted driving enforcement in 2022
- Base CMV patrol efforts on data provided by the Federal Motor Carrier Safety Administration (FMCSA) and DOT to impact crash causation violations
- Conduct four drug trafficking and overdose roundtables in the largest cities in 2022

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 are also effective methods to provide relevant safety information to the public.

Strategic Goals

- Assess stakeholder satisfaction through surveys
- 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 at schools and community organizations
- Enhance tribal engagement and relationships through the CLO program
- Expand community outreach and prevention efforts
- Actively participate in the recruitment of prospective NDHP employees
- Use resources effectively to meet customer service needs
- Provide advanced training to federal, state, tribal, and local law enforcement agencies

Operational Objectives

- Provide a bias-based profiling course to all NDHP sworn officers in 2022
- Partner with the motor carrier industry in 2022 to conduct safety presentations and training sessions as stated in the CMV safety plan
- Meet with leaders of the Spirit Lake Nation and Turtle Mountain Band of Chippewa to further discuss law enforcement agreements in 2022
- Task the CLO to visit public, private, and tribal schools to enhance applicant diversity in 2022
- Update and advertise the NDHP survey through social media to solicit participation in 2022
- Provide cultural awareness training to NDHP officers through the CLO program in 2022
- Conduct one youth academy in 2022
- Complete at least 275 safety talks statewide in 2022
- Attend career fairs, meet with student groups, and advertise openings through targeted social media to recruit qualified candidates in preparation for the 2022 NDHP training academy
- Continue to provide ongoing training as well as specialized training at the LETA in partnership with interested law enforcement agencies
- Build and strengthen relationships with narcotics task forces and tribal partners and share law enforcement information through the criminal interdiction team in 2022

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 involvement in decision making

Operational Objectives

- Implement an enforcement performance measurement in 2022 based on a recommendation provided by the performance work group with input from supervisors and external stakeholders
- Explore options in 2022 for commanders who need to complete advanced upper-level management training
- Continue to provide Leadership Everywhere training opportunities to all staff throughout 2022
- Revamp the sergeant orientation program in 2022
- Conduct at least one employee engagement workgroup meeting in 2022
- Use the online discussion board to solicit input for new ideas and act on those with the most support in 2022

Leverage Available Technology

Overview

The NDHP understands the importance of staying current with technology to enhance employee and program effectiveness. Program systems 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

- Collaborate with DOT and North Dakota Information Technology (NDIT) to develop a dashboard that would display useful information to officers such as traffic volumes, average speeds, and CMV weights
- Partner with NDIT and software providers to reduce redundant data entry
- Continually update and modernize software programs such as computer-aided dispatch (CAD), records management (Aries), and CMV permits systems
- Upgrade CAD, permits, sUAS, and Aries databases
- Implement a compatible mobile video system and data storage and access solutions
- Support implementation of the statewide interoperable radio network (SIRN 20/20)

Operational Objectives

- Identify software solutions and associated costs to reduce redundant data entry by the first quarter of 2022
- Meet with DOT and NDIT to discuss data sharing for the development of a dashboard in 2022
- Purchase new body cameras and replacement mobile video systems in 2022
- Purchase SIRN-compatible mobile and portable radios in 2022
- Provide SIRN training statewide to multiple public safety agencies in 2022
- Implement a new computer-aided dispatch system and provide statewide training in 2022

2021 Achievements

Provide a Secure Environment

- Updated the less lethal munitions stock to ensure the NDHP is prepared in the event of any civil disturbance
- Presented a public safety training facility study to legislators and requested project funding during the 2021 legislative session
- Expanded geofencing technology for CMV pre-screening locations
- Requested funding for replacement hard body armor and ballistic helmets during the 2021 legislative session

Provide Public Safety

- Provided enhanced use of force training for the NDHP and other agencies
- Provided bias-based profiling training to all NDHP sworn officers
- Successfully kept the training academy in operation to train new police officers during the pandemic
- Requested funding to start a criminal interdiction team during the 2021 legislative session
- Participated in several overtime programs:
 - Click-it or ticket occupant protection
 - Alcohol enforcement
 - CMV inspection
 - Construction zone
 - Speed

Enhance Relationships

- CLO continued to work on building relationships with tribal nations
- Attended several meetings with tribal leaders to discuss and work toward law enforcement mutual aid agreements
- Released 4-6 safety messages each month through social media platforms
- Grew NDHP's Facebook page to over 58,000 likes, Twitter to over 4,000 followers, and Instagram to over 2,700 followers
- Actively engaged with the public using social media through posts, comments, and direct messages
- Published a monthly activities report to provide the public with information about activities troopers are involved in across the state
- Provided current road reports during hazardous conditions through department social media platforms
- Conducted 295 safety talks statewide to various groups
- "No Shave/Nail Polish November" was a success with over \$8,000 raised for St. Jude Children's Hospital
- Helped promote the first responder toy and food drive in Bismarck, Fargo, and Williston which collected over 2,600 toys and hundreds of food in December 2021
- Conducted live social media Ask a Trooper events
- Assisted in the development of the Project Find Safe program for North Dakota in collaboration with Minot State University
- Partnered with the motor carrier industry to conduct safety presentations and training sessions as stated in the

CMV safety plan

- Met with the leaders of all tribal nations in North Dakota through the CLO program
- Conducted one youth academy
- Developed a crash assistance program focused on victim services and employee wellness

Enhance Employee Welfare

- Expanded services and training provided by the agency wellness committee
- Continued a performance bonus program with bonuses issued to nominated and eligible employees
- Participated in instructing Leadership Everywhere courses offered to all state employees
- Federal Bureau of Investigation (FBI) Law Enforcement Executive Development Association (LEEDA) training was offered to sergeants and commanders
- Continued to provide enhanced use of force training to sworn officers
- Provided peer support training to fourteen CISM-trained employees
- Conducted department in-service training for all sworn and non-sworn employees
- Obtained additional pursuit intervention technique (PIT) training vehicles
- Updated the appearance and uniform policy to modernize standards
- Formed a critical incident response team
- Formed an NDHP wellness committee
- Received equity funding for employee salaries during the 2021 legislative session
- Conducted employee engagement workgroup meetings for sworn, non-sworn, and supervisors
- Enabled employees to submit and rate ideas and suggestions on the NDHP intranet

Leverage Available Technology

- Purchased new laptops with webcams, improved speakers, and better screens allowing officers to attend meetings and training sessions virtually with interactive capabilities
- Equipped key NDHP facilities with improved webcams and other related technologies to improve communication and virtual hosting capabilities
- Procured equipment and developed processes to allow for administrative positions to work remotely from home when appropriate
- Updated the NDHP intranet to provide for more features that increase the two-way flow of information and requests between administration and the field
- Secured funding for body cameras and mobile video cameras
- Centralized the agency's administrative support staff by leveraging technology
- Secured funding for the CVIEW project
- Implemented NDIT unification
- Purchased mobile and portable radios to assist with the SIRN 20/20 statewide project
- Purchased downlink software to expand sUAS capabilities

Collaborative Systems Review

On November 30, 2021, 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 2021
- Identify objectives that will not be completed by the end of 2021
- Update or eliminate objectives that will not be completed by the end of 2021
- Identify other accomplishment for the year 2021
- Identify and develop strategic goals for 2022 through 2026
- Update and modify operational objectives for 2022 and 2023

Employees who attended the collaborative systems review:

- Colonel Brandon Solberg – Superintendent
- Major Aaron Hummel – Chief of Staff
- Major Tom Iverson – Chief of Operations
- Captain Eric Pederson – Support Services Division Commander
- Captain Jody Skogen – Administrative Services Division Commander
- Lieutenant Adam Dvorak – Assistant Operations Commander
- Sergeant Jenna Clawson-Huibregtse – Planning Officer
- Rachel Bitz – Planning Analyst
- Debbie Opp – Records Management Specialist