

2015 - 2019  
Multi-Year  
Plan





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# Mission, Vision, Values

## **Mission**

The mission of the Highway Patrol is to make a difference every day by providing high quality law enforcement services to keep North Dakota safe and secure.

## **Vision**

Public safety through quality service.

## **Values**

Loyalty	We will show allegiance to ourselves, our department, the state of North Dakota, our community, and to those who came before us and sacrificed so much to ensure the safety of our citizens.
Integrity	We are honest, responsible, and ethical. Citizens place the highest trust in the NDHP. Each member must recognize that they are held to a higher standard of accountability than the public. We must always be mindful to never violate the public trust. Our conduct, both on and off duty, must be beyond reproach.
Commitment	To fulfill the vision of the NDHP each employee must deliberately carry out their duties and responsibilities to the best of their abilities.
Respect	Because we are a diverse culture we value each other and all members of our community regardless of age, race, gender, appearance, individual beliefs or lifestyles. We will always show understanding, respect, and appreciation for our similarities and differences.
Professionalism	To be considered professional we must conform to the technical and ethical standards of our profession. Because we are highly trained and dedicated we are capable of handling the daily demands of law enforcement and devoting our full energy and talents to the department's vision.
Accountability	Employees at all levels and ranks must accept responsibility for their actions both in their personal life and in their professional life.

# Agency Overview



The patrol is divided into two main components: Field Operations and Administration. Field Operations consists of three divisions: Motor Carrier, East, and West. Administration consists of human resources, the Law Enforcement Training Academy, planning, property, procurement, information technology, finance, capitol security, safety and education, and Homeland Security. The NDHP has 213 authorized positions: 168 sworn and 45 civilian.

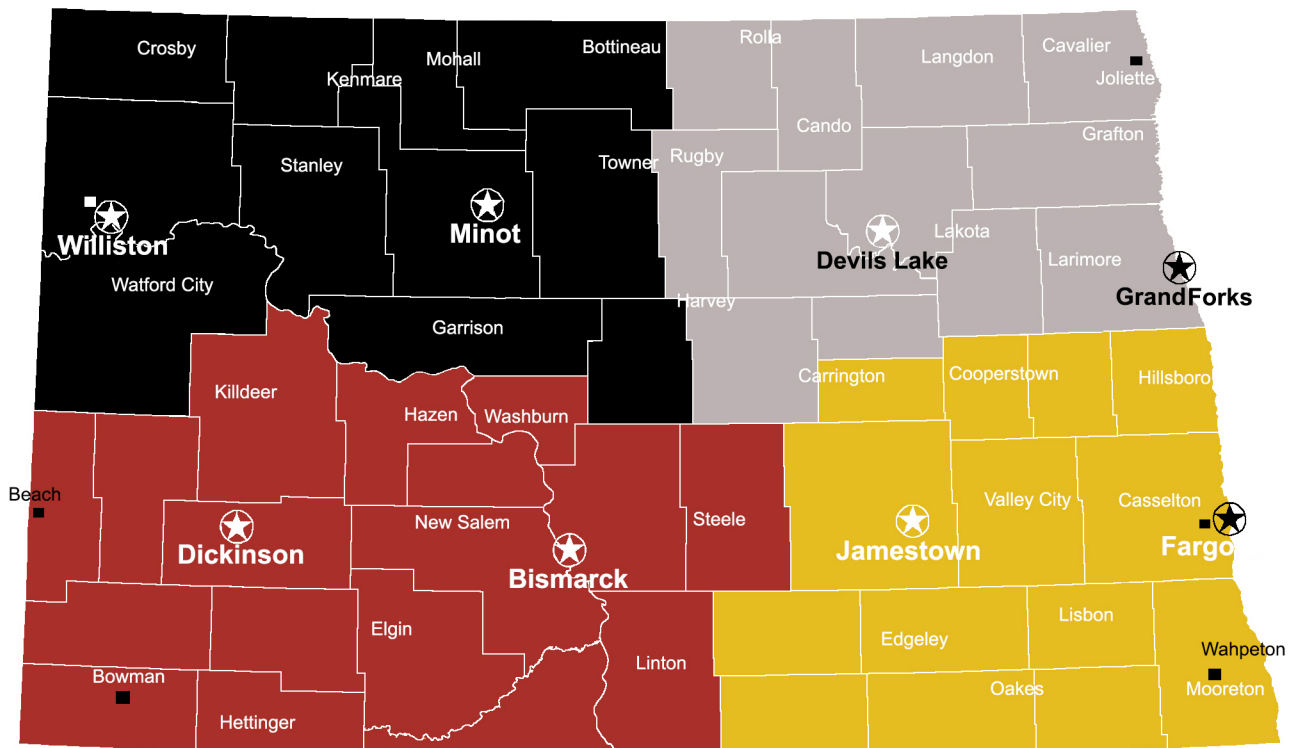
The patrol enforces laws governing criminal and traffic violations on streets and highways and those with regard to overweight and oversize vehicles. Other primary responsibilities include:

- investigating vehicle crashes
- promoting safe driving practices
- assisting other agencies that require law enforcement expertise
- inspecting school buses
- administering a federal commercial vehicle inspection program

In addition, the patrol has full police jurisdiction on state-owned and leased property, such as the Capitol grounds. The patrol is responsible for providing security and protection for the governor, the governor's family and other officials, the Legislature while in session, and the Supreme Court.

The Law Enforcement Training Academy provides basic and advanced peace officer and correctional officer basic training. Certification and curriculum offered by the LETA, located in Bismarck, must meet criteria established by the Peace Officer Standards and Training Board.

The patrol also has an aircraft equipped with infrared equipment to assist with search and rescue operations.





# Environmental Assessment

North Dakota has 106,670 total miles of road, equal to 156 miles per 1,000 people, the highest number of road miles per capita in the nation. Of these, 7,385 miles are U.S., state, and federal highways, leaving troopers with a large network of roadways to patrol. With the number of vehicle miles traveled increasing, it is an even greater challenge for our troopers to provide adequate coverage.

The number of licensed drivers in the state is steadily growing. This is significant for the Highway Patrol because while the population and roadway activity grows, the number of authorized trooper positions should also increase.

Vehicle Miles Traveled	
Year	Billions of Miles
2006	7.66
2007	7.66
2008	7.61
2009	7.94
2010	8.3
2011	9.16
2012	10.09
2013	10.1

Registered Vehicles and Licensed Drivers		
Year	Registered Vehicles	Licensed Drivers
2006	784,727	470,107
2007	789,062	472,145
2008	774,346	475,129
2009	728,376	479,921
2010	726,937	487,489
2011	889,213	496,543
2012	844,617	509,195
2013	804,332	520,083

Reducing the fatality rate is a priority for the Highway Patrol. Statewide population has increased 5.7 percent from 2011 to 2013. The region with the highest increase is the northwest, showing an increase of seven percent since 2011.

These increases pose challenges for the Highway Patrol. As urban areas grow and require more troopers, it is increasingly difficult to provide enough coverage to ensure a timely response in rural areas.

Fatality Rate		
Year	North Dakota	National
2006	1.45	1.42
2007	1.44	1.36
2008	1.37	1.26
2009	1.76	1.15
2010	1.26	1.11
2011	1.61	1.1
2012	1.68	1.13
2013	1.47	1.11

Population Trends				
Region	2011	2012	2013	% Change
Northwest	132,868	138,117	142,224	7.0
Northeast	135,278	136,541	140,846	4.1
Southwest	174,161	179,067	185,297	6.4
Southeast	242,433	245,903	250,865	3.5
Statewide	684,740	699,628	723,857	5.7

Data provided by US Census Bureau

Rate based on fatalities per 100 million vehicle miles traveled.

# Projected Needs Assessment



Because of continued population growth, increasing travel pressure, and rising number of calls for service, we continue to monitor staffing levels. The NDHP faces recruitment and retention challenges similar to other law enforcement agencies. We continue to adapt our processes to meet our needs.

January 1, 2015 Personnel Chart			
Classification	Authorized Positions	Present Positions	Vacant Positions
Sworn	168	157	11
Capitol Security	7	6	1
Motor Carrier	5	4	1
Support	33	31	2
Totals	213	198	15

Personnel Projections for Next 5 Years		
Classification	Authorized Positions	Projected Positions
Sworn	168	5
Capitol Security	7	0
Motor Carrier	5	-1*
Support	33	0
Totals	213	4

\*Converting one motor carrier civilian to sworn position.

## Capital Improvements

The NDHP will complete the construction of a new emergency vehicle operations driving pad and indoor weapons range in Bismarck to provide centralized training to public safety agencies in North Dakota.

We have identified a 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 training needs from law enforcement, fire, and EMS agencies statewide.

The NDHP's short-term goal is to relocate the outdated Devils Lake regional office. A long-term goal is to relocate the Minot regional office to a modern facility.

## Equipment/Technology

Based on the equipment replacement schedule and serviceability concerns, the agency is working to secure funding for mobile radios for the next biennium and working on the purchase of a skid car system.

To improve communication between employees stationed across the state, the NDHP will research video conferencing equipment.



Equipment Replacement Schedule			
Type	Life Cycle	Last Cycle Completed	Replacement Cycle
Emergency lighting	8 years	2015	
Mobile radios	10 years	2006	
Portable radios	6 years	2013	
Traffic radars	4 years	2014	1/4 per year
Lidar	6 years	2013	
Mobile video	8 years	2014	1/3 per year
Tasers	5 years	2013	
Laptops	4 years	2014	1/2 per biennium
Vehicles	48 months	2014	1/4 per year
Fixed scale electronics	10 years	2014	1/3 per biennium



# Strategic Plan Goals



The NDHP's strategic plan for the coming years is comprised of four goals that complement the operational objectives we strive towards daily. The following pages provide our long-term strategic goals and the short-term operational objectives to attain these goals.

This is a living document and will be evaluated and discussed annually.

1. Provide a secure environment
2. Public safety on the highways
3. Enhance relationships
4. Enhance employee welfare

## **Operational Plan Objectives**

Our agency is built on seven key operational objectives driving troopers to make a difference every day in North Dakota:

1. Concentrate efforts toward patrolling highways and remaining visible.
2. Reduce crashes through enforcement of crash-causing violations and investigate crashes when they occur.
3. Strictly enforce impaired driving laws and the resulting tragedies that occur on our highways.
4. Detect and deter criminal activity in our state.
5. Protect highway infrastructure and provide for the safe movement of goods and services through an effective motor carrier program.
6. Provide professional service to the public.
7. Hold individuals, not groups, accountable for their actions, good or bad.



# Provide a Secure Environment

## **Overview**

The Highway Patrol strives to meet the changing demands on law enforcement across the state. Capital improvements are needed to maintain compliance with national standards and training. Adequate, updated facilities are needed for the Highway Patrol to operate effectively.

## **Strategic Goals**

1. Evaluate the need for increased patrol coverage and personnel assignments.
2. Continue upgrades to provide modern, efficient law enforcement facilities, vehicles, and equipment.
3. Secure funding for phase II, consisting of a training facility building.
4. Enhance agency response to public safety concerns.

## **Operational Objectives**

1. Complete resource allocation and deployment study at the conclusion of the 2013-2015 biennium.
2. Complete indoor shooting range and driving pad by June 30, 2015.
3. Request funding for phase II of the public safety training facility plan during the 2015 legislative session.
4. Support the Department of Transportation with relocating the fixed scale inspection site near Williston by 2016.
5. Review and update master personnel map prior to May 2015 recruit class.
6. Participate in Highway 85 road safety review committee starting January 2015.

# Public Safety on Highways



## Overview

Keeping all traveling motorists safe is a priority for the Highway Patrol. We continue to place an emphasis on highway safety and crash reduction efforts. Consistently in North Dakota, major contributing factors to fatality and serious injury crashes include speed, right-of-way, lack of seat belts, and alcohol use. Severe winter weather also poses a significant danger. Increased traffic 24 hours a day, especially motor carrier traffic, has presented new challenges and created an emphasis on safety and enforcement of the motor carrier industry.

While statewide survey results show seat belt use to be slightly higher from past years (80.9 percent), approximately 53 percent of 2013 fatal crash victims were not restrained.

## Strategic Goals

1. Increase statewide seat belt use on all highways.
2. Increase public awareness of the hazards of impaired driving.
3. Enhance motor carrier transportation safety.
4. Concentrate enforcement efforts to impact driving behavior to reduce injury and fatal crashes.
5. Deter criminal activity related to transportation of drugs on public roadways.

## Operational Objectives

1. Reduce commercial motor vehicle fatality rate to 0.35 fatalities per 100 million vehicle miles traveled in 2015.
2. Provide TIMS training to Highway Patrol sworn officers by 2017.
3. Ongoing improvements to auto-routing during 2015 - 2017 biennium, including automated quarterly impedance updates and the ability to amend a permit.
4. Schedule and track criminal interdiction hours in 2015.



# Enhance Relationships

## Overview

The NDHP has many stakeholders, including motorists, taxpayers, the governor, legislators, the motor carrier industry, and other law enforcement agencies. These groups have influence on or have a vested interest in the patrol and its services.

Today's technology provides a wealth of information at our fingertips. By using technology to allow citizens to complete surveys, we are ensuring that our stakeholders have an opportunity to voice their opinion. Another effective method to reach stakeholders is by continuing to conduct traffic-related safety presentations and training sessions across the state. With these services, we continue to provide quality service to North Dakota citizens.

## Strategic Goals

1. Assess customer satisfaction through surveys.
2. Inform and educate stakeholders on agency operations and goals.
3. Educate the motor carrier industry on size and weight regulations, online permitting, and commercial motor vehicle regulations.
4. Field Operations will actively solicit participation in public presentations to schools and community organizations.

## Operational Objectives

1. Conduct five motor carrier safety presentations per region in 2015.
2. Provide active threat training to outside law enforcement agencies starting in 2015.
3. Provide one Leadership in Police Organizations course in 2015.
4. Implement an annual bias-based profiling course for all Highway Patrol sworn officers in 2015.
5. Participate in Highway 85 road safety review committee starting January 2015.
6. Continue working with NDLTAP (North Dakota Local Technical Assistance Program) with the goal of completing 20 legal truck weight training seminars by 2016.
7. Continue working with the ND Motor Carriers Association to conduct four training seminars on commercial motor vehicle safety in 2015.
8. Provide three methods of instruction courses to statewide law enforcement agencies in 2015.

# Enhance Employee Welfare



## **Overview**

The Highway Patrol values its employees and wants to ensure they are treated fairly. Periodically, we review duties, responsibilities, and compensation.

Many employees are relatively young in their career, and the agency strives to provide the training and tools necessary to be successful.

## **Strategic Goals**

1. Revise the employee appraisal system to better assess the overall work performance of NDHP employees.
2. Assess professional development interests that benefit both the employee and the agency.
3. Mentor employees for successful continuation or advancement in the agency.
4. Continue a supervisor training program, targeting new sergeants and those interested in promotion.
5. Evaluate resources to meet future needs.
6. Enhance the agency's ability to manage employee well-being of those involved in critical incidents.
7. Remain competitive regarding employee salaries and benefits.

## **Operational Objectives**

1. Complete the revised performance appraisal process in 2015.
2. Provide the supervisor training program to all new sergeants within the first year of promotion during 2015.
3. Develop a training program for those interested in becoming a supervisor by 2017.
4. Start an employee welfare work group in 2015.
5. Complete an administrative salary study prior to the 2017 legislative session.
6. Implement an awards program in 2015.



# Achievements

The following goals from the 2014-2018 Multi-Year Plan have been achieved.

1. Evaluated current physical fitness standards.
2. Added a second bloodhound to the K-9 team.
3. Hosted two methods of instruction courses in 2014.
4. Hosted one Leadership in Police Organizations course in 2014.
5. Implemented a new divisional format comprised of five divisions.
6. Gained more than 5,400 'likes' on Facebook as of February 2015.
7. Conducted five motor carrier safety presentations per region in 2014.
8. Completed a regional salary survey of other law enforcement agencies.
9. Provided active shooter/threat response training to all NDHP sworn officers in 2014.
10. Collaborated with the Montana Highway Patrol to target drug transportation in 2014.
11. Reviewed road closure procedures in conjunction with the Department of Transportation in 2014.
12. Troopers provided proactive enforcement on roadways statewide. Traffic fatalities were down 15 percent.
13. Provided a supervisor training program to all new sergeants within the first year of promotion during 2014.
14. Updated the auto-routing permit system to include new automated safety requirements, a mobile device-friendly map, and an updated main screen for external customers with access to permit history, status, and profile maintenance.