



**2024-2028**

**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.

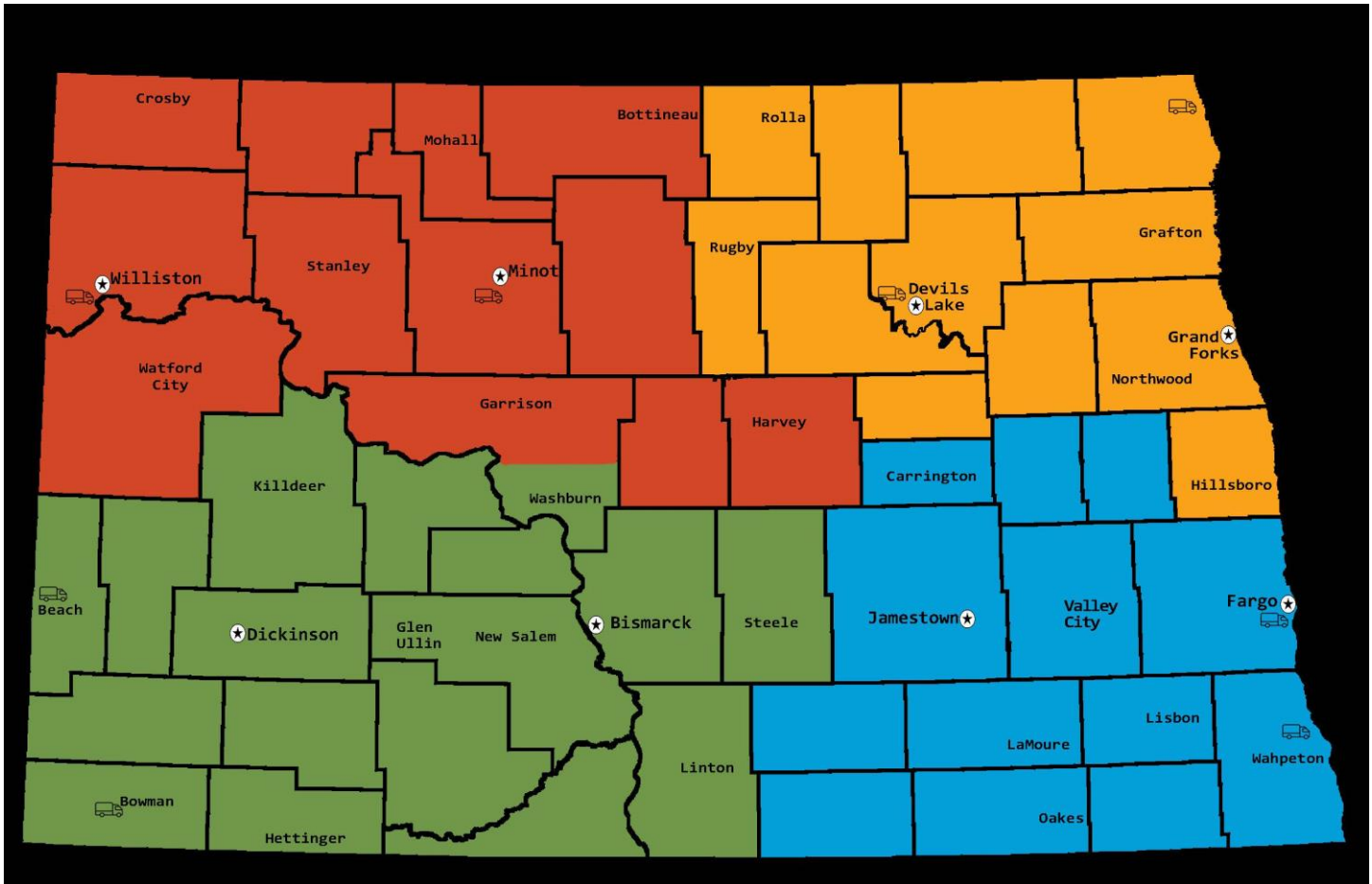
## Vision

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.

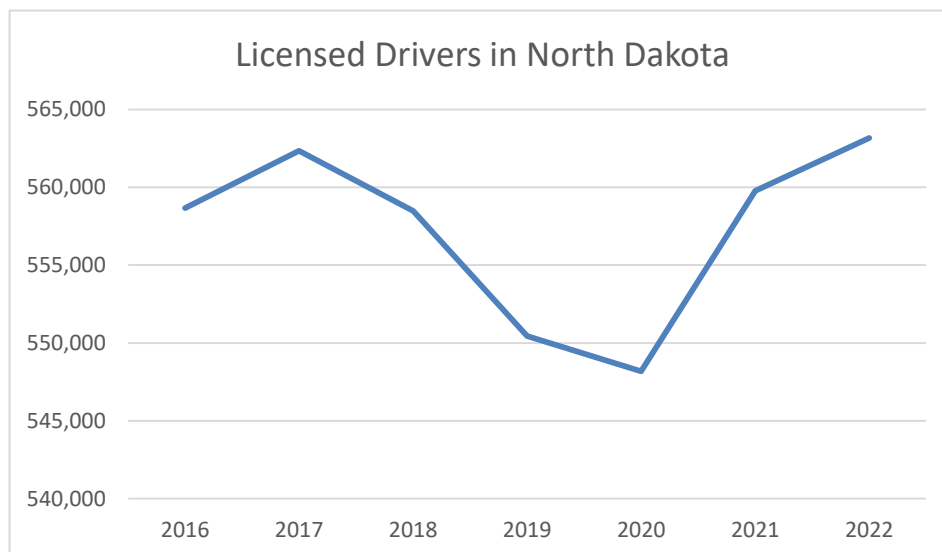
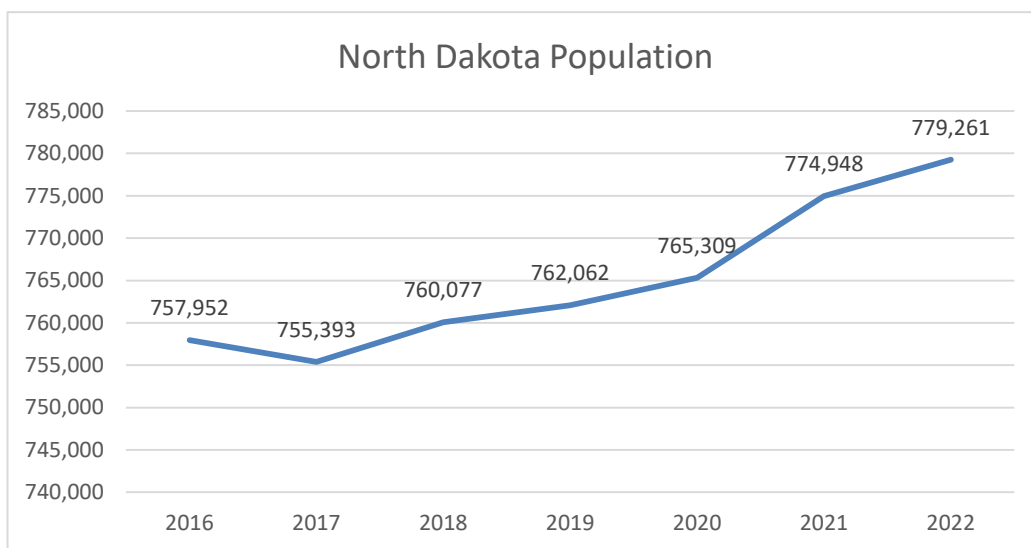
The NDHP has the following special programs to enhance public safety and community outreach:

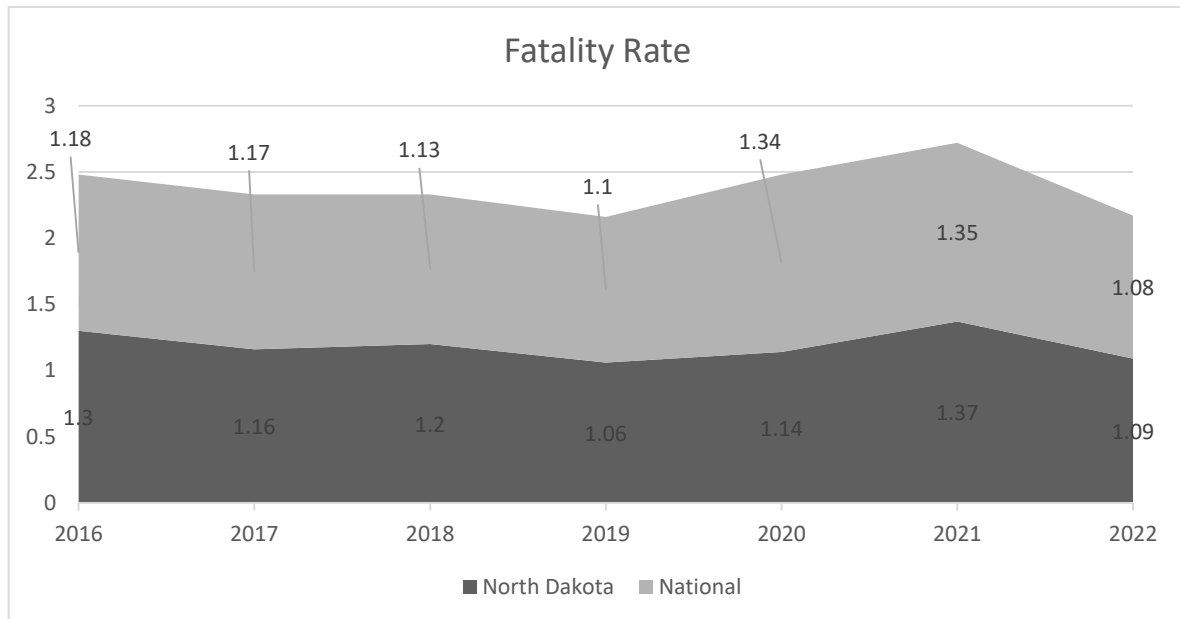
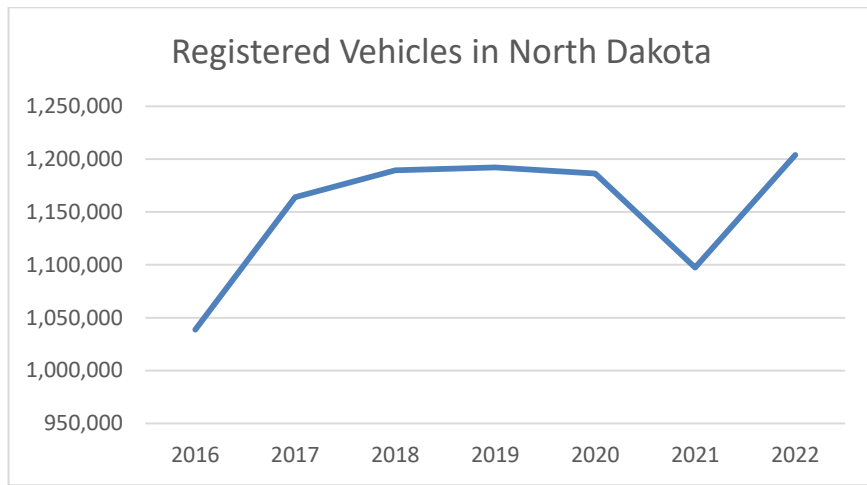
- Emergency Response Team (ERT): Team members specialize in tracking missing or fleeing persons, riot and crowd control, and dignitary protection and security.
- Crash Reconstruction Team (CRT): Team members specialize in forensic mapping of crash scenes, preservation and analysis of critical evidence, 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

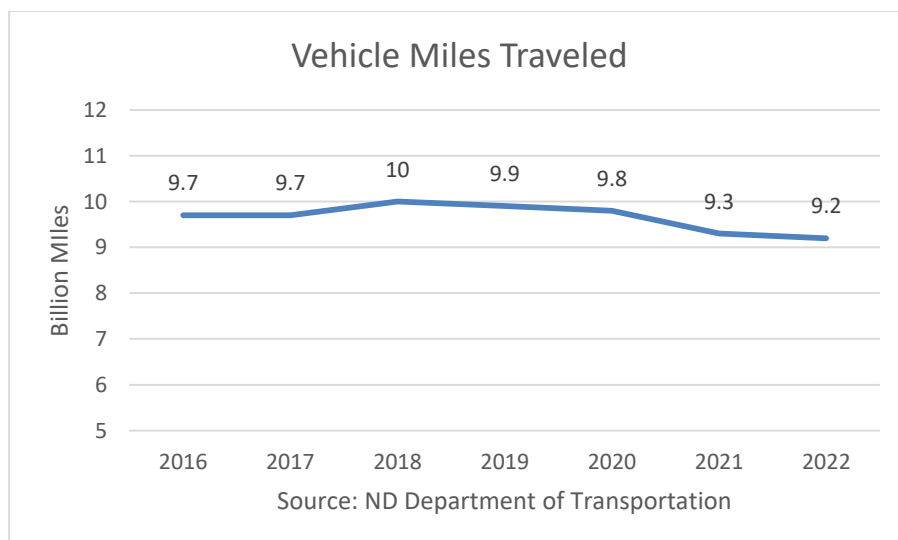
North Dakota has the highest number of road miles per capita in the nation with 106,978 miles of roadway. This equates to approximately 142 miles for every 1,000 people or 884 miles for every road patrol trooper. State and federal highways cover 7,414 miles which is about 61 miles of roadway for every 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 2.8% from 2016 to 2022. 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.

### **2024 Authorized Positions**

Sworn: 171

Capitol Security: 6

Motor Carrier: 4

Support: 24

***205 Total***

### **2028 Projected Authorized Positions**

Sworn: 174 (+3)

Capitol Security: 6

Motor Carrier: 4

Support: 25 (+1)

***209 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 the current LETA during the 2023-25 biennium, including remodeling dormitory rooms and restrooms to enhance privacy.

## 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

- Collaborate with the North Dakota Department of Transportation (DOT) in 2024 to plan for enhanced scale facilities and staffing to better protect highway infrastructure throughout the state
- Explore options for improved office space in Fargo, Minot, and Devils Lake during the 2023-25 biennium
- Work with North Dakota Information Technology (NDIT) and agencies within the capitol to upgrade card access controllers and video security software during the 2023-25 biennium
- Complete LETA remodel project by the end of 2024
- Continue to collaborate with DOT, State Radio, and the North Dakota Sheriff's & Deputies Association to refine winter operations and road closure guidelines in 2024
- Purchase two narcotics detection devices in 2024

# 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

- Expand criminal interdiction team to the northern tier in 2024
- Continue to provide real-time road reports to the public through social media as conditions change in 2024
- Consider Vision Zero goals when planning special enforcement activities and scheduling resources in 2024
- Increase the sharing of real-time information with the public through social media in 2024
- Participate in the national Click It or Ticket enforcement campaign during three designated high-visibility enforcement periods in 2024
- Complete and follow weekly schedules to have the greatest impact on enhancing public safety using overtime and regular hours in 2024
- Increase social media messaging specific to distracted and impaired driving throughout 2024
- Support primary seat belt enforcement during the 2023-25 biennium
- Support enhanced penalties for high-speed violations and repeat crash-causing violations during the 2025 legislative session

# 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

- 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 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

- Request funding for a full-time recruiter during the 2025 legislative session
- Provide a bias-based profiling course to all NDHP sworn officers in 2024
- Partner with the motor carrier industry to conduct safety presentations and training sessions as stated in the CMV safety plan in 2024
- Meet with leaders of the Turtle Mountain Band of Chippewa to further discuss a law enforcement agreement in 2024
- Leverage information gained from the accreditation public comment period in 2024
- Visit public, private, and tribal schools and enhance applicant diversity in 2024
- Update and advertise the NDHP survey through social media to solicit participation in 2024
- Provide cultural awareness training to NDHP officers through the CLO program in 2024
- Conduct one youth academy in 2024
- Complete at least 375 safety talks statewide in 2024
- Attend career fairs, meet with student groups, and advertise openings through targeted social media to recruit qualified candidates in preparation for the 2024 highway patrol training academy
- Build and strengthen relationships with narcotics task forces and tribal partners and share law enforcement information through the criminal interdiction team in 2024



# 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

- Continue to send commanders to advanced upper-level management training in 2024
- Continue to provide Leadership Everywhere training opportunities to all staff throughout 2024
- Conduct at least one employee engagement committee meeting for each group in 2024
- Participate in annual Gallup employee engagement survey in 2024
- Continue to enhance the statewide clinical mental health network in 2024
- Complete an updated salary survey in 2024

# 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

- Collaborate with DOT and NDIT to develop a dashboard that would display useful information to officers such as road conditions, traffic volumes, speeds, CMV weights, and other time-sensitive traffic safety information
- 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
- Research and plan for a long-term solution for the collection, examination, storage, and dissemination of digital evidence
- Work with DOT, State Radio, and NDIT to enhance shared software systems such as CAD and Traffic and Criminal Software (TraCS)

## Operational Objectives

- Implement the Commercial Vehicle Information Exchange Window (CVIEW) project in 2024
- Add NDHP warehouse to Security Xpert system in 2024
- Transition from FMCSA's Aspen system to their new SafeSpect system for CMV inspections in 2024
- Integrate TraCS, CAD, and Aries systems to reduce redundant data entry during the 2023-25 biennium
- Research a real-time dashboard concept during the 2023-25 biennium
- Implement learning and academy management software during the 2023-25 biennium
- Explore the use of sUAS technology on the capitol grounds using beyond line of sight capabilities in 2024
- Work with Upper Great Plains Transportation Institute to complete a safe system truck crash analysis by January 31, 2025
- Gather input on Aries enhancements in 2024 to further improve the system

## 2023 Achievements

### Provide a Secure Environment

- Refined policy related to card access and key card control during the 2023 legislative session
- Enhanced sworn officer security presence on the capitol grounds during the 2023 legislative session
- Enhanced policy to provide security and protection to legislative members year-round during the 2023 legislative session
- Continued to collaborate with DOT, State Radio, and the North Dakota Sheriff's & Deputies Association to refine winter operations and road closure guidelines
- Participated with DOT in an ad hoc road closure workgroup which updated guidelines for DOT and law enforcement agencies statewide
- Completed a top-level design for the CVIEW project
- Completed a design document for dormitory and bathroom upgrades at the LETA
- Updated the title for the LETA property, pending final approval for transfer from the ND National Guard

### Provide Public Safety

- Considered Vision Zero goals when planning special enforcement activities and scheduling resources; special enforcement activities yielded 3,201 seatbelt citations, 714 alcohol citations, and 543 citations during construction zone enforcement
- Increased the real-time sharing of information with the public through social media
- Participated in the national Click It or Ticket enforcement campaign during three designated high-visibility enforcement periods
- Increased social media messaging specific to distracted and impaired driving
- Considered Vision Zero goals when planning special enforcement activities and scheduling resources
- Completed and followed weekly schedules to have the greatest impact on enhancing public safety using overtime and regular hours
- Increased social media messaging specific to distracted and impaired driving
- Supported a primary seat belt law during the 2023 legislative session
- Supported enhanced penalties for high-speed violations and repeat crash-causing violations during the 2023 legislative session
- Implemented a workforce strategy which expedited the hiring and training of licensed peace officers

### Enhance Relationships

- Attended meeting with officials from the MHA Nation and the State of North Dakota to discuss the first year of the law enforcement agreement
- Attended multiple powwows throughout the state
- Continued to work with all tribal nations on law enforcement agreements
- Instructed LGBTQ Community Considerations for Law Enforcement at the LETA
- Provided cultural awareness training to the Bismarck Police Department
- Attended the North Dakota LGBTQ+ Summit in Mandan
- Attended multiple career fairs throughout North Dakota
- Instructed a winter driving course for New Americans and coordinated classes with the Adult Learning Center in Fargo

- Released 4-6 safety messages each month through social media
- Grew NDHP's Facebook page to over 86,000 likes, X (Twitter) to over 5,500 followers, and Instagram to over 3,200 followers
- Actively engaged with the public using social media through posts, comments, and direct messages
- Provided current road reports during hazardous conditions through department social media
- Conducted 280 safety talks statewide to various groups
- "No Shave/Nail Polish November" was a success with over \$5,500 raised for Pray for Gray
- Helped promote the first responder toy and food drive in Bismarck, Fargo, and Williston which collected over 2,832 toys and hundreds of food items
- Partnered with the motor carrier industry to conduct safety presentations and training sessions as stated in the CMV safety plan

### Enhance Employee Welfare

- Continued a performance bonus program with bonuses issued to nominated and eligible employees
- Participated in instructing Leadership Everywhere courses offered to all state employees
- Continued to provide enhanced use of force training to sworn officers
- Provided peer support training to employees trained in critical incident stress management
- Conducted department in-service training for all sworn and non-sworn employees
- **Conducted employee engagement committee meetings for sworn, non-sworn, and supervisor** groups
- Clarified expectations as the traffic enforcement performance measurement was implemented in 2023
- Explored options for commanders who need to complete advanced upper-level management training
- Continued to provide Leadership Everywhere training opportunities to all staff throughout 2023
- Used the online discussion board to solicit input for new ideas and acted on those with the most support
- Participated in the annual Gallup employee engagement survey
- Revised the clinical mental health network from five to 12 clinicians to provide access to counselors statewide by adding services in the cities of Devils Lake, Minot, and Dickinson and expanding services to all state law enforcement agencies
- Utilized resources through the International Association of Chiefs of Police and U.S. Department of Justice (e.g., the Collaborative Reform Initiative Technical Assistance Center or CRI-TAC) to enhance and develop the agency's critical incident stress management program
- Utilized CRI-TAC to prepare a wellness policy
- Transitioned from the Cordico app to the Lighthouse wellness app and continued to allow access for employees, retirees, and family members
- Provided supportive testimony during the 2023 legislative session to remain competitive with salaries and benefits, including the pension fund and family health insurance coverage
- Continued partnering with the Department of Environmental Quality during the 2023 legislative session to improve the evidence destruction and abandoned vehicle processes

### Leverage Available Technology

- Requested funding for the research of a real-time dashboard during the 2023 legislative session
- Requested funding for learning and academy management software during the 2023 legislative session
- Requested funding for field training officer software during the 2023 legislative session
- Requested funding for Aries and dailies maintenance and updates during the 2023 legislative session
- Requested funding for states attorney portal enhancements during the 2023 legislative session



## **Collaborative Systems Review**

On December 4, 2023, 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 2023
- Identify objectives that will not be completed by the end of 2023
- Update or eliminate objectives that will not be completed by the end of 2023
- Identify other accomplishment for the year 2023
- Identify and develop strategic goals for 2024 through 2028
- Update and modify operational objectives for 2024-25

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
- Lieutenant Ryan Duletski – Assistant Operations Commander
- Sergeant Jenna Clawson-Huibregtse – Planning Officer
- Rachel Bitz – Planning Analyst