

NORTH DAKOTA HIGHWAY PATROL

2010 – 2014

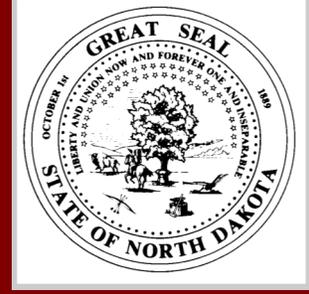
Multi Year Plan

*Our pathway to the future...*

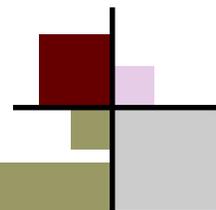




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## *Mission, Vision, & Values*

### *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.

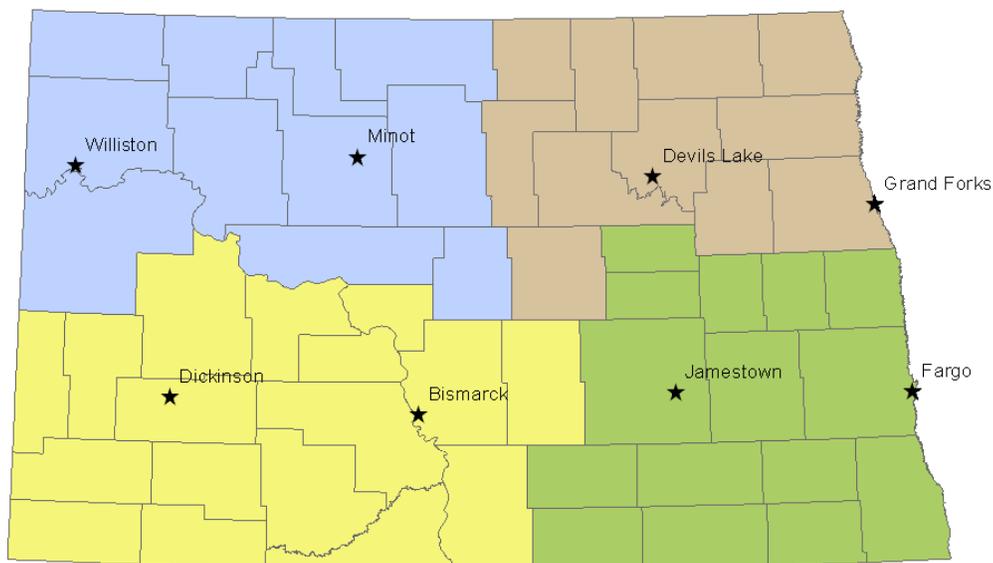
## Overview of Our Agency

The North Dakota Highway Patrol's (NDHP) primary duty is to keep the motoring public safe as they travel the state's 70,000 square miles. We do this through law enforcement and service. We are the main authority for enforcing laws and regulations relating to commercial vehicle safety and the commercial vehicle industry. The NDHP provides security for the State Capitol and elected government officials. The NDHP also partners with local agencies to provide assistance when situations arise that exceed the limits of local resources.

The NDHP currently has 192 authorized positions: 142 sworn and 50 civilian. The Superintendent is the leader, and ultimately responsible for the Patrol. The NDHP is divided into 3 divisions: Field Operations, Administrative Services, and Support Services. Each division is led at headquarters by a Division Commander.

Field Operations divides the state into four regions (shown below): Northeast, Southeast, Northwest, and Southwest. This allows for high visibility on the state's 7,382 miles of highway. Each region is under the supervision of a Regional Administrative Commander. Field Operations also includes Motor Carrier Operations, which is overseen by a Commander.

### NDHP Regional Boundaries and Regional Offices



# Environmental Assessment

North Dakota has more miles of roads per capita than any other state in the nation with approximately 166 miles of road for every 1,000 people. There are 7,382 miles of U.S., state, and federal highways. As a result, we have a very large network of roadways to patrol. With the number of vehicle miles traveled steadily increasing (Figure 1), this becomes an even greater challenge for our officers.

Figure 1

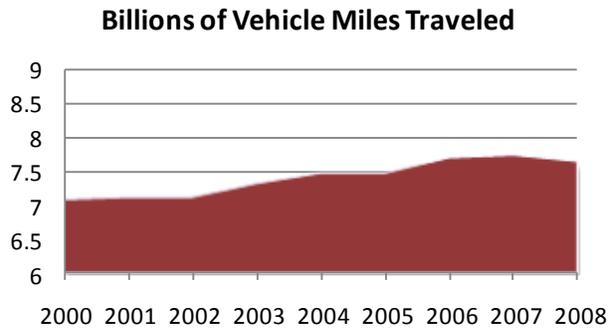
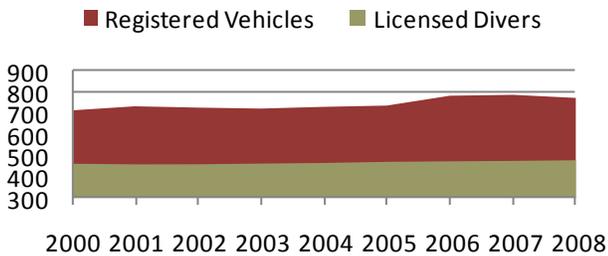


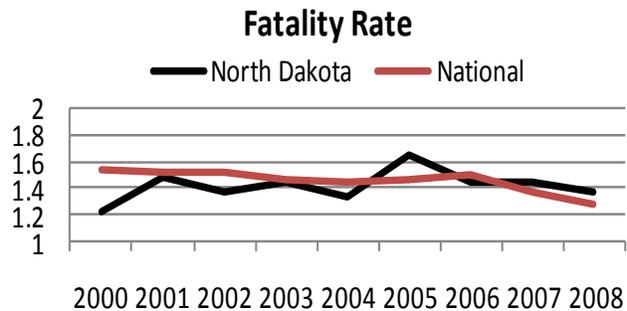
Figure 2

## Thousands of Licensed Drivers and Registered Vehicles



Similarly, while the number of licensed drivers in the state has remained relatively constant, the number of registered vehicles is increasing (Figure 2). This is significant for the Highway Patrol because it reflects an increasing customer base for a fixed amount of troopers.

Figure 3



An even greater concern for the NDHP, and the citizens of North Dakota, is the rising fatality rate (Figure 3). The fatality rate is based on deaths per 100 million vehicle miles traveled (VMT).

Figure 4

Population Trends			
Region	2000	2005	2010
Northwest	122,662	122,809	123,189
Northeast	149,373	157,007	157,493
Southwest	162,418	162,468	162,969
Southeast	207,747	203,664	204,293
<b>Statewide</b>	<b>642,200</b>	<b>645,948</b>	<b>647,944</b>

While the population of the state as a whole is relatively constant (Figure 4), we are seeing a shift in population density from the rural areas to the urban. This poses two challenges for the Highway Patrol: rural areas are harder to patrol as the population becomes more spread out and urban areas require additional personnel to provide adequate service to the growing numbers.

# Needs Assessment

## Personnel Projections

*Short Term* – In order to be at full sworn strength with our current vacancies (see Figure 1) and consideration for projected retirements, we will need to hire three to five troopers in 2011.

*Long Term* – Due to the population shift described in the environmental assessment, and the expected increase in population, we are anticipating a need for eleven additional sworn positions (see Figure 2).

## Equipment

In addition to the regular equipment replacement schedule (see Figure 3), we will also be purchasing GPS units for each squad car.

## Capital Improvements

Maintenance free exteriors, including window replacements, are needed for the weigh/inspection stations located in Williston, Joliette, West Fargo, Mooreton, Bowman, and Beach. Scale platform improvements and interior remodeling are needed as well.

In the coming years, we will need to relocate and construct a new training academy facility. We also need a new location for the Southeast Region and a facility that would combine the Planning & Property Section and the Southwest Regional office.

Figure 1

January 2010 Personnel Chart			
Classification	Authorized Positions	Present Positions	Vacant Positions
Sworn	142	139	3
Capitol Security	7	7	0
Motor Carrier	16	16	0
Support	27	27	0
Totals	192	189	3

Figure 2

Personnel Projection for 10 Years and Beyond			
Classification	Authorized Positions	Future Positions	Total Change
Sworn	142	153	+11
Capitol Security	7	7	0
Motor Carrier	16	16	0
Support	27	27	0
Totals	192	203	+11

Figure 3

Equipment Replacement Schedule		
Type	Lifecycle	Latest Cycle Completed
Emergency Lighting	8 Years	2006
Mobile Radios	10 years	2006
Portable Radios	6 years	2008
Traffic Radars	5 years	various
Lidar	6 years	various
In-car Video	8 years	2009
Ruggedized Laptops	4 years	1/2 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 on a daily basis. The following pages provide details for both our long term strategic goals and our short term operational objectives to attain these goals. It is important to note that this is a "living document" and will continue to be evaluated and discussed annually throughout the coming years.

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 that drive our officers to make a difference in the state of North Dakota:

1. Concentrate efforts towards patrolling highways and being visible.
2. Reduce crashes and investigate when they do occur.
3. Impact alcohol use related to DUI and underage consumption and the tragedies that happen on our highway as a result.
4. Impact criminal activity occurring 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 quality service to the public.
7. Hold individuals, not groups or regions, accountable for their actions, good or bad.

## *Provide a Secure Environment*

### *Overview*

While the Highway Patrol has grown over the years, our available space has remained the same. Improvements are needed to bolster our compliance with national standards. Lease requirements are becoming cost prohibitive. Inadequate space hinders effective operations. Often times regions are required to lease space for training needs and regional meetings. As a result, planning can be difficult since other organizations may require the same space.

With today's heightened awareness, it is vital to provide citizens with avenues to share valuable information.

### *Strategic Goals*

1. Evaluate the need for increased patrol coverage and personnel assignments.
2. Develop a model plan and secure facilities for regional office headquarters.
3. Update training facility plan and implement phase I.
4. Enhance agency response to public safety concerns.

### *Operational Objectives*

1. Complete resource allocation and deployment study in 2010 for inclusion in the 2011- 2013 budget cycle.
2. Secure Fargo regional office facility in 2010, Bismarck regional office in 2012, Grand Forks regional office in 2013, and Minot regional office in 2014.
3. Implement Phase I of training facility plan by 2013.
4. Educate local law enforcement agencies of resources available for multi-agency response.
5. Redevelop Homeland Security Coordinator role in the Fusion Center in 2010.
6. Complete Phase II of the Capitol Security project in 2010.

# *Public Safety on Highways*

## *Overview*

Drivers in North Dakota face several dangers while traveling. Impaired, fatigued, or simply preoccupied drivers can cause a serious collision. Consistently in North Dakota, 40 to 50 percent of all fatal crashes involve alcohol. Severe winter weather also poses a significant threat.

While statewide survey results show the number of individuals using seatbelts to be slightly less from years past (81.6%), approximately 66% of those killed in 2009 choose not to use a restraint.

## *Strategic Goals*

1. Reduce statewide injury and fatality rates on all roadways.
2. Increase statewide seat belt usage on rural highways.
3. Increase public awareness of the hazards of impaired driving.

## *Operational Objectives*

1. Reduce total number of fatalities to less than 100 per year.
2. Pursue legislation for a primary seat belt law in 2011.
3. Launch media campaign to impact impaired and distracted driving beginning in 2010.
4. Increase patrol presence in and around reservations and rural areas.



## *Enhance Relationships*

### *Overview*

The NDHP has many stakeholders. Taxpayers, the governor, legislators, and the motor carrier industry are only a few of the groups external to the organization that have some influence on or vested interest in the Patrol and its services.

Today's technologies give us a wealth of information at our fingertips. By utilizing this tool to complete citizen surveys we are ensuring that all of our stakeholders have an opportunity to give us their opinions. It is just one more way to make sure we are always there for the citizens of North Dakota.

### *Strategic Goals*

1. Develop and implement a customer satisfaction survey.
2. Inform and educate stakeholders on agency operations and goals.

### *Operational Objectives*

1. Complete online customer satisfaction survey by 2012.
2. Field Operations will actively solicit participation in public presentations to schools and community organizations.



## *Enhance Employee Welfare*

### *Overview*

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

Many of the NDHP's troopers are relatively young in their career. As a result, when our experienced sworn personnel in leadership positions retire, our current officers will have to step up to the challenge. By giving them the tools necessary for them to be successful, we also ensure the well-being of the agency.

### *Strategic Goals*

1. Develop an employee survey to assess career development interests.
2. Mentor employees for successful continuation or advancement in the agency.
3. Establish a supervisory training program.

### *Operational Objectives*

1. Conduct employee survey to identify employee interests and pursue career development opportunities by 2012.
2. Implement a supervisory and leadership training program by 2011.



## *Achievements*



We have accomplished the following goals from the  
2008-2012 Multi Year Plan

- ❑ Revise website to include a link for requests for safety talks by 2009.
- ❑ Review salary compression issues by 2009.
- ❑ Implement “We Need to Talk” programs in all regions.
- ❑ Evaluate, develop, and implement educational programs by 2009.



North Dakota Highway Patrol

Primary Business Address :  
600 E. Boulevard Ave. Dept 504  
Bismarck, ND 58505-0240

Phone: 701-328-2455

Fax: 701-328-1717

[www.nd.gov/ndhp/](http://www.nd.gov/ndhp/)

