



**2026-2030**

**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.

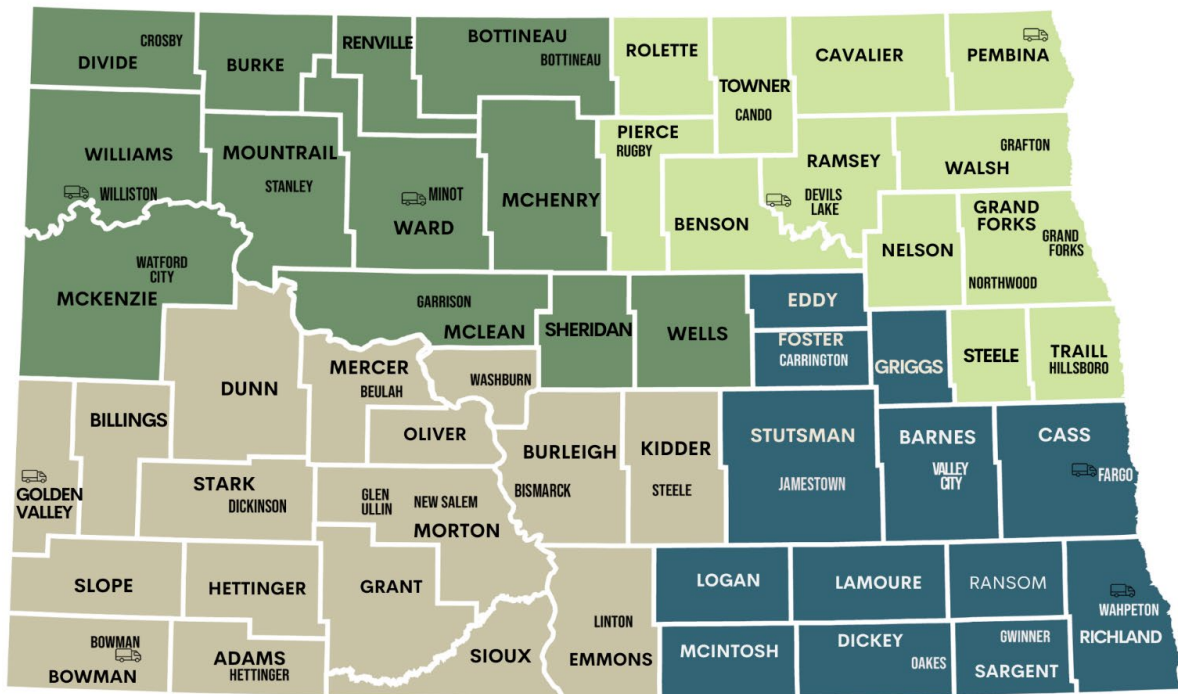
### Vision

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):** 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.

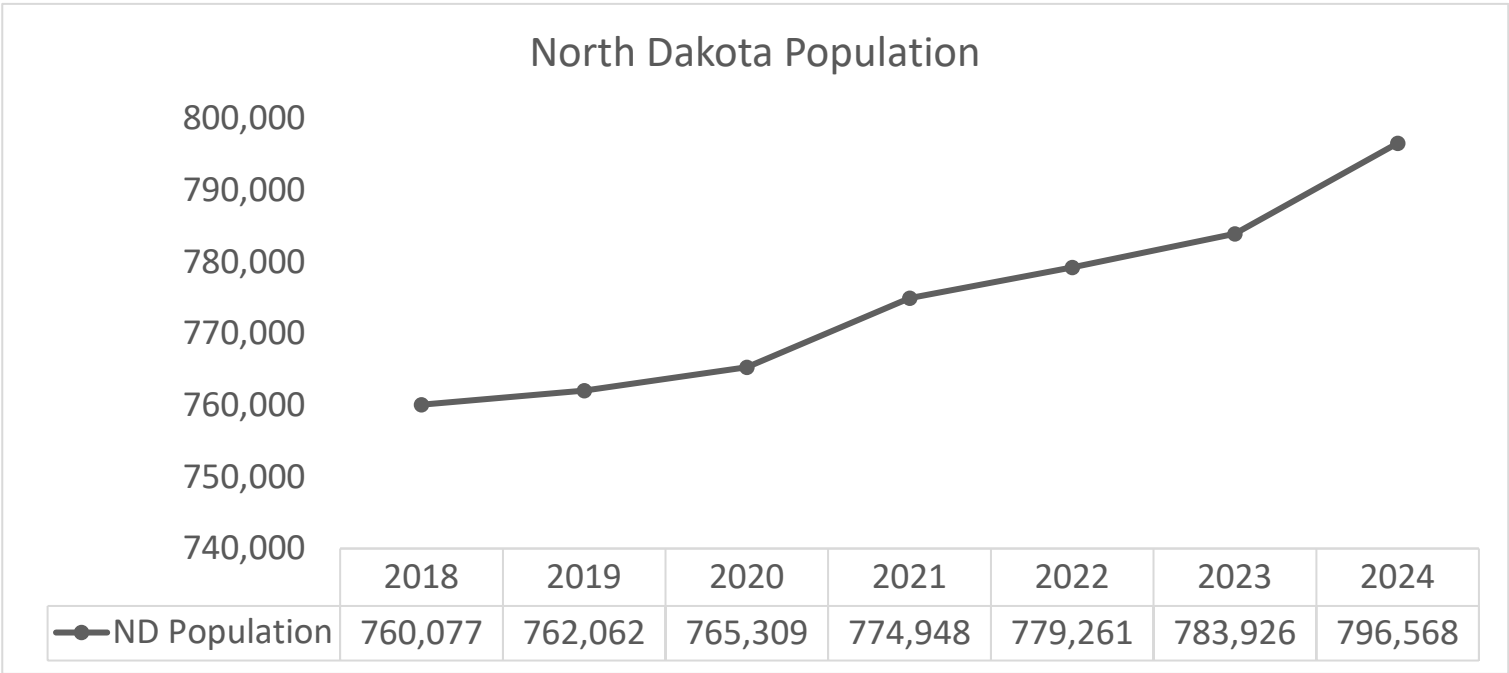
**Criminal Interdiction Team:** Officers assigned to this team focus their efforts on intercepting contraband and locating other types of criminal activity occurring on North Dakota roadways.

**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 4.8% from 2018 to 2024. The northwest region saw the largest population increase, with Williams County growing 3.7% and McKenzie County growing 3.5% from 2023 to 2024. 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.



### Licensed Drivers in North Dakota

570,000  
565,000  
560,000  
555,000  
550,000  
545,000  
540,000  
535,000

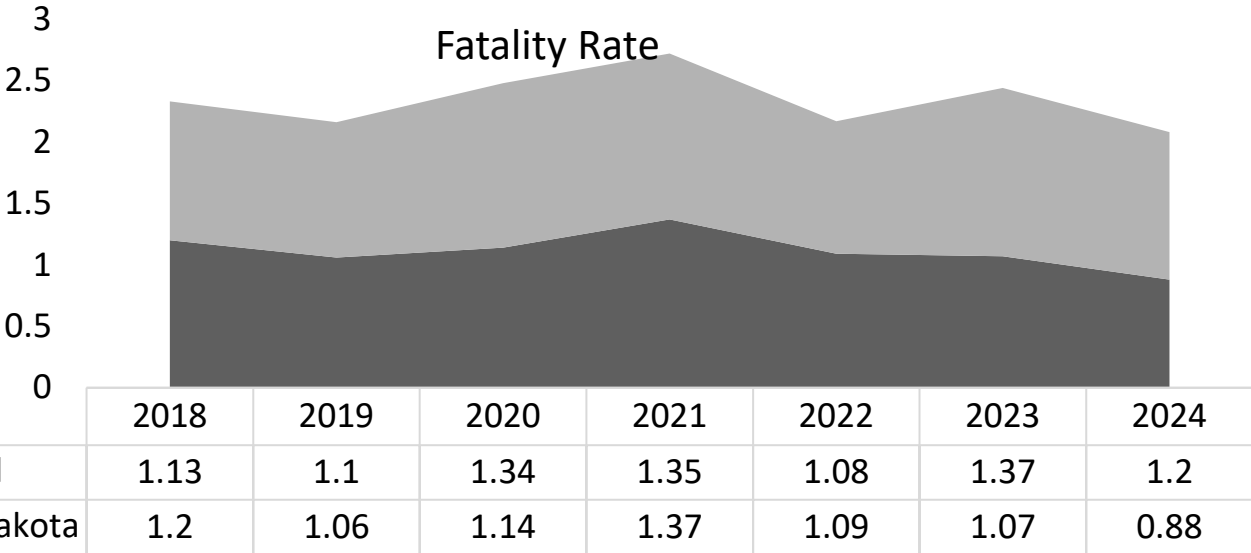
	2018	2019	2020	2021	2022	2023	2024
● ND Licensed Drivers	558,476	550,449	548,173	559,778	563,161	558,365	566,880

### REGISTERED VEHICLES IN NORTH DAKOTA

1,300,000  
1,250,000  
1,200,000  
1,150,000  
1,100,000  
1,050,000  
1,000,000

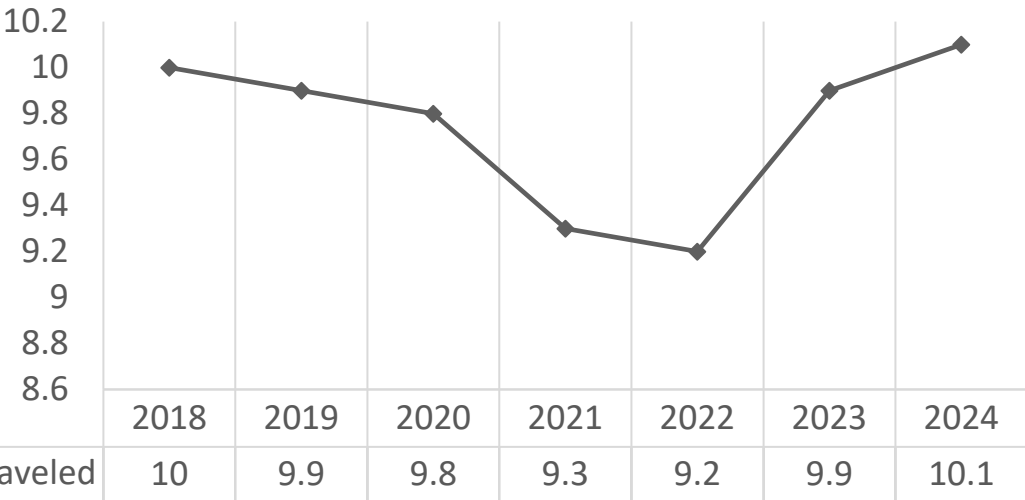
	2018	2019	2020	2021	2022	2023	2024
◆ ND Registered Vehicles	1,189,274	1,192,049	1,186,380	1,097,305	1,203,810	1,222,595	1,257,587

### Fatality Rate



• Deaths per 100,000

### 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.

<b>2026 Authorized Positions</b>	<b>2030 Projected Authorized Positions</b>
Sworn: 171	Sworn: 175 (+4)
Capitol Security: 6	Capitol Security: 6
Motor Carrier: 4	Motor Carrier: 4
<u>Support: 24</u>	<u>Support: 25 (+1)</u>
<b><i>205 Total</i></b>	<b><i>210 Total</i></b>

## Capital Improvements

The North Dakota Highway Patrol oversees the Law Enforcement Training Academy (LETA), which trains peace officers from various law enforcement agencies. Since 2011, the NDHP has been exploring ways to modernize its training facilities and has determined the need for a new public safety training center in Bismarck. This facility would include classrooms, a dormitory, a multi-purpose room, and a cafeteria, enabling the agency to continue delivering effective public safety training.

Capital improvements to the law enforcement impound lot are essential for boosting operational efficiency and security. Upgrading the facility with strong fencing, surveillance cameras, and automated access controls will greatly enhance the safety and integrity of stored vehicles. A well-organized layout with designated areas for different vehicle types—such as evidence holds, abandoned vehicles, and tow-ins—will streamline management and retrieval processes. Investing in adequate lighting and signage will improve visibility and navigation, particularly during nighttime operations. Adding a climate-controlled storage area for sensitive items or evidence within vehicles will help preserve crucial materials.

Capital improvements to the Emergency Vehicle Operations Course (EVOC) are vital for ensuring the safety and effectiveness of training for first responders. Upgrading the surface with high-quality, durable materials will enhance traction and minimize wear, facilitating realistic and rigorous driving simulations. Adding clear lane markings, skid pads, and obstacle courses will enrich the training experience, allowing drivers to refine essential skills such as evasive maneuvers and precision driving in various conditions. Furthermore, incorporating advanced drainage systems will prevent water accumulation, keeping the course operational during different weather scenarios. These enhancements will not only improve safety

during training exercises but also better prepare personnel to respond effectively in high-stress situations, ultimately enhancing community safety.

## **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

## FIELD OPERATIONS

### **Strategic Goal: Collaborate with the ND Department of Transportation to enhance scale facilities for highway infrastructure protection in 2025.**

**Situation:** The West Fargo diversion project has highlighted existing challenges in maintaining and protecting highway infrastructure across North Dakota, necessitating improved scale facilities.

**Action:** Collaborate with the ND Department of Transportation to assess current infrastructure needs and develop a comprehensive plan that addresses facility enhancements.

**Goal:** Upgrade scale facilities by December 31, 2026.

### **Strategic Goal: Strengthen winter operations and road closure guidelines through continued interagency collaboration.**

**Situation:** North Dakota continues to experience severe winter weather that impacts roadway safety, mobility, and travel efficiency. Clear, coordinated winter operations and road closure guidelines remain essential to ensuring consistent decision-making and public safety across jurisdictions.

**Action:** Continue collaborating with the North Dakota Department of Transportation, North Dakota State Radio, and the North Dakota Sheriffs' and Deputies Association to further refine winter operations protocols and road closure procedures. Share and apply findings from the Upper Great Plains NDHP Safe Truck Mobility for North Dakota Winter Roads study to assess whether current practices and guidelines require modification.

**Goal:** Throughout 2026, communicate study findings to the interagency collaborative group and other key stakeholders, evaluate the effectiveness of existing winter operations and closure procedures, and implement adjustments as needed. Maintain ongoing performance measurement to identify strengths and gaps in current strategies, ensuring continuous improvement in winter response efforts through **12/31/26**.

## **ADMINISTRATIVE SERVICES**

**Strategic Goal: Explore and secure an enterprise-wide video solution, to upgrade the Capitol complex's camera systems, servers, and related security equipment, through collaboration with NDIIT and other key agencies during the 2025-27 Biennium.**

**Situation:** Outdated infrastructure has led to communication gaps, limited surveillance coverage, and insufficient video storage, creating risks to safety, operations, and incident response.

**Action:** Partner with NDIIT, facility management, and key agencies to assess current video systems, identify gaps and operational needs, and evaluate technologies and upgrades needed to modernize Capitol security during the 2025–27 biennium.

**Goal:** By securing funding and implementing an integrated enterprise video solution, enhance Capitol safety and efficiency through improved camera systems, expanded coverage, and increased storage by the end of the 2027–29 biennium.

**Strategic Goal: Enhance video security at the range and Law Enforcement Training Academy by upgrading surveillance systems and improving monitoring capabilities by the end of the fiscal year.**

**Situation:** The current video security systems at the range and Law Enforcement Training Academy are inadequate, leading to blind spots and limited monitoring of training activities, which compromises safety and accountability.

**Action:** Evaluate the existing security setup and identify necessary upgrades to improve video coverage and monitoring capabilities.

**Goal:** Achieve successful implementation of upgraded video security systems by December 31, 2026.

**Strategic Goal: Develop plan for duress alarm systems to be funded by 2027 to enhance safety protocols across the organization.**

**Situation:** Current safety measures lack an effective duress alarm system, which is crucial for quickly alerting additional personnel in emergency situations.

**Action:** Identify and assess various duress alarm systems that could be integrated into existing safety protocols, ensuring they meet organizational needs and compliance standards. Potentially through Everbridge.

**Goal:** Successfully identify a suitable duress alarm system to be funded by 2027.

## **SUPPORT SERVICES**

**Strategic Goal: Improve office space in Fargo and Devils Lake.**

**Situation:** The current office spaces in Fargo and Devils Lake are insufficient to meet operational needs and collaboration requirements of our teams.

**Action:** Evaluate and identify options for improved office spaces in these cities that can enhance productivity and employee well-being during the 2025-27 biennium.

**Goal:** Complete new office space for Devils Lake and Fargo by the end of the 2027 biennium.

## 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

## FIELD OPERATIONS

**Strategic Goal: Consider Vision Zero goals when planning special enforcement activities and scheduling resources in 2026.**

**Situation:** The North Dakota Vision Zero initiative aims to eliminate fatalities and serious injuries on roadways by promoting safe driving behaviors and improving enforcement measures.

**Action:** Schedule targeted enforcement operations during peak times based on historical data and integrate community outreach programs to raise awareness about safe driving practices. Align our resource allocation with Vision Zero goals while ensuring optimal visibility and impact in high-risk areas.

**Goal:** Reduce serious traffic incidents and traffic fatalities throughout calendar year 2026. Progress will reflect in the annual NDHP Traffic Crash Analysis.

**Strategic goal: Participate in the national *Click It or Ticket* enforcement campaign during three designated high-visibility enforcement periods in 2026.**

**Situation:** The *Click It or Ticket* campaign aims to increase seatbelt use and reduce fatalities and injuries from traffic crashes through high-visibility enforcement and public awareness efforts.

**Action:** Develop a strategic plan that includes identifying key enforcement periods, mobilizing law enforcement resources for high-visibility checkpoints and saturation patrols, and coordinating media outreach to amplify public awareness during each enforcement wave.

**Goal:** Increase seatbelt usage in targeted areas and show a measurable decline in unrestrained fatalities and serious injuries during calendar year 2026.

## **ADMINISTRATIVE SERVICES**

**Strategic goal: Continue to provide real-time road reports to the public through social media as conditions change in 2026.**

**Situation:** Timely and accurate road reports are essential for public safety, especially during adverse weather conditions and traffic incidents, and social media is an effective platform for real-time communication.

**Action:** Enhance public safety in 2026 by providing continuous, real-time road reports through social media, adapting to changing conditions as they arise.

**Goal:** Increase NDHP social media engagement, report accurate road condition reports in an attempt to receive positive feedback from community members regarding the usefulness of the information provided, ultimately enhancing public safety and awareness on the road throughout 2026.

## SUPPORT SERVICES

**Strategic goal: Resurface the LETA driving track to ensure safe and effective training operations.**

**Situation:** The LETA driving track has developed significant cracks and potholes, creating safety concerns for officers using the facility for training.

**Action:** Secure funding and procure resurfacing services to repair and restore the driving track.

**Goal:** Complete resurfacing of the LETA driving track to provide a smooth, safe training environment for officers in 2026.

**Strategic goal: Evaluate, procure and replace officers' handguns, optics, holsters, and lights.**

**Situation:** Existing duty weapons and related equipment are outdated and require replacement to meet current operation and safety standards.

**Action:** Support Services, in coordination with a patrol officer committee, will test equipment and complete the RFP process to identify optimal replacement options.

**Goal:** Select, procure, and distribute new handguns and associated equipment to officers by in-service training in fall 2026.

**Strategic goal: Transition officer vehicle replacement from a five-year to a four-year life cycle.**

**Situation:** Patrol vehicles are experiencing increased maintenance issues after 5 years of service due to wear and tear.

**Action:** Obtain funding and adjust procurement schedules to support a four-year vehicle replacement cycle.

**Goal:** Secure funding and implement a four-year vehicle replacement cycle to improve fleet reliability and officer safety beginning in 2026.

**Strategic goal: Modernize Crash Reconstruction Team (CRT) equipment**

**Situation:** Current crash reconstruction equipment is outdated and limits efficiency and

accuracy in investigations.

**Action:** Identify, procure and issue updated CRT equipment to CRT personnel.

**Goal:** Equip all CRT officers with updated crash reconstruction equipment to enhance investigative proficiency in 2026.

**Strategic goal: Obtain funding and procure armor plates in conjunction with rifle rated helmets.**

**Situation:** Officers require enhanced protective equipment to address evolving threats and improve officers' safety.

**Action:** Obtain funding and procure armor plates and rifle-rated helmets.

**Goal: Issue armor plates and rifle rated helmets to officers to improve safety and preparedness in 2026.**

## 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

- 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

## FIELD OPERATIONS

**Strategic goal: Partner with the motor carrier industry to conduct safety presentations and training sessions as stated in the CMV safety plan in 2026.**

**Situation:** The NDHP recognizes an increasing need to enhance safety standards in the commercial motor vehicle industry due to rising accident rates and regulatory pressures. There was a clear opportunity to collaborate with motor carriers to improve safety awareness and practices.

**Action:** Collaborate with stakeholders to address common safety issues, regulatory compliance, and best practices.

**Goal:** Reduce incidents and improve compliance with safety regulations among participants. Foster ongoing motor carrier industry collaboration, positioning our organization as a leader in commercial vehicle safety training throughout 2026.

**Strategic goal: Complete at least 250 safety talks statewide.**

**Situation:** The NDHP recognizes the importance of educating the public on traffic safety and creating positive interactions with the public through safety talks.

**Action:** Safety talks can be requested through the public NDHP website and from referrals to Safety & Education.

**Goal:** Meet or exceed our goal of conducting 250 law enforcement safety talks statewide by December 31, 2026.

**Strategic Goal: Support regional SWAT Teams by offering NDHP availability, resources, and operational assistance throughout 2026.**

**Situation:** Regional SWAT Teams across North Dakota face increasingly complex and high-risk incidents that require rapid coordination, specialized training, and sufficient staffing. The NDHP recognizes an opportunity to strengthen partnerships with these teams by ensuring our personnel and capabilities are available to assist when needed, enhancing statewide response readiness.

**Action:** Proactively communicate NDHP's willingness to support regional SWAT operations by coordinating with local team leaders, participating in joint training exercises, and providing personnel or specialized resources during critical incidents. Maintain readiness to integrate seamlessly into regional response efforts when requested.

**Goal:** Enhance collaboration and operational effectiveness among regional SWAT Teams by ensuring NDHP remains a reliable partner in tactical response. Improve statewide preparedness for high-risk events and reinforce NDHP's commitment to supporting local agencies through ongoing cooperation and team integration throughout calendar year 2026.

## ADMINISTRATIVE SERVICES

**Strategic Goal: Meet with leaders of the Turtle Mountain Band of Chippewa, Standing Rock and Sisseton to further discuss a law enforcement agreement in 2026.**

**Situation:** The North Dakota Highway Patrol identified the need for improved collaboration with tribal law enforcement to address rising concerns about public safety and traffic issues on and near the Turtle Mountain, Standing Rock and Sisseton Reservations. Previous communication gaps and jurisdictional challenges highlighted the importance of establishing a formal law enforcement agreement to ensure effective cooperation and enhance safety for both tribal and non-tribal members.

**Action:** Organize and facilitate a meeting between the North Dakota Highway Patrol leadership and the leaders of the Turtle Mountain Band of Chippewa, Standing Rock and Sisseton.

**Goal:** Negotiate a law enforcement agreement that outlines shared responsibilities, communication protocols, and resource allocation by December 31<sup>st</sup>, 2026.

**Strategic Goal: Visit public, private schools, and universities to increase applicants in 2026.**

**Situation:** Law enforcement agencies nationwide are facing significant recruitment challenges, creating a critical need to increase applicant numbers. Several converging factors have contributed to historically low interest in policing careers, resulting in understaffing, increased workloads for current officers, and potential impacts on public safety and service quality.

**Action:** The task involves developing and implementing a strategic outreach program where highway patrol officers visit public, private schools and universities. During these visits, officers will engage with students, provide information about career opportunities in law enforcement, and actively encourage students to consider applying for positions within the highway patrol.

**Goal:** The primary goal is to increase the number of applicants to the North Dakota Highway Patrol by 20% over the next three years. This will be measured through recruitment metrics and the data of applicants and reflected in the annual recruitment plan analysis.

## SUPPORT SERVICES

**Strategic Goal: Ensure full statewide radio interoperability by having all NDHP officers operating on the State Interoperable Radio Network (SIRN), enabling seamless communication with all local, state, tribal, and federal partner agencies.**

**Situation:** The State of North Dakota is transitioning all emergency radio communications to the 800 MHz State Interoperable Radio Network (SIRN) to improve coordinated response, officer safety, and interagency communication across jurisdictions.

**Action:** Equip NDHP officers and vehicles with SIRN-compatible radios to ensure statewide interoperable communications

**Goal:** Achieve full NDHP participation in SIRN, with all officers utilizing the system to ensure statewide interoperability by September 1, 2027.

## 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

## FIELD OPERATIONS

**Strategic Goal: Conduct at least one employee engagement committee meeting for each group in 2026.**

**Situation:** Employee engagement committee meetings are necessary for department-wide communication.

**Action:** Contact chairperson of each committee to schedule engagement committees.

**Goal:** Conduct at least one employee engagement committee meeting for each group by the December 31<sup>st</sup>, 2026.

**Strategic Goal: Host a statewide annual meeting to strengthen collaboration, communication, and strategic alignment across the North Dakota Highway Patrol.**

**Situation:** The NDHP recognizes the importance of consistent statewide

communication and unified strategic direction to effectively address evolving public safety challenges. With ongoing operational demands, emerging traffic safety priorities, and the need for continued professional development, there is a clear opportunity to bring personnel together through an annual statewide meeting.

**Action:** Plan and conduct a statewide annual meeting that includes leadership briefings, operational updates, training opportunities, and collaborative discussions. Engage commanders, supervisors, and troopers to share best practices, reinforce organizational priorities, and promote consistent implementation of agency goals and initiatives.

**Goal:** Enhance statewide coordination, strengthen organizational culture, and improve communication across all regions and divisions. Ensure NDHP personnel are aligned on strategic priorities and equipped with shared knowledge and resources to support mission success.

## ADMINISTRATIVE SERVICES

**Strategic Goal: Participate in an annual Gallup employee engagement survey in 2026 and enhance change from the results.**

**Situation:** Gallup employee engagement surveys are an important tool for employees to voice concerns, gauge job satisfaction, and identify areas of improvement.

**Action:** Participate in state Gallup polls administered by ND HRMS and then take next steps from one of the lower scoring results.

**Goal:** Increase department participation in 2026 from 2025 and look for solutions to better one of the lower scoring categories from the survey.

**Strategic Goal: Continue to enhance the statewide clinical mental health network in 2026.**

**Situation:** Law enforcement is impacted by mental health issues at rate greater than other career fields, resulting in a need for specialized mental health professionals.

**Action:** Continue to train CISM members to augment the need of mental health assistance to employees.

**Goal:** Maintain current CISM team membership and continue to inform department employees of services available throughout 2026.

**Strategic Goal: Develop formal agency wellness program.**

**Situation:** The physical nature of law enforcement requires law enforcement officers to be of reasonable health, mental and physical fitness to perform law enforcement tasks.

**Action:** Agency researching implementation of enhancement to physical, mental, financial, spiritual, and well-being.

**Goal:** Implement wellness program by December 2027.

**Strategic Goal: Acquire a formal system that allows officers to accept off-duty assignments, creating additional income opportunities.**

**Situation:** NDHP officers are authorized to perform law enforcement duties outside of regular operations; however, no structured mechanism currently exists to coordinate or manage these assignments.

**Action:** NDHP is evaluating third-party vendors to support and administer an off-duty employment program.

**Goal:** Implementation by Spring 2026.

**SUPPORT SERVICES**

**Strategic Goal: Successful CALEA reaccreditation every four years with no conditions.**

**Situation:** The North Dakota Highway Patrol is accredited by CALEA to enhance its operational effectiveness and transparency. As part of this process, there are assessments every year over a four-year period, with a reaccreditation every 4 years.

**Action:** Our policies and procedures must meet CALEA standards, and we must be able to demonstrate compliance. This ensures our officers follow professional standards while also keeping them protected.

**Goal:** Successfully achieve reaccreditation in July 2026 in Omaha, NE, without any conditions.

## 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

- 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
- Work with DOT, State Radio, and NDIT to enhance shared software systems such as CAD and Traffic and Criminal Software (TraCS)

### Operational Objectives

## FIELD OPERATIONS

**Strategic Goal:** Leverage technology to improve field operations efficiency.

**Situation:** Current hardware/software used by the field should remain a high priority in order to have the best available technology.

**Action:** Field operations will collaborate with Support Services to identify deficiencies in available technology used by the field.

**Goal:** Work with NDHP field commanders and other field personnel to identify inefficiencies that can be addressed with Support Services.

## ADMINISTRATIVE SERVICES

**Strategic Goal:** Evaluate current human resources software and process and implement a solution that streamlines human resources process and enhances data management.

**Situation:** The NDHP is currently not utilizing efficient workflows and available software to streamline policy acknowledgement and HR functions.

**Action:** Work with the Assistant Superintendent- Administration and Finance Manager to procure funding to purchase updated software.

**Goal:** Implement PowerDMS software by May 1, 2026.

## SUPPORT SERVICES

### **Strategic Goal: Implement video editing software at the NDHP LETA.**

**Situation:** A video editing software program would enable the NDHP to enhance its training program by incorporating multimedia content, training videos and recorded scenario simulations.

**Action:** Research and choose suitable video editing software that fits the budget and meets the needs of the training academy, records division, and department social media users.

**Goal:** Implement video editing software at the LETA by June 1, 2027.

### **Strategic Goal: Purchase updated in-car router technology and ability to livestream both in-car and body-worn cameras.**

**Situation:** Awareness of real-time activities is crucial to officer safety when emergencies arise.

**Action:** Research and choose current technology for in-car and body-worn livestream capabilities.

**Goal:** Have full NDHP fleet installation completed by October 1, 2026.

### **Strategic Goal: Bridging major NDHP systems such as CAD, Aries, TRACS, Safespect, etc.**

**Situation:** Having multiple software systems within the agency is inefficient and increases errors.

**Action:** Research software with multiple capability features that streamline department needs and requirements.

**Goal:** Complete integration by December 31<sup>st</sup>, 2027.

**Strategic Goal: Elimination of NDHP intranet, with migration to alternate software.**

**Situation:** The current NDHP intranet is an outdated software application used for the storage and distribution of policy, manuals, and support services requests.

**Action:** Procure a “one stop shop” software solution.

**Goal:** Eliminate the NDHP intranet and migrate to a new software system by December 31, 2026.

**Strategic Goal: Transition support staff responsible for submittal reports and digital evidence in Cass County to using Axon Justice.**

**Situation:** The Cass County State’s Attorney office has implemented their own portal for electronic evidence management and will no longer access NDHP Reports or digital evidence through via the NDHP Portal.

**Action:** NDHP staff will need to learn the Axon Justice system to upload required reports and evidence files directly, rather than the States Attorney directly accessing the data via the NDHP Portal.

**Goal:** Train and implement support staff on Axon Justice to efficiently upload digital evidence for Cass County.

**Strategic Goal: Procure and implement Motorola Vigilant Vehicle Manager for the Criminal Interdiction Team (CIT).**

**Situation:** CIT officers currently run license plates through multiple platforms to obtain necessary information, resulting in inefficiencies and delays during interdiction operations.

**Action:** Obtain funding and procure Motorola Vigilant Vehicle Manager licenses for all CIT personnel.

**Goal:** Purchase and fully implement Vigilant Vehicle Manager licenses for all CIT officers to streamline license plate queries and improve operational efficiency in 2026.

**Strategic Goal: Research AI-assisted report writing technology within Body-Worn**

## **Camera (BWC) systems.**

**Situation:** Officers spend a significant amount of time writing reports and rewatching BWC footage to accurately document incidents.

**Action:** Evaluate available AI-enabled BWC technologies that support report writing and documentation.

**Goal:** Research and evaluate available options, then obtain funding and procure an AI-assisted report-writing and documentation program by December 2026.

## 2025 GOALS & ACHIEVEMENTS

### PROVIDE A SECURE ENVIRONMENT

#### FIELD OPERATIONS

**2025 Goal:** Collaborate with the NDDOT to enhance scale facilities and staffing for highway infrastructure protection in 2025.

**Result:** Goal not met, still working with NDDOT to update scale facilities, staffing will fall under NDDOT.

**2025 Goal:** Refine winter operations and road closure guidelines through collaboration in 2025.

**Result:** Accomplished with ongoing effort. We will continue working with NDDOT, SECC, and the ND Sheriff's and Deputies Association to improve winter operations and road closure guidelines.

**2025 Goal:** Reduce weather-related accidents and increase public awareness of safe winter driving practices through the Upper Great Plains Transportation Institute's winter driving project.

**Result:** Accomplished. Provided public awareness campaigns and improved winter driving protocols.

#### ADMINISTRATIVE SERVICES

**2025 Goal:** Secure funding to upgrade the Capitol complex's camera systems, servers, and additional security equipment by the end of the fiscal year to enhance security coverage and video storage capabilities.

**Result:** Goal not met, the project is still in progress with expectations to complete in the following year.

**2025 Goal:** Enhance video security at the range and LETA by upgrading surveillance systems and improving monitoring capabilities by the end of the fiscal year(s).

**Result:** Goal not met, the project is still in progress with expectations to complete in the following year(s).

**2025 Goal:** Explore an enterprise-wide video solution in collaboration with NDIT and other key agencies during the 2025-27 Biennium.

**Result:** Goal not met, the project is still in progress with expectations to complete in the following year(s).

**2025 Goal:** Research and evaluate duress alarm systems for implementation within the next six months to enhance safety protocols across the organization.

**Result:** Goal not met, the project is still in progress, working on developing a plan with funding in 2027.

## SUPPORT SERVICES

**2025 Goal:** Enhance Capitol Security with an Updated Keycard Access System

**Result:** Accomplished. New keycard processes were implemented in 2025.

**2025 Goal:** Seek options and improve office spaces in Fargo, Minot and Devils Lake.

**Result:** Accomplished with parts of the project still in progress. A new Minot office is under construction, the Devils Lake office is progressing, and Fargo's new office is expected to be completed by the end of 2027.

**2025 Goal:** Explore an enterprise-wide video solution in collaboration with NDI and other key agencies during the 2025-27 Biennium.

**Result:** Goal not met, but still in progress. Goal has been merged with the administrative goal of upgrading the Capitol complex's cameras, servers, and other security equipment.

## PROVIDE PUBLIC SAFETY

### FIELD OPERATIONS

**2025 Goal:** Obtain an allocation and funding for an additional Criminal Interdiction Sergeant in 2025 legislative session.

**Result:** Accomplished. Without additional legislative funding, we have reallocated an existing position to appoint a new CIT Sergeant.

**2025 Goal:** Consider Vision Zero goals when planning special enforcement activities and scheduling resources.

**Result:** Special enforcement activities yielded 2,824 seatbelt citations, 702 alcohol citations, and 249 citations during construction zone enforcement.

**2024 Goal:** Participate in the national Click It or Ticket enforcement campaign during three designated high-visibility enforcement periods.

**Result:** Completed as directed by NDDOT in 2025.

### ADMINISTRATIVE SERVICES

**2025 Goal:** Continue to provide real-time road reports to the public through social media as conditions change in 2025.

**Result:** Multiple videos were posted, featuring real-time road condition updates and ride-alongs with traffic troopers. As a result, NDHP's social media presence saw significant growth, with Facebook followers increasing from 127,000 to 171,000 and Instagram engagement rising by 234% in 2025

**2024 Goal:** Provide annual ethics refresher training.

**Result:** Accomplished. Annual ethics training was provided to all personnel in Dec 2025 through Blackboard/Genius.

**2024 Goal:** Provide annual bias-based profile refresher training.

**Result:** Accomplished. Annual bias-based profile training was provided to all personnel in Dec 2025 through Blackboard/Genius.

## SUPPORT SERVICES

**2025 Goal:** Complete the 2025 NDHP Traffic Crash Analysis.

**Result:** Accomplished. Jennifer Dahl completed the Traffic Crash Analysis.

**2025 Goal:** Complete the 2025 Use of Force and Pursuit Analysis.

**Result:** Accomplished. Rachel Bitz completed The UOF and Pursuit Analysis.

**2024 Goal:** Complete the 2025-2029 Multi-Year Plan.

**Result:** Accomplished. Rachel Bitz and the Command Staff completed the Multi-Year Plan.

## ENHANCE RELATIONSHIPS

### FIELD OPERATIONS

**2025 Goal:** Partner with the motor carrier industry to conduct safety presentation and training sessions as stated in the CMV safety plan in 2025.

**Result:** Accomplished with ongoing efforts, 75 MC safety talks were given statewide.

**2025 Goal:** Conduct over 250 safety talks statewide to various groups.

**Result:** Accomplished with ongoing efforts, we conducted 300 safety talks statewide to various groups.

**2025 Goal:** Build and strengthen relationships with narcotics task forces and tribal partners and share LE information through the criminal interaction team in 2025.

**Result:** Accomplished with ongoing efforts, the NDHP renewed MOUs with two tribal partners, a third to be signed in 2026. NDHP signed a new MOU with one of the narcotic task forces in 2025, but more work remains.

## ADMINISTRATIVE SERVICES

**2025 Goal:** Provide bias-based profiling course to all NDHP sworn officers in 2025.

**Result:** Accomplished. Bias-based profiling training was provided to all personnel on January 7<sup>th</sup>, 2025.

**2025 Goal:** Meet with leaders of the Turtle Mountain Band of Chippewa to further discuss a law enforcement agreement in 2025.

**Result:** Goal not met, still in progress. NDHP representatives continue to meet with Turtle Mountain Band of Chippewa to get a LE agreement signed.

**2025 Goal:** Visit public, private, and tribal schools and enhance applicant diversity in 2025.

**Result:** Accomplished with ongoing efforts, NDHP uses a recruiting officer for community and school outreach.

**2025 Goal:** Provide cultural awareness training to NDHP officer through the CLO program in 2025.

**Result:** Accomplished. We have expanded the CLO program, now including 2 cultural liaison officers patrolling different areas of the state instead of just one at HQ.

**2025 Goal:** Conduct one Youth Academy.

**Result:** Accomplished, NDHP conducted a Youth Academy July 28-31, 2025.

## SUPPORT SERVICES

**2025 Goal:** Leverage information gained from the accreditation public comment period in 2025.

**Result:** Information received during the 2025 accreditation public comment period was reviewed, evaluated, and used to inform agency practices, identify opportunities for improvement, and support continuous compliance with CALEA standards.

**2025 Goal:** Collaborate with Administrative Services on the implementation and use of Blackboard LMS system at the LETA.

**Result:** Accomplished. Blackboard LMS system is operational at the LETA.

## ENHANCE EMPLOYEE WELFARE

### FIELD OPERATIONS

**2025 Goal:** Send Commanders to upper-level management training in 2026.

**Result:** Northwestern Staff & Command training planned for May 2026.

**2025 Goal:** Conduct at least one employee engagement committee meeting for each group in 2025.

**Result:** Supervisor Engagement Workgroup Committee meeting was held on August 28, 2025.

## ADMINISTRATIVE SERVICES

**2025 Goal:** Participate in an annual Gallup employee engagement survey in 2025.

**Result:** 92% of the agency participated in the Gallup Survey in 2025.

**2025 Goal:** Continue to enhance the statewide clinical mental health network in 2025.

**Result:** Accomplished. Two in-state training courses we conducted, and members were added.

**2025 Goal:** Establish a physical fitness committee to enhance employee wellness in 2025.

**Result:** Accomplished. A physical fitness committee was established, enhancing the program and initiating a new physical fitness challenge.

## SUPPORT SERVICES

**2025 Goal:** Update line of duty death policy and create a line of duty death manual.

**Result:** Officer Involved Use of Lethal Force Manual was updated.

## LEVERAGE AVAILABLE TECHNOLOGY

### FIELD OPERATIONS

**2025 Goal:** Leverage technology to improve field operations efficiency.

**Result:** Accomplished and ongoing. Field Commanders continue to work with Support Services to identify inefficiencies that can be addressed.

### ADMINISTRATIVE SERVICES

**2025 Goal:** Purchase new policy and HR software by May 1, 2025.

**Result:** In progress, working on purchasing additional platforms of PowerDMS to streamline policy acknowledgement and HR functions.

**2025 Goal:** Secure approval for the creation of an NDHP information technology position within the agency.

**Result:** Accomplished. By splitting up the CLO and the Recruiting Officer, we now have two CLO's and a Recruiter/Organizational Development Officer.

## SUPPORT SERVICES

**2025 Goal:** Implement video editing software and build a recording studio at the NDHP LETA.

**Result:** The Recording Studio has been completed. The video editing software is still in progress.

**2025 Goal:** Purchase taser replacements and have them issued to all officers by October 1, 2025.

**Result:** Accomplished. New Taser 10's were purchased and issued to the field at in-service, September 2025.

**2025 Goal:** Purchase updated in-car router technology and ability to live stream in both in-car and body-worn cameras for fleet installation by October 1, 2026.

**Result:** Still in progress. In car routers have been purchased and are be tested.

**2025 Goal:** Bridging major NDHP systems such as CAD, Aries, TRACS, Safespect, etc. for implementation by December 31, 2027.

**Result:** Still in progress.

**2025 Goal:** Get all NDHP officers operating on State Interoperable Radio Network (SIRN) by September 1, 2026.

**Result:** Still in progress. NDHP officers are operating on SIRN as the PSAP's around them go live. Support Services Commander and the Planning Officer continue to work with NDIT on finalizing a fleetmap for the agency statewide.

**2025 Goal:** Elimination of NDHP intranet, with migration of an alternative software.

**Result:** In Progress. Once all platforms of PowerDMS are implemented, we can work on elimination of the Intranet.

## COLLABORATIVE SYSTEMS REVIEW

On November 21, 2025, 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 or will be completed by the end of 2025.
- Identify objectives that will not be completed by the end of 2025.
- Update or eliminate objectives that will not be completed by the end of 2025.
- Identify other accomplishments for the year 2025.
- Identify and develop strategic goals for 2026 through 2030.
- Update and modify operational objectives for 2026-27.

The following employees attended the collaborative systems review on November 21, 2025:

Colonel Daniel Haugen – Superintendent  
Major Derek Arndt – Assistant Superintendent- Administration  
Major Tom Iverson – Assistant Superintendent- Operations  
Captain Adam Dvorak – Support Services Commander  
Captain Adrian Martinez-Administrative Services Commander  
Lieutenant Matthew Denault– Special Operations Commander  
Lieutenant Jenna Clawson-Hubregtse- Safety & Education Commander  
Sergeant Michael Wald– Planning Officer  
Brandy Dahlin – Planning Analyst

On February 2, 2026, NDHP leaders attended a follow-up collaborative systems review to finalize this report:

Colonel Daniel Haugen – Superintendent  
Major Derek Arndt – Assistant Superintendent- Administration  
Major Tom Iverson – Assistant Superintendent- Operations  
Captain Adam Dvorak – Support Services Commander  
Lieutenant Jenna Clawson-Hubregtse- Safety & Education Commander  
Sergeant Michael Wald– Planning Officer  
Brandy Dahlin – Planning Analyst