

North Carolina Department of Public Safety

# STRATEGIC PLAN

June 1, 2021

2021-2023



# Introduction

## About DPS

The North Carolina Department of Public Safety (DPS) serves as the State's chief protector and defender of the public and is the statewide public safety and homeland security agency. Formed in early 2012 from the consolidation of the former departments of Corrections, Crime Control and Public Safety, and Juvenile Justice and Delinquency Prevention, DPS is the State's largest agency. It is home to Adult Correction and Juvenile Justice, Alcohol Law Enforcement, Emergency Management, Governor's Crime Commission, NC National Guard, Office of Recovery and Resiliency, Private Protective Services Board/Alarm System Licensing Board, Samarca Training Academy, State Capitol Police, and State Highway Patrol and employs more than 25,000 full time personnel and 12,000 National Guard members. It also provides administrative support to the Alcoholic Beverage Control Commission and the State Bureau of Investigation.

The Department focuses citizen and legislative attention on law enforcement and public safety issues, such as the supervision of offenders in prison or under Community Corrections supervision; justice reinvestment; reentry planning; highway safety; crime prevention; victim services; homeland security; and preparation for, response to, and recovery from natural and man-made disasters.

## DPS Strategic Plan Structure

This 2021-2023 Strategic Plan serves as a guide for how the Department as a unified entity will achieve its vision to provide premier public safety and security services for all North Carolinians. The information that follows represents a combined effort between DPS leadership and all Divisions to provide a roadmap for how DPS will continue to implement and achieve its overall mission.

The 2021-2023 Strategic Plan is divided into goals, objectives, and initiatives. The initiatives of each Division/Section are organized under common objectives. Although each Division/Section submits and has ownership over its own initiatives, there are common themes weaved throughout the document that reflect strategic priorities to enhance our efforts to promote public safety and continue to serve the State as an allied and unified entity. Some common themes highlighted in the 2021-2023 Strategic Plan include:

- Promoting racial equity practices in law enforcement activities
- Creating a true culture of inclusion in both hiring and ongoing practices
- Enhancing physical and cyber security efforts

- Ensuring the Department is prepared to respond to an emergency, whether it is a health crisis (COVID-19), natural disaster, or civil disturbance
- Preparing for our future by investing in our employees through enhanced training, succession planning, and wellness strategies

In addition, multiple strategic initiatives address programs and projects which are implemented in partnership with other agencies or are complex and multi-year in scope. The North Carolina Helo-Aquatic Rescue Team (HART) program is one such example—NC HART is coordinated at the State-level by the NC Division of Emergency Management (NCEM), but the HART team-members themselves are drawn primarily from local fire departments, and the air-frames which the HART team-members use are operated by the NC National Guard (NCNG) and State Highway Patrol (SHP). Another example is the implementation of the Master Plan updates for the DPS Garner Road complex. Upon completion, these critical updates will provide SHP, Alcohol Law Enforcement (ALE), and State Bureau of Investigation (SBI) with much needed administrative office space while also providing the facility infrastructure necessary to continue on-site training for SHP cadets.

## Mission Statement

Safeguard and preserve the lives and property of the people of North Carolina through prevention, protection, and preparation with integrity and honor.

## Vision Statement

To provide premier public safety services for all North Carolinians.

## Organizational Values

**Safety** We value the safety of our employees and the citizens we serve.

**Integrity** We perform our work in an ethical, honorable, respectful, courageous, truthful, and sincere way.

**Customer Service** We consistently exceed our customers' expectations through speed of delivery of services and continuous evaluation.

**Professionalism** We exhibit courteous, conscientious, and businesslike manner in all customer service activities; We stay knowledgeable of all aspects of our job; We act for the public good without regard for convenience or self-interest.

**Diversity** We draw strength from our differences and work together as a family in a spirit of inclusion, teamwork, and mutual respect.

**Quality** We pursue excellence in delivering the programs and services entrusted to us.

## Goals and Objectives

### **Goal #1: Strengthen the Department's unity of effort as a consolidated and allied entity.**

Through communication, collaboration, and the reduction of complexity and inconsistency, DPS will leverage the vast expertise and resources of the Department to improve the quality of life of North Carolinians by reducing crime and enhancing public safety.

#### **Objectives:**

- 1.1: Enhance facilities and infrastructure
- 1.2: Use data to inform operational decision making and strategic planning priorities
- 1.3: Streamline business processes and improve workplace efficiencies
- 1.4: Strengthen internal communication and collaboration

### **Goal #2: Create a true culture of prevention, protection, and preparedness.**

Recognizing the local and individual impact of crime and disasters, DPS seeks to strengthen community engagement and maintain a constant state of readiness through leadership, partnerships, and sound financial practices. Thus, the Department and its partners will be equipped not only to prepare, prevent, and protect but also to respond to and recover from crime and disasters.

#### **Objectives:**

- 2.1: Ensure the Department maintains a constant state of readiness
- 2.2: Strengthen disaster recovery and resilience capacity
- 2.3: Improve workplace safety
- 2.4: Continue to implement Raise the Age legislation
- 2.5: Preserve and protect human life and property
- 2.6: Prevent crime and reduce recidivism

2.7: Strengthen public outreach, external communication, and education efforts

2.8: Ensure Department and Division policies, procedures, and practices promote racial equity in criminal justice and law enforcement

2.9: Mitigate the impacts COVID-19 has on employee health and Department operations

**Goal #3: Create and maintain an environment throughout the Department where employees are engaged, accountable, and recognized for the contributions they make to enhance public safety in North Carolina.**

DPS recognizes the needs of employees and consistently seeks to evaluate their environment, well-being, and compensation. A diverse, well-trained, and accountable workforce is critical to ensure consistency with the Department's values and public safety mission.

**Objectives:**

3.1: Ensure the Department has a well trained professional workforce

3.2: Improve and enhance the recruitment and retention of a diverse and highly qualified workforce

3.3 Improve the work environment, well-being, and compensation of our Public Safety professionals

## **Goal 1:**

**Strengthen the  
Department's  
unity of effort as  
a consolidated  
and allied entity.**



Emergency Management



Alcohol Law Enforcement



State Highway Patrol



National Guard

# GOAL 1

## Objective 1.1: Enhance facilities and infrastructure

### Department-wide

1.1.DPS.1 Request funding and implement a 9-year phased master plan to upgrade existing and construct new facilities at the DPS Garner Road campus to replace unsafe, failing and outdated infrastructure to ensure SHP, ALE and SBI administrative, training, logistics and equipment maintenance requirements allow them to meet their obligations to the state.

### ABC Commission

1.1.ABC.1 Increase warehouse capacity to meet customer demand.

### Alcohol Law Enforcement

1.1.ALE.1 Locate, secure and occupy new office space for Alcohol Law Enforcement (ALE) headquarters and district office staff due to being restored to Division status.

### Central Engineering

1.1.CE.1 Update NC Gen. Stat. 143-64.17 to allow DPS to retain cost savings from increased energy efficiencies, which in turn will support future operational and infrastructure needs.

### Human Resources

1.1.HR.1 Strengthen human resources data security to mitigate the threat of data breaches.

### Information Technology

1.1.IT.1 Upgrade and maintain the Voice Over Internet Protocol/unified communications environment to meet the demands of continued growth throughout the Department.

1.1.IT.2 Update technology to reduce cyber incident alert times.

1.1.IT.3 Replace end-of-life switches, firewalls and servers to ensure continued availability of DPS information networks.

1.1.IT.4 Improve the Department's information technology security posture by increasing the number and sophistication of firewalls at critical locations.

### Juvenile Justice

1.1.JJ.1 Implement telehealth solutions to ensure juveniles have access to coordinated health services and increased on-site residential setting access to primary, specialty and psychiatric care.

# GOAL 1

## NC National Guard

1.1.NG.1 Implement a regionalized Surface Equipment Maintenance Facility program to increase maintenance request response efficiency.

1.1.NG.2 Maintain and replace the Joint Force Headquarters audio-visual system to meet increased demand for use of facilities.

1.1.NG.3 Implement the Army Compatible Use Buffer Program at Camp Butner to ensure protection against development encroachment.

## Prisons

1.1.DOP.1 Install air conditioning at all Prisons' facilities to ensure wellbeing of staff and offenders.

1.1.DOP.2 Provide all Prisons' facilities with wireless internet capabilities in support of programming and employee safety efforts.

1.1.DOP.3 Implement telehealth statewide to improve healthcare access for offenders.

1.1.DOP.4 Equip, staff and activate a medical unit at the Central Prison Healthcare Complex to provide care for offenders with long-term medical needs.

## Samarcand Training Academy

1.1.SAM.1 Maintain and replace Samarcand Training Academy's audio-visual technology and equipment to meet increased demand for use of facilities.

## State Capitol Police

1.1.SCP.1 Implement a computer replacement schedule to improve readiness and performance.

## State Highway Patrol

1.1.SHP.1 Design and construct an aviation operations facility in Raleigh and Salisbury to meet increased demand for aviation response assets.

1.1.SHP.2 Implement a fuel storage solution for the main Raleigh hangar to increase SHP aviation operations safety and efficiency by reducing the number of required take-offs and landings.

# GOAL 1

## Objective 1.2: Use data to inform operational decision making and strategic planning priorities

### Adult Correction and Juvenile Justice

1.2.ACJJ.1 Identify and analyze data to drive decision making to adapt and adjust policy and resources for Adult Correction.

### Alcohol Law Enforcement

1.2.ALE.1 Purchase, develop and implement a new, all-inclusive case/records management system to expand ALE's ability to record, search, and analyze records.

### Emergency Management

1.2.EM.1 Implement performance metrics to assist in decision making and strengthen organizational development and programmatic performance.

1.2.EM.2 Analyze currently produced or available natural hazard, weather, flood and related Division data to develop consolidated information products in support of operational decision making.

### Governor's Crime Commission

1.2.GCC.1 Conduct a cost benefit analysis on the Grant Enterprise Management System to ensure Governor's Crime Commission (GCC) grant subrecipients have an efficient and effective web-based grant management tool.

### Human Resources

1.2.HR.1 Strengthen and expand employee relations system data analysis capability to assist management with disciplinary action-related decision making.

### Information Technology

1.2.IT.1 Increase data collection, reporting and analytic capabilities to meet decision support business needs throughout the Department.

### Juvenile Justice

1.2.JJ.1 Develop, implement and sustain business analytics to increase the data-driven decision-making capability of Juvenile Justice managers and stakeholders statewide and to inform the public.

1.2.JJ.2 Improve data collection systems and analysis processes to better plan and measure education program effectiveness.

# GOAL 1

## Special Operations and Intelligence Unit

1.2.SOIU.1 Improve Special Operations and Intelligence Unit (SOIU) data collection systems and analysis processes to support operational decision making.

## State Bureau of Investigation

1.2.SBI.1 Track requests for assistance from external partners to better manage resource allocation.

1.2.SBI.2 Develop a new records management system to track drug-related crimes in the state.

1.2.SBI.3 Implement software to track, maintain and report violent crime data and statistics in North Carolina to comply with NC Gen. Stat. 143B-902.

1.2.SBI.4 Implement software to track, maintain, and report property crime data and statistics in North Carolina to comply with NC Gen. Stat. 143B-902.

## State Highway Patrol

1.2.SHP.1 Strengthen and expand data-driven approaches to Crime and Traffic Safety and Commercial Vehicle Enforcement Resource Lab data analysis capability to improve traditional and motor carrier enforcement activity prioritization and crash reduction efforts.

## Objective 1.3: Streamline business processes and improve workplace efficiencies

### ABC Commission

1.3.ABC.1 Implement a real-time inventory depletion information system to increase warehouse operation efficiency.

1.3.ABC.2 Incorporate the ABC Commission's Legal Section into the web-based collaboration platform to make violation review workflows more efficient.

1.3.ABC.3 Implement an online payment platform for the public to streamline payment processes for all Sections.

1.3.ABC.4 Implement an online permit application platform to streamline the permit application process.

1.3.ABC.5 Update the ABC Commission's pricing system to reflect industry standards.

# GOAL 1

## Central Engineering

1.3.CE.1 Promote a culture of continuous improvement utilizing lean processes and procedures to optimize the organization's effectiveness.

1.3.CE.2 Evolve routine processes from paper-centric to digital processing in order to improve workplace efficiencies and promote sustainable practices.

## Combined Records

1.3.CR.1 Ensure all Combined Records policies and procedures are reviewed and updated so they are current, relevant and consistent.

## Communications

1.3.COMM.1 Create an online public records request form to simplify and improve the efficiency of the records request process.

## Governor's Crime Commission

1.3.GCC.1 Improve GCC policy and procedures for subrecipients of federal grants in order to maximize grant funding utilization.

## Human Resources

1.3.HR.1 Improve the process for leave of absence and separation requests to reduce the overall processing time.

1.3.HR.2 Review and refine the 95-day disciplinary action cycle to increase efficiencies and define a process for submitting exception requests.

## Inmate Grievance Resolution Board

1.3.IGRB.1 Improve record keeping capabilities to streamline business processes and improve data analysis capability.

1.3.IGRB.2 Improve the offender grievance submission process to better serve Prisons' staff and offenders.

## Internal Audit

1.3.IA.1 Implement software to allow internal auditors to increase efficiency from planning to reporting, improve risk monitoring, generate and search reports, provide expert solutions and manage and store information in a single database while reducing manual processes.

# GOAL 1

## Juvenile Justice

1.3.JJ.1 Establish a comprehensive quality assurance program to assess the service quality of court services.

## Office of Special Investigations

1.3.OSI.1 Develop procedures for scanning documents and proper disposal of paper records after the required retention period to support compliance with the existing office's electronic records and imaging policy and procedures.

## Policy and Strategic Planning

1.3.OPSP.1 Review and update (as necessary) all Department-level policies within the 24-month cycle requirement to ensure all policies are current, relevant and consistent.

## Prisons

1.3.DOP.1 Improve Correction Enterprises' technology and equipment, improve offender access and training and establish an enterprise resource planning system to allow Correction Enterprises to remain competitive with peer industries.

1.3.DOP.2 Evaluate and optimize distribution, logistics and sustainability methods to improve Correction Enterprises' service quality.

1.3.DOP.3 Implement quality assurance audits across all disciplines of Prisons staff to ensure consistency throughout Sections.

1.3.DOP.4 Provide tablets for wardens, associate wardens and officers in charge to allow for more efficient documentation of required rounds and actions.

1.3.DOP.5 Implement the 340B pricing program to maximize cost efficiency for the Prisons' healthcare program.

## Purchasing and Logistics

1.3.PL.1 Implement a paperless technology solution for contract bids to better serve the public and to minimize physical space requirements.

## Special Operations and Intelligence Unit

1.3.SOIU.1 Work with the NC Department of Information Technology (DIT) to effectively utilize technology to improve field section case management, uploading personnel files into an electronic records system and track all compliance issues.

# GOAL 1

1.3.SOIU.2 Train and educate employees on information technology tools and resources that can make them more efficient.

1.3.SOIU.3 Coordinate with DIT to build a new trip management system and mobile application to automate processes associated with extradition activities.

1.3.SOIU.4 Complete transition of SOIU processes for offender records and fiscal files from paper-centric to digital processing in order to improve workplace efficiencies and promote sustainable practices.

## State Capitol Police

1.3.SCP.1 Create an Office Assistant IV position to perform basic administrative functions, allowing State Capitol Police (SCP) senior administrative staff to focus on more complex duties.

## State Highway Patrol

1.3.SHP.1 Centralize the vehicle build process to lower costs and ensure a fleet that is standardized and meets safety requirements.

1.3.SHP.2 Implement an electronic inventory management and asset tracking solution to improve oversight of physical assets.

## Victim Services

1.3.VS.1 Reduce the Victim Services claims processing time to more quickly provide assistance to victims of crimes.

## Objective 1.4: Strengthen internal communication and collaboration

### Communications

1.4.COMM.1 Develop comprehensive communication plans for DPS Divisions, Sections and Units to guide internal and external information-sharing, to include public education and outreach efforts.

# GOAL 1

## Information Technology

1.4.IT.1 Consolidate separate DPS agency intranet sites to improve internal communications and increase employee engagement.

## Prisons

1.4.DOP.1 Integrate Correction Enterprises into Prisons' leadership structure to ensure consistent management practices.

1.4.DOP.2 Provide DPS-issued email addresses to all Prisons employees to ensure they have access to timely and accurate information.

## Samarcand Training Academy

1.4.SAM.1 Implement an employee recognition program and internal newsletter to promote team building.

## **Goal 2:**

**Create a true  
culture of  
prevention,  
protection and  
preparedness.**



Correctional Healthcare



Community Corrections



State Capitol Police



Juvenile Justice

## GOAL 2

### Objective 2.1: Ensure the Department maintains a constant state of readiness

#### Alcohol Law Enforcement

2.1.ALE.1 Organize and conduct a critical incident tabletop exercise for each ALE district to ensure operational readiness.

#### Central Engineering

2.1.CE.1 Acquire and maintain heavy construction equipment needed by Central Engineering Construction Apprenticeship Program personnel to perform required job functions.

#### Combined Records

2.1.CR.1 Cross-train all Sections within Combined Records to increase operational knowledge and ensure operational continuity.

2.1.CR.2 Acquire and maintain equipment needed by Combined Records staff to perform required job functions.

#### Community Corrections

2.1.DCC.1 Upgrade Probation/Parole Officers' safety equipment package to enhance officer safety.

2.1.DCC.2 Implement succession planning within Community Corrections to ensure operational continuity.

#### Emergency Management

2.1.EM.1 Analyze and document NCEM position-specific duties, deliverables, tasks and responsibilities to ensure operational continuity.

2.1.EM.2 Secure adequate funding for critical NCEM response and recovery infrastructure to mitigate disruptions to emergency operations.

2.1.EM.3 Secure recurring appropriated funds to enhance and maintain statewide Mass Search and Rescue Program capabilities.

2.1.EM.4 Secure recurring appropriated funds for NCEM personnel and operating costs to mitigate disruptions to emergency operations.

## GOAL 2

2.1.EM.5 Create 29 additional positions at NCEM to enhance the state's ability to prepare for, respond to and recover from all hazards.

2.1.EM.6 Transition the current 24-Hour Operations Center to a 24-Hour Watch Center to strengthen the State Emergency Response Team's capability to proactively monitor and respond to all hazards.

2.1.EM.7 Implement a state cybersecurity emergency support function to strengthen the state's ability to manage and coordinate cybersecurity incident response.

2.1.EM.8 Create additional positions at NCEM to support critical infrastructure protection, intelligence, and cybersecurity programs and operations.

2.1.EM.9 Expand utilization of the Threat Hazard Identification Risk Assessment/State Preparedness Report planning process throughout the nine domestic preparedness regions to better inform the prioritization of planning, equipment, training and exercise resources at the local level.

### Information Technology

2.1.IT.1 Increase the number of IT Project Management positions to right-size Department of Information Technology - Public Safety (DIT-PS) staffing in order to meet the increasing demand for IT-related projects.

2.1.IT.2 Increase the number of IT Security positions to right-size DIT-PS staffing in order to meet increasing demand for IT-related forensics and cyber intrusion/threat monitoring.

2.1.IT.3 Increase the number of IT network professionals to right-size DIT-PS staffing in order to meet existing demand for network services.

2.1.IT.4 Ensure DPS information systems are maintained and upgraded to meet cyber security requirements and technology resilience in order to ensure business continuity.

### Inmate Grievance Resolution Board

2.1.IGRB.1 Implement succession planning within IGRB to ensure operational continuity.

### Juvenile Justice

2.1.JJ.1 Implement succession planning and building strategic problem-solving teams within Juvenile Justice Community Programs to ensure operational continuity.

### NC National Guard

2.1.NG.1 Develop and implement the NC Readiness Center Transformation Plan to ensure optimal facility utilization and placement of NCNG personnel to support all hazard emergency response operations.

## GOAL 2

2.1.NG.2 Ensure each NCNG State Active Duty force package has 800 MHz radio capability in order to increase communication capabilities and state response readiness.

2.1.NG.3 Ensure all NCNG armories and headquarters have high frequency two-way communication backup capabilities to ensure operational continuity during all hazard emergencies.

2.1.NG.4 Ensure each NCNG SAD force package has real-time tracking capability to increase situational awareness of NCNG resources during all hazard emergencies.

2.1.NG.5 Create two Geographic Information Specialist (GIS) positions within the NCNG Joint Operations Center to increase situational awareness of NCNG resources during all hazard emergencies.

2.1.NG.6 Build a helo-aquatic rescue technician training scenario at the State Firefighting Academy to ensure North Carolina's HART program maintains a high level of excellence.

2.1.NG.7 Establish recurring funds to ensure the NCNG Cyber Security Response Force has appropriate capacity to respond to the state's increased cybersecurity requirements.

### Office of the General Counsel

2.1.OGC.1 Analyze Office of the General Counsel staffing needs and caseloads to ensure DPS Divisions and Sections are provided effective legal training and support.

### Purchasing and Logistics

2.1.PL.1 Conduct a cost benefit analysis of purchasing additional vehicles to address increasing NC Department of Administration motor fleet rates.

### Samarcand Training Academy

2.1.SAM.1 Construct and operate an Emergency Vehicle Operations Training Center to provide driving training to DPS law enforcement, corrections and basic law enforcement training programs.

2.1.SAM.2 Construct a training site at the Samarcand Firearms Training Center where students can utilize lethal or non-lethal firearm ammunition in exercises to enhance tactical awareness for active shooter scenarios.

2.1.SAM.3 Track proactive maintenance repair requests at all Samarcand facilities to develop more effective maintenance strategies.

## GOAL 2

### Special Operations and Intelligence Unit

2.1.SOIU.1 Create five additional Radio Operator positions within SOIU's Communications Center to support other agencies in the lawful apprehension and arrest of criminal offenders.

2.1.SOIU.2 Add additional positions to SOIU to strengthen security risk group management, data analysis, phone investigation, radio communications and wireless investigation processes.

2.1.SOIU.3 Procure laptops to ensure staff operating in the field have the ability to effectively respond to emergency situations.

2.1.SOIU.4 Purchase drones in order to provide real-time actionable and situational awareness for incidents and training.

2.1.SOIU.5 Create eight additional Administrative Assistant positions to right-size administrative support for SOIU's Intelligence, Field Operations and Communications Sections to address increasing volume of work.

2.1.SOIU.6 Create an additional Logistics position to ensure effective use and management of SOIU's vehicle fleet.

2.1.SOIU.7 Expand the Inmate Phone Investigation Section by converting all positions to first shift and adding additional staff to meet the increasing demand for investigations.

2.1.SOIU.8 Create three additional Special Operations Investigator positions within SOIU's Field Section to address the increasing demand of federal law enforcement agencies and fugitive apprehension.

2.1.SOIU.9 Create a team of temporary staff that are certified to assist with extradition trips.

2.1.SOIU.10 Implement cell intel assessments to increase SOIU's ability to access and analyze data from tablets issued to offenders in Prisons.

2.1.SOIU.11 Implement a computer aided dispatch system to improve SOIU's ability to dispatch emergency response resources.

2.1.SOIU.12 Expand the SOIU dispatch center safety and status check pilot program to US Federal Probation and 80% of Community Corrections districts.

2.1.SOIU.13 Procure a second regional mobile command post to strengthen incident command capability for response to civil disturbance, natural disasters, missing persons and offender escapes in eastern North Carolina.

## GOAL 2

### State Bureau of Investigation

2.1.SBI.1 Secure adequate funding for SBI leased space to mitigate disruption to operations.

### State Capitol Police

2.1.SCP.1 Convert 27 receipt-funded Police Officer positions to appropriations to more effectively deploy resources based on day-to-day operational needs.

2.1.SCP.2 Implement a communications tool to allow SCP to send immediate notifications to residents and employees in the downtown Raleigh area to provide information regarding events or incidents which could impact public safety.

2.1.SCP.3 Expand the use of FirstNet wireless capabilities to all sworn members of SCP to ensure immediate, reliable and efficient voice and data communication.

2.1.SCP.4 Procure 20 additional emergency police vehicles to ensure officers maintain the ability to effectively respond to calls for service.

2.1.SCP.5 Create and implement a law enforcement equipment replacement schedule to enhance the safety of the officers and the public they serve.

2.1.SCP.6 Create 24 additional Police Officer I positions to implement increased security initiatives and to provide a safe environment within the downtown Raleigh State Government Complex.

2.1.SCP.7 Upgrade the SCP CAD system to provide real time dispatch capabilities for law enforcement, emergency medical service, fire and other state resources.

### State Highway Patrol

2.1.SHP.1 Implement Next Generation 911 and CAD system to improve SHP ability to dispatch emergency response resources.

2.1.SHP.2 Purchase one air-frame with hoist capabilities to strengthen HART capability.

2.1.SHP.3 Implement and maintain in-car cameras for all enforcement member vehicles to strengthen accountability and transparency.

2.1.SHP.4 Procure critical equipment for the SHP Basic School to ensure each successive class of Troopers is appropriately trained and prepared to enter the workforce.

## GOAL 2

### Victim Services

2.1.VS.1 Develop in coordination with NCEM a mass-casualty support capability for Victim Services to provide a rapid, coordinated, and sensitive response to victims of mass violence in need of compensation.

### VIPER

2.1.VIPER.1 Replace end-of-life Voice Interoperability Plan for Emergency Responders (VIPER) network equipment to address excessive maintenance and repair costs and unavailable replacement parts to ensure the integrity and uninterrupted operation of the network.

2.1.VIPER.2 Create a VIPER central region support team to ensure the network operates at optimal levels and has zero down time statewide.

2.1.VIPER.3 Complete construction of the statewide VIPER 800 MHz interoperable radio communication system in order to provide access to interoperable communications for all public safety agencies in North Carolina.

## Objective 2.2: Strengthen disaster recovery and resilience capacity

### Communications

2.2.COMM.1 Develop and implement a communications plan to provide disaster survivors with information and help connect them to essential resources after disasters.

### Emergency Management

2.2.EM.1 Create additional permanent positions in the NCEM Recovery Section to increase the efficiency, improve effectiveness, and ensure continuity of recovery programs.

2.2.EM.2 Implement electronic individual assistance applications for recovery to increase the efficiency with which applications are evaluated and funds are distributed.

2.2.EM.3 Implement a common system of record across the Division's Recovery and Mitigation Sections to ensure consistent and standardized operations across the Sections.

2.2.EM.4 Implement a state-centric hazard mitigation grant program to increase efficiency and decrease implementation time for hazard mitigation projects.

## GOAL 2

### Office of Recovery and Resiliency

2.2.NCORR.1 Align disaster recovery programs and non-profit voluntary organizations' efforts to ensure efficient recovery for disaster survivors.

2.2.NCORR.2 Administer the State Disaster Recovery Task Force as an advisory body to improve resilience and future disaster responses.

2.2.NCORR.3 Administer the State Interagency Resilience Team to support implementation of goals outlined in the statewide Climate Risk Assessment and Resilience Plan.

2.2.NCORR.4 Develop and implement the North Carolina Resilient Communities Program to implement projects that improve resilience as outlined in the statewide Climate Risk Assessment and Resilience Report.

2.2.NCORR.5 Establish a statewide resilience implementation framework and initiate development of cross-sector strategies to protect life and prevent damage to property, commerce and the environment from future disasters.

2.2.NCORR.6 Secure recurring appropriated funds for positions currently supported by time-limited federal or state funding to ensure operational continuity and capacity for response to future disasters.

## Objective 2.3: Improve workplace safety

### Human Resources

2.3.HR.1 Create three additional regional Occupational Health Nurse positions to support implementation and evaluation of occupational and environmental health programs and services for DPS employees and working offenders.

### Juvenile Justice

2.3.JJ.1 Provide in-service training to Juvenile Justice Court Services staff on best practices in risk reduction to ensure employee and juvenile safety in the community and in the office.

2.3.JJ.2 Update policy and upgrade incident report collection system to reduce the number of facility-based incidents resulting in injury to staff or juveniles.

2.3.JJ.3 Update the Juvenile Justice behavior expectations policy and implement effective behavior management practices to support a safe and secure living and work environment for youth and staff.

## GOAL 2

### Office of Staff Development and Training

2.3.OSDT.1 Enhance the Office of Staff Development and Training (OSDT) Central Region Training Complex electronic surveillance system to improve site safety and security.

### Prisons

2.3.DOP.1 Analyze violence reduction methodologies, to include artificial intelligence and predictive analytics, in order to develop evidence-based policies that improve prison safety.

2.3.DOP.2 Analyze the utilization of body scanners at all Prisons' facilities to reduce contraband.

2.3.DOP.3 Ensure all minimum and medium custody facilities have perimeter security cameras and automatic locks to strengthen perimeter security.

2.3.DOP.4 Upgrade cameras in Prisons' facilities to enhance monitoring of offenders.

2.3.DOP.5 Ensure all staff having day-to-day contact with offenders are offered basic training to enhance employee safety.

### Samarcand Training Academy

2.3.SAM.1 Track outcomes of quarterly safety meetings and results of campus safety inspections to ensure a safe training environment.

2.3.SAM.2 Increase and track the number of safety awareness trainings, inspections and drills to improve staff safety.

2.3.SAM.3 Increase the number of housekeeping inspections of student and instructor occupied facilities to ensure all areas are efficiently cleaned, sanitized and disinfected.

### Special Operations and Intelligence Unit

2.3.SOIU.1 Create three additional Operations Specialists positions to help maintain and enhance safety in Prisons and communities through the investigation of staff threats and attempted assaults.

2.3.SOIU.2 Create one additional Administrative Specialist II/Inmate Phone Investigator position to strengthen telephonic intelligence gathering capability.

2.3.SOIU.3 Create seven additional Investigator III/Correctional Justice Specialist positions to increase intelligence capabilities to ensure Prisons and Community Corrections workplace safety.

## GOAL 2

### Objective 2.4: Continue to implement Raise the Age legislation

#### Juvenile Justice

2.4.JJ.1 Expand Juvenile Justice capacity to provide services to meet the increased demand related to Raise the Age legislation to include appropriate legislative, administrative and funding solutions.

2.4.JJ.2 Implement video conferencing technology in juvenile facilities, juvenile court and courthouses to facilitate video hearings, reduce transportation costs and increase family engagement.

2.4.JJ.3 Develop and implement strategies to increase access to behavioral health services for transition-aged youth involved with the juvenile justice system.

2.4.JJ.4 Improve functionality of A Local Link to Improve Effective Services to support implementation of Raise the Age initiatives and support programming needs.

2.4.JJ.5 Review juvenile confinement facility needs and implement lifesaving technology and equipment upgrades to increase resident and staff safety and security.

2.4.JJ.6 Implement an eastern area crises and assessment center and specialized services to support current and future Raise the Age population needs.

#### Office of the General Counsel

2.4.OGC.1 Create a new Attorney Supervisor position specializing in juvenile justice issues to provide continued support in response to Raise the Age legislation.

### Objective 2.5: Preserve and protect human life and property

#### Emergency Management

2.5.EM.1 Create seven additional positions to support school safety and implement the school panic alarm project to enhance the ability to mitigate the likelihood and impact of acts of violence in schools across the State.

#### Juvenile Justice

2.5.JJ.1 Implement strategies to prevent facility-based escapes and reduce non-returns from community-based visits to ensure public safety.

## GOAL 2

### Private Protective Services

2.5.PPS.1 Establish licensing requirements for proprietary organizations by making certain that only qualified individuals are permitted to hire armed guards to enhance public safety.

2.5.PPS.2 Implement an internal quality control program to ensure an appropriate number of applications are regularly inspected for accuracy and proper disposition.

### Prisons

2.5.DOP.1 Expand current and implement new suicide prevention strategies in Prisons to improve offender safety.

2.5.DOP.2 Increase the number of substance use disorder treatment beds in Prisons to expand access to treatment and rehabilitation programming.

### Samarcand Training Academy

2.5.SAM.1 Provide tasers to Samarcand security officers to offer a less lethal use of force option.

### Special Operations and Intelligence Unit

2.5.SOIU.1 Create four additional Probation/Parole Officer positions to strengthen Adult Corrections and Juvenile Justice's ability to capture absconders.

2.5.SOIU.2 Provide mobile field force concept and equipment training to SOIU's operations group to assist with civil unrest events Statewide.

### State Bureau of Investigation

2.5.SBI.1 Create eight additional Human Trafficking agent positions to increase the efficiency and quality of investigations.

### State Capitol Police

2.5.SCP.1 Create two SCP Investigator positions to take on investigative responsibilities currently being performed by Police Officer I positions, allowing those officers to focus on their intended site security duties.

2.5.SCP.2 Provide additional mobile field force concept and equipment training to SCP staff to assist with civil disturbance events.

2.5.SCP.3 Increase SCP less than lethal capability for mobile field force teams to assist with civil disturbance events.

## GOAL 2

### State Highway Patrol

2.5.SHP.1 Align crash reduction goals and performance measures with the Governor's Highway Safety Plan to reduce fatal motor vehicle collisions.

2.5.SHP.2 Supplement the current mobile field force capability with smaller response teams to more effectively respond to civil disturbance events statewide.

2.5.SHP.3 Conduct at least 12 high visibility, multistate concentrated distracted, reckless, impaired, visibility, enforcement activities to improve traffic safety.

## Objective 2.6: Prevent crime and reduce recidivism

### Alcohol Law Enforcement

2.6.ALE.1 Organize and conduct large-scale regional enforcement operations to ensure regular and consistent compliance with alcohol laws.

### Community Corrections

2.6.DCC.1 Expand the Community Corrections mental health probation officer program statewide by creating four licensed Clinical Social Worker positions, 37 Probation/Parole Officer positions and six chief Probation/Parole Officer positions to increase the continuity of supervision and mental health treatment of offenders.

2.6.DCC.2 Create an additional 15 reentry Probation/Parole Officer positions to provide continuity of treatment and care services to each offender released from prison.

### Juvenile Justice

2.6.JJ.1 Utilize risk and needs assessments to divert appropriate juveniles from court who can safely and adequately be served in the community.

2.6.JJ.2 Educate Juvenile Crime Prevention Councils (JCPC) community programs and contracted providers on family engagement best practices to promote satisfactory and successful completions of community programs.

2.6.JJ.3 Establish partnerships and technology, offer trade certification, provide counseling, guidance and transitional support to equip youth with needed skills and education for successful reentry to the community.

2.6.JJ.4 Improve the delivery of person-centered mental health treatment that meets the unique needs of youth along the continuum of services.

## GOAL 2

2.6.JJ.5 Assess and update juvenile risk assessment tools to ensure levels of service and supervision accurately reflect juvenile risk and needs scores.

2.6.JJ.6 Evaluate motivational interviewing techniques delivered by juvenile court counselors to ensure positive outcomes in motivating change.

2.6.JJ.7 Increase the number of community-based activities for all confined youth to promote prosocial skills and individual confidence.

2.6.JJ.8 Develop treatment and rehabilitative programming to address the identified mental health and substance use needs of the long-term detained population within state-run juvenile detention facilities.

2.6.JJ.9 Implement technology, training, and assessment improvements to support successful academic outcomes for juveniles.

### Post Release Supervision and Parole Commission

2.6.PRSPC.1 Create one additional Reentry Parole Case Analyst position to provide reentry services, public outreach and risk assessment for parole and post-release supervision cases.

### Prison Rape Elimination Act Office

2.6.PREA.1 Distribute and install shower curtains at DPS adult correctional and juvenile confinement facilities to promote adequate privacy in accordance with Prison Rape Elimination Act (PREA) national standards.

### Prisons

2.6.DOP.1 Develop and implement a plan to limit the influence of prison gangs on the general Prisons population to enhance staff and offender safety.

2.6.DOP.2 Develop program curriculum for use of tablets provided to offenders to increase educational and other programming opportunities.

2.6.DOP.3 Evaluate the current placement of offenders in restrictive housing and extended restrictive housing to determine reasons and rationales for offender placement in each category.

2.6.DOP.4 Develop time award incentives for offenders who maintain good conduct and do not participate in violent behavior to increase safety within Prisons' facilities.

## GOAL 2

### Reentry, Programs, and Services

2.6.RPS.1 Increase partnerships and collaboration for the expansion of post-secondary educational opportunities for justice-involved individuals.

2.6.RPS.2 Establish six additional local reentry councils across the state to increase the number of justice-involved individuals receiving reentry assistance and services.

2.6.RPS.3 Build a network of reentry support services across the state to enhance the transition process in support of successful reentry outcomes.

### Special Operations and Intelligence Unit

2.6.SOIU.1 Add one additional firearms detection K-9 team at SOIU to ensure the safety and security of DPS employees and the general public.

## Objective 2.7: Strengthen public outreach, external communication and education efforts

### Alcohol Law Enforcement

2.7.ALE.1 Develop and implement web-based awareness-level training to provide awareness to external partners regarding ALE capabilities and ABC enforcement.

### Communications

2.7.COMM.1 Develop and implement public relations campaigns on key DPS priorities to educate and engage the public on timely public safety issues.

2.7.COMM.2 Increase audience size and engagement to strengthen DPS digital media presence and inform more North Carolina residents and visitors about DPS programs and initiatives.

### Governor's Crime Commission

2.7.GCC.1 Develop a customer service philosophy within GCC and expand available tools to improve the subrecipient grant process and experience.

### NC National Guard

2.7.NG.1 Acquire additional staff and resources necessary to increase the number of students served by the Tarheel ChalleNGe.

2.7.NG.2 Acquire a dedicated facility for the Starbase program to increase access to STEM education for at-risk elementary school children.

## GOAL 2

### Prison Rape Elimination Act Office

2.7.PREA.1 Increase Americans with Disabilities Act (ADA) educational materials at all DPS adult correctional and juvenile confinement facilities to educate offenders, residents and juveniles on their ADA rights.

### Private Protective Services

2.7.PPS.1 Increase outreach to industries regulated by the Private Protective Services Board and the Alarm Systems Licensing Board to boost awareness of statutory regulations, enhance regulatory compliance and strengthen public safety.

### Samarcand Training Academy

2.7.SAM.1 Increase the number of Samarcand campus activities to promote stronger partnerships and working relationships among students, instructors and staff.

### Special Operations and Intelligence Unit

2.7.SOIU.1 Increase SOIU's online presence and community outreach efforts to better inform the public of the Section's activities.

### State Bureau of Investigation

2.7.SBI.1 Establish agency priorities through the development of a strategic plan and share it with external partners to increase coordination with the broader law enforcement community.

### Victim Services

2.7.VS.1 Develop and implement a strategy to provide information to high need areas and populations on the programs offered by Victim Services.

2.7.VS.2 Provide education to medical and funeral service providers and stakeholders regarding Victim Services programs to increase awareness of claim processing procedures.

## Objective 2.8: Ensure Department and Division policies, procedures and practices promote racial equity in criminal justice and law enforcement

### ABC Commission

2.8.ABC.1 Conduct diversity training for all ABC Commission employees to promote a culture of inclusiveness.

## GOAL 2

### Department-wide

2.8.DPS.1 Provide verbal de-escalation training to all sworn DPS employees to promote successful outcomes for all law enforcement interactions.

### Alcohol Law Enforcement

2.8.ALE.1 Conduct implicit bias training for all sworn members to promote a culture of equity in ALE practices.

2.8.ALE.2 Conduct crisis intervention training for all sworn ALE members to strengthen awareness of support services for those experiencing a mental health crisis.

### Community Corrections

2.8.DCC.1 Conduct implicit bias training for all sworn members to promote a culture of equity in Community Corrections practices.

2.8.DCC.2 Expand implementation of the Mental Health Specialty Pilot to ensure staff receive proper training to work with offenders with mental illness.

2.8.DCC.3 Conduct crisis intervention training for all sworn Community Corrections members to strengthen awareness of support services for those experiencing a mental health crisis.

### Governor's Crime Commission

2.8.GCC.1 Strengthen and expand the GCC Criminal Justice Analysis Center's data analysis capability to help criminal justice policy makers make better informed decisions.

### Juvenile Justice

2.8.JJ.1 Increase the use of electronic monitoring to reduce disproportionate the number of youth of color placed in juvenile confinement facilities.

2.8.JJ.2 Review and update JCPC membership and selection policies and procedures to promote racial equity.

2.8.JJ.3 Develop and implement strategies to ensure Juvenile Justice provides the appropriate clinical intervention, assessment and services to all youth regardless of race, culture, and gender.

2.8.JJ.4 Expand evidence-informed training offerings to staff and community partners to ensure dissemination of the latest practices in mental health awareness, crisis de-escalation and trauma-informed care.

## GOAL 2

### Office of the General Counsel

2.8.OGC.1 Identify and provide legal support needs for DPS law enforcement Divisions to assist with implementation of Task Force on Racial Equity in Criminal Justice recommendations.

### Post Release Supervision and Parole Commission

2.8.PRSPC.1 Develop and implement an assessment instrument to assist the Post Release Supervision and Parole Commission in making data-driven decisions as part of the post-release supervision and parole review process.

### Reentry, Programs and Services

2.8.RPS.1 Implement an automated case management system for local reentry councils to capture data and report reentry outcomes.

### Special Operations and Intelligence Unit

2.8.SOIU.1 Conduct implicit bias training for all sworn members to promote a culture of equity in SOIU practices.

2.8.SOIU.2 Conduct crisis intervention training for all sworn SOIU members to strengthen awareness of support services for those experiencing a mental health crisis.

### State Bureau of Investigation

2.8.SBI.1 Conduct crisis intervention training for all sworn SBI members to strengthen awareness of support services for those experiencing a mental health crisis.

### State Capitol Police

2.8.SCP.1 Conduct implicit bias training for all sworn members to promote a culture of equity in SCP practices.

2.8.SCP.2 Conduct crisis intervention training for all sworn SCP members to strengthen awareness of support services for those experiencing a mental health crisis.

### State Highway Patrol

2.8.SHP.1 Conduct implicit bias training for all sworn members to promote a culture of equity in SHP practices.

2.8.SHP.2 Conduct crisis intervention training for all sworn SHP members to strengthen awareness of support services for those experiencing a mental health crisis.

## GOAL 2

### Objective 2.9: Mitigate the impacts COVID-19 has on employee health and Department operations

#### Emergency Management

2.9.EM.1 Implement supplemental pandemic-related preparedness grant programs to increase local and state pandemic response capacity.

2.9.EM.2 Establish a State-centric non-congregate sheltering program to provide supplemental pandemic-related recovery support services across the State.

2.9.EM.3 Support the maintenance of a State-managed personal protective equipment stockpile to ensure State and local public safety professionals and first responders have access to equipment necessary for a pandemic event.

2.9.EM.4 Continue to support COVID-19 vaccination and testing efforts Statewide by deploying resources to augment local and State agency needs.

2.9.EM.5 Update the State Emergency Operations Plan based on an after action review of the State's COVID-19 response to improve State preparedness for future pandemic response.

## **Goal 3:**

**Create and maintain an environment throughout the Department where employees are engaged, accountable and recognized for the contributions they make to enhance public safety in North Carolina.**



Office of Recovery and Resiliency



Juvenile Justice



Samarqand Training Academy



Information Technology

## GOAL 3

### Objective 3.1: Ensure the Department has a well-trained professional workforce

#### Alcohol Law Enforcement

3.1.ALE.1 Provide opportunities for ALE employees to continue higher education and other professional development courses to support career advancement.

3.1.ALE.2 Review and update the ALE Special Agent Training Academy curriculum to ensure new agents are receiving the most current and relevant training.

3.1.ALE.3 Seek Commission on Accreditation for Law Enforcement Agencies (CALEA) re-accreditation for ALE to ensure policies and practices are consistent with national standards.

#### Community Corrections

3.1.DCC.1 Create two additional field specialist positions in each judicial division in order to modernize the training curriculum and bring greater consistency to basic training and in-service training.

3.1.DCC.2 Seek CALEA accreditation for Community Corrections to ensure policies and practices are consistent with national standards.

#### Emergency Management

3.1.EM.1 Implement a structured on-boarding process to ensure new hires receive standardized information and training in each NCEM Section.

3.1.EM.2 Develop and implement a formal on-boarding and training program for NCEM managers and supervisors to strengthen management skills.

3.1.EM.3 Expand mentorship opportunities in order to increase the understanding of Recovery section operations.

3.1.EM.4 Establish training and qualification requirements for all NCEM positions to ensure employees receive consistent and comprehensive education regarding position duties and requirements.

3.1.EM.5 Develop and implement a Division-wide, cross-sectional training program in order to increase awareness of what each section does within the Division.

3.1.EM.6 Seek Emergency Management Accreditation Program (EMAP) re-accreditation for NCEM to ensure policies and practices are consistent with national standards.

## GOAL 3

### Human Resources

3.1.HR.1 Develop training materials to improve employees' skills regarding communication, teamwork and collaboration.

### Inmate Grievance Resolution Board

3.1.IGRB.1 Develop and implement enhanced employee training for IGRB and Prisons staff involved in the offender grievance process to increase core competencies and compliance with established policies and practices.

3.1.IGRB.2 Develop and implement standardized policies and procedures for key IGRB functions to ensure consistent application of offender grievance protocols and practices throughout the Department.

### Juvenile Justice

3.1.JJ.1 Develop Community Programs' lesson plans for Juvenile Justice staff to ensure employees understand the Section, its function and how training supports evidence-based programming designed to serve the right youth at the right time.

### NC National Guard

3.1.NG.1 Leverage GCC grant funding to train law enforcement officers in Mid-Atlantic Narcotics Training Academy tactics, techniques, and strategies necessary to increase their survivability in a life-threatening incident.

3.1.NG.2 Expand the NCNG Tuition Assistance Program that provides opportunities for NCNG members to continue higher education and other professional development courses to support career advancement.

### Office of Staff Development and Training

3.1.OSDT.1 Hire one instructional designer and two additional correctional training instructors to develop and implement online learning modules and deliver training for noncertified staff training, supervisory training and provide additional support for the Probation/Parole Basic Team.

3.1.OSDT.2 Provide opportunities for Adult Correction and Juvenile Justice employees to continue higher education and other professional development courses to support career advancement.

### Prison Rape Elimination Act Office

3.1.PREA.1 Increase training for employees in specialized PREA roles at DPS adult correctional and juvenile confinement facilities to prevent sexual abuse within those facilities.

## GOAL 3

### Prisons

3.1.DOP.1 Seek American Correctional Association accreditation for all Prisons' facilities to ensure policies and practices are consistent with national standards.

3.1.DOP.2 Develop and implement mandatory first-line supervisor training to strengthen frontline leadership skills.

3.1.DOP.3 Incorporate a "back to basics" philosophy into staff training to enhance staff and public safety.

### Samarcand Training Academy

3.1.SAM.1 Provide professional development training for Samarcand security officers to improve incident response and investigation skills.

3.1.SAM.2 Provide specialized safety training for Samarcand security officers to improve life-safety response capabilities.

3.1.SAM.3 Provide a driving vehicle simulator to complement the current force-on-force simulator training system to better replicate real life public safety scenarios.

3.1.SAM.4 Create a new Samarcand Training Academy employee handbook to assist with new employee orientation.

### Special Operations and Intelligence Unit

3.1.SOIU.1 Seek CALEA accreditation for SOIU to ensure policies and practices are consistent with national standards.

3.1.SOIU.2 Train all SOIU telecommunications staff in accordance with the NC Sheriff's Education and Training Standards Commission curriculum to ensure policies and practices are consistent with State standards.

### State Bureau of Investigation

3.1.SBI.1 Seek CALEA re-accreditation for SBI to ensure policies and practices are consistent with national standards.

### State Capitol Police

3.1.SCP.1 Seek CALEA accreditation for SCP to ensure policies and practices are consistent with national standards.

3.1.SCP.2 Seek state accreditation through North Carolina Law Enforcement Accreditation for SCP to ensure policies and practices are consistent with statewide standards.

## GOAL 3

### State Highway Patrol

3.1.SHP.1 Provide opportunities for SHP employees to continue higher education and other professional development courses to support career advancement.

3.1.SHP.2 Train all SHP telecommunications staff in accordance with the NC Sheriff's Education and Training Standards Commission curriculum to ensure policies and practices are consistent with state standards.

3.1.SHP.3 Review the Field Training Officer Program to ensure the curriculum properly prepares Troopers for encountering real-world public safety scenarios.

3.1.SHP.4 Develop and implement in-service training for SHP civilian employees to ensure a well-trained and professional workforce.

3.1.SHP.5 Develop and implement leadership training for uniformed and civilian supervisors to strengthen management skills.

3.1.SHP.6 Seek Airborne Public Safety Accreditation Commission accreditation for SHP to ensure policies and practices are consistent with national standards.

3.1.SHP.7 Replace aging motor fleet used at the SHP Training Academy to ensure members are well trained in a safe environment with proper equipment.

3.1.SHP.8 Seek CALEA re-accreditation for SHP to ensure policies and practices are consistent with national standards.

### Objective 3.2: Improve and enhance the recruitment and retention of a diverse and highly qualified workforce

#### Alcohol Law Enforcement

3.2.ALE.1 Create a statewide recruiting coordinator position and target recruitment efforts at institutions of higher education, to include Historically Black Colleges and Universities (HBCU), in order to promote a diverse and qualified workforce.

#### Central Engineering

3.2.CE.1 Identify and pursue opportunities to recruit minority and female candidates to improve diversity within Central Engineering.

## GOAL 3

### Communications

3.2.COMM.1 Increase recruitment marketing and public relations campaigns to aid in filling vacant positions and increase staffing Department-wide.

### Community Corrections

3.2.DCC.1 Develop and implement career pathways for Probation/Parole Officers to strengthen recruitment and retention of high performing employees.

### Emergency Management

3.2.EM.1 Implement a structured off-boarding process to collect information which can be used to make adjustments to reduce turnover.

3.2.EM.2 Develop and implement career pathways for key NCEM positions to strengthen recruitment and retention of high performing employees.

3.2.EM.3 Strengthen human resources practices through the implementation of performance metrics to improve processes and reduce turnover.

3.2.EM.4 Identify and pursue opportunities to recruit minority and underrepresented population candidates to improve diversity and varied experience within NCEM.

3.2.EM.5 Develop and implement recruitment strategies focused on creating an internship to employment pipeline to cultivate and train the next generation of NCEM employees.

### Human Resources

3.2.HR.1 Create two additional Classification Consultant positions to review and monitor position classification requests to ensure consistency throughout the Department.

3.2.HR.2 Analyze the hiring process to determine steps that can be improved to reduce the amount of time between the offer of employment and the start date.

3.2.HR.3 Create one additional ADA Compliance Officer position to assist with the increased demand for ADA evaluations for positions that require psychological assessments.

3.2.HR.4 Create one additional recruitment supervisor position and develop recruitment marketing campaigns which target underrepresented groups to ensure DPS has a diverse workforce.

3.2.HR.5 Develop and implement recruitment strategies focused on creating an internship to employment pipeline with HBCU's to ensure DPS has a diverse workforce.

## GOAL 3

3.2.HR.6 Implement a Diversity, Equity, and Inclusion (DEI) committee made of representatives from across the Department to develop recommendations for strengthening DEI practices throughout DPS.

### Juvenile Justice

3.2.JJ.1 Streamline the Juvenile Justice hiring process and reduce hiring time to prevent staff burnout, improve morale and create safer facilities.

3.2.JJ.2 Evaluate Community Program staffing needs based on juvenile projections and staff ratios to administer age appropriate programming in response to Raise the Age legislation.

3.2.JJ.3 Create a comprehensive recruitment, hiring and staff development plan to ensure adequate numbers of and appropriately diversified staff are available to serve the varying needs of a growing population.

### Prisons

3.2.DOP.1 Develop an incentive program for Prisons employees who recruit a new staff member to improve recruitment and retention in hard-to-fill positions.

### Special Operations and Intelligence Unit

3.2.SOIU.1 Research implementing flexible work options to enhance recruitment and retention of key positions within SOIU.

### State Bureau of Investigation

3.2.SBI.1 Develop and implement career pathways for SBI analysts and agents to strengthen recruitment and retention of high performing employees.

3.2.SBI.2 Develop and implement diversity-focused recruitment, retention and leadership development strategies to promote and advance a diverse and highly qualified SBI workforce.

### State Capitol Police

3.2.SCP.1 Develop and implement a step pay plan and career pathways to improve recruitment and retention of experienced officers.

## GOAL 3

### State Highway Patrol

3.2.SHP.1 Develop and implement diversity-focused recruitment, retention and leadership development strategies to promote and advance a diverse and highly qualified SHP workforce.

3.2.SHP.2 Develop and cultivate relationships with external partners to increase SHP presence at recruitment events such as job fairs and college career fairs.

## Objective 3.3: Improve the work environment, well-being and compensation of our public safety professionals

### Communications

3.3.COMM.1 Increase Department-wide awareness of the DPS Badge of Excellence Program and support Division-level recognition programs to ensure employees are properly recognized and rewarded for exceptional performance and service to their state.

### Human Resources

3.3.HR.1 Develop and implement strategies to increase the understanding of insurance benefits by DPS employees.

3.3.HR.2 Develop and implement an established procedure to formalize the Department's religious accommodation request process for employees, applicants and management.

3.3.HR.3 Create one senior classification/compensation analyst and one classification/compensation technician position to conduct a study to identify pay inequities throughout the Department and recommend solutions.

3.3.HR.4 Increase educational and marketing activities of the Integrated Behavioral Health Services program to ensure DPS staff and families who are impacted by primary and secondary victimization receive critical mental health support and care.

### NC National Guard

3.3.NG.1 Purchase award materials for use by the NCNG Awards Program and 139th Regiment Training Academy to ensure NCNG personnel are properly recognized and rewarded for exceptional performance and service to their state.

## GOAL 3

### Office of Staff Development and Training

3.3.OSDT.1 Adjust salaries for OSDT instructional and support staff to be commensurate with other similar state employee compensation rates to improve recruitment and retention.

### Prisons

3.3.DOP.1 Adjust salaries and benefits for Prisons staff to be commensurate with other similar state employee compensation rates to improve recruitment and retention.

### State Highway Patrol

3.3.SHP.1 Conduct a study on the need for and implementation of a career, health and wellness planning program to ensure the long-term physical and emotional well-being of our employees.

3.3.SHP.2 Further develop the Member's Assistance team and early intervention programs through regular training, seminars, and leadership meetings to enhance staff mental and physical well-being.

3.3.SHP.3 Adjust salaries for sworn and civilian members to be commensurate with market rates to improve recruitment and retention.

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Administration



ABC Commission



State Bureau of Investigation



Prisons





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