



NC Department of Public Safety

Strategic Plan

2019 – 2021

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1. Strategic Plan Executive Summary

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, Alcoholic Beverage Control Commission, Emergency Management, Governor's Crime Commission, NC National Guard, Private Protective Services Board/Alarm System Licensing Board, Samarca Training Academy, State Bureau of Investigation, State Capitol Police, and State Highway Patrol and employs more than 25,000 full time personnel and 12,000 National Guard members.

The Department focuses citizen and legislative attention on law enforcement and public safety issues, such as the supervision of offenders in prison or on community corrections; justice reinvestment; re-entry planning; highway safety; crime prevention; victim services; homeland security; and preparation for, response to, and recovery from disasters.

This strategic plan will serve as a guide for how the Department, as a unified entity, will achieve its vision to provide the premier safety and security services for all North Carolinians. The strategies and initiatives of each division are organized under common objectives, through which DPS will further its commitment to the following goals:

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.

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

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.

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.

2. Mission, Vision, and Values

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 the premier safety and security 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.

3. Goals, Objectives, and Performance Measures

Goal 1: Strengthen the Department’s unity of effort as a consolidated and allied entity.			
Objective 1.1: Enhance facilities and infrastructure			
Initiative Name	Initiative Description	Performance Measure	Division/Section
1.1.1 Increase warehouse capacity.	Increase warehouse space for seven million+ cases.	Implementation of increased warehouse capacity.	ABC Commission
1.1.2 Upgrade and improve Corrections Enterprises technology/equipment.	Maintain manufacturing technology/equipment to be competitive with the private sector and provide inmate training on the latest technologies.	Track/determine technology/equipment utilized in private sector. Track progress of inmate training on technology equipment.	ACJJ – Corrections Enterprises
1.1.3 Develop options to ensure juveniles have access to coordinated health services and increased on-site residential setting access to primary, specialty and psychiatric care.	Leverage technology to allow Juvenile Justice Youth Development Centers and Juvenile Detention Centers to utilize video conferencing technology [telehealth] to provide juveniles with mandated and critical access to health care. Some of the factors which influenced the telehealth option include: national shortage of medical providers, particularly psychiatrists, impacting availability for on-site care; preparations for Raise the Age and an increasingly complex juvenile population; and an increased need to coordinate health care and provide continuity of care with multiple community partners and disciplines.	Ensure Juveniles have access to coordinated health services and increased on-site residential setting access to primary, specialty and psychiatric care. Track juveniles access to health services by distributing surveys to patients.	ACJJ – Juvenile Justice - Facilities
1.1.4 Optimize physical infrastructure to gain efficiency in operations.	DPS seeks to save taxpayer dollars by optimizing its physical plant footprint. When programming and mission allow, co-location of DPS functional entities and public safety partners will be considered in project design. DPS will assess the condition, rating, and adequacy of facilities and increase the percentage of facilities in good standing.	Percentage increase in facilities in good standing.	Admin – Central Engineering

1.1.5 Increase maintenance support for non-prison facilities.	Develop a model to provide additional maintenance support for non-prison environments.	Measure / determine square footage of owned non-prison facilities and estimate the need to provide additional maintenance support.	Admin – Central Engineering
1.1.6 Strengthen Human Resources data security.	Maintain Human Resources (HR) data in a secure and confidential manner consistent with State security policies and procedures and to minimize the opportunity for any breach of confidentiality of employee records. Develop and implement auditing program for HR security across multiple platforms and functional areas including BEACON, PeopleAdmin, LMS, NCVIP, and Applicant Tracking.	Completion of security auditing program for HR data platforms.	Admin – Human Resources
1.1.7 Improve the Department's IT security posture.	Increase the number and sophistication of firewalls at critical DPS locations.	Purchase of IT Security - Security Boundary Devices.	Admin – Information Technology
1.1.8 Update technology to reduce incident alert times.	Add devices and software to alert DPS IT of incidents and make sure devices are patched in order to prevent and mitigate the impact of cyber attacks.	Complete analysis of device and software needs. Complete procurement of identified devices/software. Reduction in notification time from beginning of cyber incident to when DPS IT staff are alerted.	Admin – Information Technology
1.1.9 Update out of date technology.	Replace switches, firewalls and servers which are at end-of-life.	Complete implementation of end-of-life procurement process for IT security systems.	Admin – Information Technology
1.1.10 Improve, maintain and support	Upgrade and maintain VoIP/UC environment for continued growth, upgrades and end-of-life, for all DPS divisions.	Complete survey to track communication improvements.	Admin – Information Technology

DPS's communication posture.			
1.1.11 Implement Mobile Device Management (MDM) system for tracking all DPS mobile devices.	The MDM system will allow DPS to unlock mobile phones, as well as to track and locate all electronic devices. This system will also give a detailed usage report for all DPS issued electronic devices.	Complete implementation of MDM system.	Admin – Purchasing and Logistics
1.1.12 Implement the Army Compatible Use Buffer (ACUB) Program at Camp Butner.	Coordinate Army-approved ACUB program with local land trust partners who apply for federal military funds to protect lands around Camp Butner. Seek state funds for the purchase of occasional smaller tracts that do not meet ACUB criteria (i.e. too small).	Protect acreage within one mile of Camp Butner Training Site.	NC National Guard
1.1.13 Implement Regionalized Maintenance Program.	Create dedicated facility maintenance teams across the state to align with the NC Readiness Center Transformation Plan.	Increased efficiency and enhanced capability to respond to maintenance needs.	NC National Guard
1.1.14 Update JFHQ audio visual system.	Secure funding for life cycle replacement of JFHQ audio visual system.	Audio visual system updated.	NC National Guard
1.1.15 Implement a system to track requests for repairs and preventive maintenance to enhance the health and well-being for students, staff, and visitors to Samarcand Training Academy.	Maintenance staff will respond to submitted work orders (requests for service;) i.e., repairs, maintenance, etc. as submitted by students, staff, and other personnel at Samarcand Training Academy. The requests for service and successful completion will be documented via repair and preventive maintenance logs that will be maintained on a daily basis.	This strategy can be successfully measured by maintaining accurate records reflecting the quantity of repairs and preventive maintenance conducted during the calendar year.	Samarcand Training Academy
1.1.16 Implement a computer replacement schedule to improve	Establishment of a computer replacement plan will allow for the purchase and replacement of outdated computers on designated schedule.	Establishment of funded computer replacement plan.	State Capitol Police

readiness and performance.			
1.1.17 Strategic enhancement of State Highway Patrol Aviation facilities.	Design and construct an Aviation Operations Facility in Raleigh and Salisbury that incorporates a high quality working and living environment. The facility must be highly functional and capable of enduring heavy use and climatic changes over time and support mission readiness.	Partner with Support Services (Facilities Maintenance) to design and install the facility.	State Highway Patrol
1.1.18 Upgrade SHP Training Academy facilities.	Seek funds for new dormitories, new classrooms, and infrastructure improvements at the SHP Training Academy campus. Both new and updated buildings facilitate higher quality training for employees, which serve approximately 2,300 employees within the Patrol and allow critical training to other law enforcement agencies.	SHP Training Academy facility upgrades complete.	State Highway Patrol
1.1.19 Construct a new Logistics facility on the SHP Training Academy campus.	Co-locate Training, Armory, and Logistics to create efficiencies when deploying equipment to SHP cadets and sworn members. This will increase efficiency by preventing the loss of time that is required to travel to the Blue Ridge Road location where the SHP's current Logistics Unit is located.	Complete construction of new Logistics facility.	State Highway Patrol

Objective 1.2: Pursue data-driven decision making

Initiative Name	Initiative Description	Performance Measure	Division/Section
1.2.1 Utilize technology by using newly developed Prisons Dashboard.	Analyze dashboard data such as inmate population trends, staff assaults, contraband, staff vacancies. Available data will assist in developing and implementing policy and procedures. Continue to expand dashboard to monitor other operational areas.	Completion of Prisons Dashboard.	ACJJ – Prisons
1.2.2 Strengthen data analysis capability for the Local Reentry Council (LRC) initiative.	Add two Program Analyst I positions to the Reentry, Programs, and Services' (RPS) Administrative Analysis Unit. These new data analyst positions would provide data, generate reports, and conduct analysis to support the implementation of local reentry councils as well as respond to data requests.	Data reports on LRCs. Creation of two Program Analyst I positions.	ACJJ – Reentry, Programs, and Services

<p>1.2.3 Implement and stand-up the GCC Statistical Analysis Center (SAC).</p>	<p>Complete hiring for SAC, sign MOAs with internal and external partners to begin building criminal justice analytics dashboard, recruit advisory group, begin evaluating grant funded programs.</p>	<p>No SAC vacancies, online dashboard operational, ability to recommend duplication or expansion of funded programs. Ability to brief DPS Secretary and Governor on trends in victims' services and criminal justice reform.</p>	<p>Admin – Governor's Crime Commission</p>
<p>1.2.4 Strengthen organizational development and programmatic performance through implementation of performance metrics that can assist decision making.</p>	<p>Develop performance measurements and metrics, conduct assessments and surveys, review and analyze data and results. These activities will strengthen the organization in the areas of personnel management, training, improving business processes, risk management, and allocation of resources.</p>	<p>Develop an internal measurement process that identifies the type and volume of work that employees perform and captures the hidden costs. Develop a process that demonstrates the Return on Investment (ROI) of fiscal investments. Develop a process that captures recurring and ad hoc tasks so that the Division can develop a catalog of essential job functions for each position ensuring that the loss of institutional knowledge is limited. Continue to capture emergency management training, education and exercise metrics. 85% compliance reporting completed trainings, education and exercise completion to the training section. Incorporation of Recovery training plan in TERMS. Formalization of CBA methodology for program and organization management. Operations section to develop capital improvement plan to leverage multiple funding sources; develop capital forecasting to replace Regional Response Team (RRT) reliance on</p>	<p>Emergency Management</p>

		Homeland Security Grant Program (HSGP) grants.	
1.2.5 Develop a statewide web-based decision support analytic system for tracking, measuring, and reporting efforts to reduce the number of fatalities.	Develop plans and implement DDACTS' approaches to crime and traffic safety for the traditional and motor carrier enforcement members through continued development of web-based performance analytics platform for measuring, tracking and prioritizing enforcement activities. Continue utilizing and improving online scorecards to track and measure performance for meeting operational goals, dashboards for in-depth trend and comparison analysis, dynamic reports to streamline and simplify reporting requirements, and geospatial analytics to prioritize times and locations for prioritized enforcement. Develop a map analytic application to help prioritize and target enforcement activities in areas of underperformance as well as crash reduction efforts statewide. Develop functional improvements and maintain the existing scorecard, dashboard and reports while aligning improvements with NCSHP MCE's COVERLAB Analytics improvements. Maintain existing data updates, security, and architecture necessary to support both applications.	Reduce commercial motor vehicle fatalities by 3% over a 3 year period (2019 – 2021).	State Highway Patrol
Objective 1.3: Review and update applicable general statutes, codes, and regulations			
Initiative Name	Initiative Description	Performance Measure	Division/Section
1.3.1 Update NC Administrative Code Title 14B, Chapter 15, Subchapter A.	Review current rules, recommend updates, and present to policy-makers.	Number of changes to current rules. Implementation of the updates.	ABC Commission

1.3.2 Strengthen Victim Services related laws and statutes in North Carolina.	Address legislative items to include increased funding for funeral expenses and the rape victim assistance program. Increase services provided to victims, such as family counseling for immediate family of homicide victims.	Implementation of updated legislation.	Admin – Victim Services
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Objective 1.4: Streamline business processes and improve workplace efficiencies

Initiative Name	Initiative Description	Performance Measure	Division/Section
1.4.1 Streamline and modernize label approval database.	Implementation of this modernized database will make the process more efficient, allowing for online label submissions. This will speed the turnaround time for customers to receive product label approvals.	Updated database implementation.	ABC Commission
1.4.2 Improve phone access, response procedures, and technology.	Develop staff telephone protocols for taking and returning phone calls. Investigate replacing current phone system with DPS VOIP.	Monitor call volume.	ABC Commission
1.4.3 Develop an electronic document repository for historical records.	The repository will serve as a resource for both pricing system and ABC board documents for staff and the public, and for legal documentation.	Number of requests/response for information provided.	ABC Commission
1.4.4 Update pricing system.	Explore industry standards and tailor NC pricing system to be best-in-class.	Percentage reduction in time required to process pricing changes.	ABC Commission
1.4.5 Streamline payment processes for all divisions.	Research lobby payment kiosks for permit applications and renewals and online payments for legal fines.	Cost-benefit analysis.	ABC Commission

1.4.6 Streamline permit application process.	Provide application wizard to facilitate remote completion of permit applications.	Number of applications received via the wizard vs. in-person.	ABC Commission
1.4.7 Increase efficiency of warehouse operations.	Develop a delisting and listing calendar. Access real-time depletion information from the warehouse.	Decrease number of listing meetings during calendar year, increasing time of general oversight.	ABC Commission
1.4.8 Legal-CODA	Improve Legal Division workflow.	Decrease manual process; increase automated processes.	ABC Commission
1.4.9 Increase efficiency of inventory, distribution, and operations.	Develop common internal processes, idea sharing and best procurement practices to promote efficiencies. Reduce waste and improve flow for all processes.	Track inventory, distribution, and operation times to reduce backorders.	ACJJ – Correction Enterprises
1.4.10 Improve the inmate grievance submission process.	Improve offender training and communication during the intake process and/or supplemental training or publications. Refine Prisons Administrative Remedy Procedure policy to meet current practices and improve ease of submission of offender complaints. IGRB staff will improve inter-agency and offender communication throughout grievance process. IGRB will strive to improve consistency in communication with prison staff and offenders.	Completion of updates to information provided to offenders at intake. Survey of offender feedback regarding efficacy of grievance process. Reduction of offender grievances by 2% annually.	ACJJ – Inmate Grievance Resolution Board
1.4.11 Improve IGRB record keeping capabilities.	Develop and implement policies regarding records-storage. Implement one new records technician or administrative assistant position. Continue movement towards agency goal of paperless records keeping by converting traditional paper records to digital format. Refine existing software and applications to improve measures of grievance data. Provide comprehensive	100% digitization of paper records. Hire one new records technician or administrative assistant position. Provide comprehensive reports with metrics and statistics regarding offender grievances to the Board each quarter. Provide findings from Board review to	ACJJ – Inmate Grievance Resolution Board

	grievance information to the Board each quarter to maintain oversight of grievance trends, subjects, and categories.	Prisons and DAC administration each quarter.	
1.4.12 Engage sections to align contractual and personnel budgets with strategic priorities.	Juvenile Justice seeks to maintain a budgetary process that is stable and Director-informed.	Percentage decrease in the use of overtime in relation to vacancy rates. 10% fewer realignments over the biennium. Realignments (budget) conducted as a result of remedial actions.	ACJJ – Juvenile Justice
1.4.13 Establish a comprehensive quality assurance program for Court Services.	The comprehensive quality assurance plan will include: 1) A standardized case review protocol including quality metrics, 2) Stakeholder surveys, and 3) Analysis of standardized data quality reports and data dashboards.	Standardized case review protocol including quality metrics. Analysis of Stakeholder surveys. Analysis of standardized data quality reports and data dashboards.	ACJJ – Juvenile Justice – Court Services
1.4.14 Enhance efficiency of operations in OSDT.	Provide vehicles to staff in Career Development, In-Service, and Basic Training sections to enhance efficiency of operations and save on personal vehicle mileage reimbursement. Provide vehicles to (3) staff in Career Development/In-Service and (1) staff in Basic Training sections.	The number of courses, training hours, site visits, and QA visits should increase. Staff morale should increase over the baseline OSDT employment engagement survey.	ACJJ - Office of Staff Development and Training
1.4.15 Create a parole assessment instrument.	Develop and implement a parole assessment instrument used by the PRSP Commission in parole decision-making.	Tool developed, staff trained to use tool; number of assessments completed; parole decisions.	ACJJ - Post-Release Supervision and Parole Commission
1.4.16 Review eligibility for Mutual Agreement Parole Program.	Review eligibility criteria for Mutual Agreement Parole Program (MAPP) and streamline and standardize the review process to identify eligible inmates.	Criteria reviewed and standardized, policy updated regarding review process, number of MAPP candidates, number of MAPP candidates approved.	ACJJ - Post-Release Supervision and Parole Commission

1.4.17 Ensure continuity of care for the inmate population through documentation in electronic medical records and implementation of a comprehensive program review.	Analyze the need to add additional programming to the electronic medical records for the inmate population, aka HERO, to include HIV/HEPC. Based on data, add additional programs that focuses on meeting community healthcare standards and provides continuity of care.	Completion of updates to electronic medical records system.	ACJJ - Prisons
1.4.18 Perform diagnostic testing within 30 days of incarceration.	Analyze diagnostic center testing and incorporate resources needed to quickly identify serious and persistent mental health needs with new admissions. Add additional hospital beds/positions to provide offenders with community standard or care.	Finalize 30-day diagnostic testing. Implementation of additional beds/positions.	ACJJ - Prisons
1.4.19 Implement automated case management system NCTRACS (NC Transition Reentry Automated Case Management System) for local reentry councils.	To capture data and report reentry outcomes during the intake, referral, case planning, case management, and discharge process.	Completion of data reports on local reentry councils, implementation of NCTRACS.	ACJJ - Reentry, Programs, and Services
1.4.20 Purchase tablets for reentry programming process.	Acquire tablets and specific reentry application to assist with reentry pre-release planning and preparation.	Reentry plans developed, purchase tablets for reentry programs.	ACJJ - Reentry, Programs, and Services
1.4.21 Build a continuous improvement culture.	Optimize organization's effectiveness by building a continuous improvement culture, through the teaching of lean principles and encouraging employees to take an active role in improving their work environment, process, and procedures.	Identification and execution of continuous improvement ideas originated by Central Engineering team.	Admin – Central Engineering

1.4.22 Improve compliance with federal guidelines and pursue new funding sources.	Better train the GCC team on federal grant requirement and deadlines. Research and apply for additional funding opportunities from the US Department of Justice.	Fewer holds on federal programs, on-time reporting, and new grant dollars awarded.	Admin – Governor’s Crime Commission
1.4.23 Strengthen strategic planning capability.	Begin more substantive strategic planning including mapping milestones, identifying pain points, and improving work flow processes.	Publish more comprehensive policies and procedures.	Admin – Governor’s Crime Commission
1.4.24 Enhance grant monitoring capabilities.	Create a Grants Enterprise Management System permanent position. Currently a contract employee manages grant enterprise software system. No permanent employees to troubleshoot the problem.	Permanent position created and filled.	Admin – Governor’s Crime Commission
1.4.25 Make more efficient the actions taken to process leave of absence (LOA) and separation requests.	Review the number of LOA/separation actions worked by Regions and/or Divisions. Develop and implement a process to comply with OSHR’s requirement of working actions within 10 days of the effective date at the facility level up to the Central HR level for processing. Seek legislative funding for positions to meet the 10 day processing timeframe.	Complete development processes and procedures for compliance with OSHR requirements. Secure funding and hire positions required to meet OSHR requirements.	Admin – Human Resources
1.4.26 Improve the administration of HR leave policies.	Ensure that DPS employees can access their benefits when necessary within the regulations and policies. Establish reports for tracking the expiration of Family Medical Leave Act (FMLA) time. Establish reports for tracking the exhaustion of Family Involvement Leave (FIL). Establish a subject matter expert for FMLA, FIL, Community Service Leave (CSL), Military etc.	Increased situational awareness of DPS employee leave time availability.	Admin – Human Resources
1.4.27 Examine the process in place for workers’ compensation.	Ensure that DPS employees can access their benefits when necessary within the regulations and policies. Continue to work with DPS Office of the General Counsel in identifying cases for settlements utilizing funds from OSHR to assist with costs. Evaluate the workers' compensation Return to Work Program to see if changes are needed in the process.	Complete analysis of the Return to Work Program. Identify ways to make workers' compensation processes more efficient and effective, and implement process improvements.	Admin – Human Resources

1.4.28 Increase responsiveness to managers/supervisors in regards to NCVIP technical support.	Establish process for intake of helpdesk tickets. Purchase software to help manage the high volume of helpdesk tickets. Seek Legislative funding for Consultant position to develop, implement and monitor calibration process for goals and ratings and to manage intake of helpdesk.	Reduction in time between receipt of help desk ticket and follow up with managers/supervisors.	Admin – Human Resources
1.4.29 Implement paperless technology solution for contract bids.	Purchasing and Logistics is seeking a paperless solution to include digitizing bids, which will also require technology upgrades. This initiative will serve records retention requirements (5 years after expiration), prevent citizens from having to pay for paper copies upon request and expedite record delivery, save money in staff time to process records requests, and minimize physical space and supplies needed to maintain paper records.	Decrease in square footage for file storage by 80%. 50% decrease in time taken to answer public records requests by each responding Division. Reduction in costs to citizens for requesting records.	Admin – Purchasing and Logistics
1.4.30 Reduce the Victim Services claim processing time.	Provide information to victims, victim advocates, District Attorney offices, law enforcement agencies and other victim service agencies advising them of the required information needed to process their application. Request victims to sign medical release forms. Continue cross training and staff development.	Updated information printed and provided to partner agencies. 100% of staff trained in at least one job other than their own.	Admin – Victim Services
1.4.31 Identify existing and future legal support needs for DPS.	Analyze staffing needs to manage caseload, provide legal training, provide legal support to DPS divisions and sections as needed.	Complete staffing needs analysis.	General Counsel
1.4.32 Improve responsiveness to public records requests.	Increase the number of records requests completed and batches provided monthly by adding an additional position to oversee, manage, and assist in processing records requests. This will help to increase responsiveness and transparency.	Increase the number of batches provided and requests completed by 20% on a monthly basis.	Professional Standards - Communications
1.4.33 Develop and implement a web-based department-wide policy management system.	Development of a department-wide policy management system will increase the consistency of policy management practices for all DPS Divisions. The web-based solution will also increase situational awareness of the DPS Office of Policy and Strategic Planning in regards to Division-level policy development and maintenance cycles. The system will allow for policies to be	Procure web-based policy management solution. Implement kick-off meeting(s). Identify administrators for the system. Implement training for end-users. Track the amount of time it takes to complete the development of a policy in the	Professional Standards – Policy and Strategic Planning

	developed, reviewed, updated, and promulgated within a single document management environment. Divisions will also be able to track end-user acknowledgement that they have read and understand both Department and Division policies.	system. Track the time it takes to complete the review and update process for an existing policy in the system. Survey Divisions to track the effectiveness of the system.	
1.4.34 Transition from a paper application process to an online computer solution.	PPS is in the process of transitioning from a paper application process to an online computer solution. In doing so, the agency will realize greater operational efficiency related to criminal history review and application processing. Accordingly, guards will be screened more effectively and expeditiously to ensure that only those applicants who meet statutory requirements are approved to provide private protective services.	Complete implementation of new computer solution.	Professional Standards – Private Protective Services
1.4.35 Law enforcement request tracking and monitoring.	Establish operational definition of requests received from other law enforcement agencies, so that these requests can be tracked. Track the number of requests received from the greater law enforcement community and identify trends in the number of requests received.	Operational definition established and approved by Command Staff and the Director. Requests tracked.	State Bureau of Investigation and Alcohol Law Enforcement
1.4.36 Missing disposition research.	Research case histories and update records where necessary.	Reduction in the number of histories with missing disposition.	State Bureau of Investigation and Alcohol Law Enforcement
1.4.37 Expunction tracking.	Develop tracking system for expunctions to improve data quality.	Tracking system developed, tested, and deployed.	State Bureau of Investigation and Alcohol Law Enforcement
1.4.38 Vehicle tracking enhancements.	Enhance tracking system to monitor and protect license plates and driver licenses issued to undercover law enforcement officers in NC.	Enhancements noted. These updates should lead to improvements in data quality, which in turn helps to support partner agencies, and SBI/ALE employees.	State Bureau of Investigation and Alcohol Law Enforcement

1.4.39 Diversion case tracking.	Track drug diversion statistics to identify trends in diversion cases.	Statistics tracked and trends identified.	State Bureau of Investigation and Alcohol Law Enforcement
1.4.40 Sharing electronic investigative reports with partners.	Use technological advances to promote efficient distribution of reports where possible.	Open discovery reports submitted electronically to district attorneys, who can then share those same files with defense counselors.	State Bureau of Investigation and Alcohol Law Enforcement
1.4.41 Track original jurisdiction cases.	Track the number of original jurisdiction cases opened and closed.	Number of original jurisdiction cases opened and closed are tracked, and trends are identified where possible.	State Bureau of Investigation and Alcohol Law Enforcement
1.4.42 Strengthen State Capitol Police administrative support capabilities.	Establishment of an Office Assistant IV position will provide another level of support personnel for SCP. This person would be available to answer administrative phone calls, process invoices, greet visitors, and complete other tasks as assigned, allowing the Administrative Specialist II to concentrate on larger, more advanced projects.	Establishment of an Office Assistant IV position.	State Capitol Police
1.4.43 Implement inventory/asset management tracking software.	Create a focus group, to include potential internal users, to research and identify asset management vendors. Define expectation of a software solution and identify potential vendors. Identify hardware and additional support staff, if required. Negotiate 90-day product Test and Evaluation period (multiple vendors). Select product and proceed with seeking funding for procurement. Proceed with procurement and evaluate potential bidders. Award bid and begin project implementation. Complete software Implementation for potential internal users.	Complete software implementation for potential internal users.	State Highway Patrol
1.4.44 Expand Logistics Unit staffing to	Six additional Electronic Technician II positions and two Electronic Technician I positions created and hired. These positions are critical to meet the goal of building all vehicles at the Logistics complex. The new centralized vehicle build process will save the	Positions created and filled. Dollars saved as a result of new centralized vehicle build process.	State Highway Patrol

centralize vehicle build process.	Patrol hundreds of thousands of dollars per year and will ensure all vehicles are built to a high standard. This process will ensure fleet standardization and that Patrol members are utilizing safe equipment.		
Objective 1.5: Strengthen communication and collaboration			
Initiative Name	Initiative Description	Performance Measure	Division/Section
1.5.1 Develop a cooperative culture of mutual success with Prisons' partners.	Develop guiding principles that establish a culture of transparency and cooperation.	Director attends division meetings 80%; General Managers attend region meetings 80%; Plant managers attend facility meetings 80%.	ACJ – Correction Enterprises
1.5.2 Support cross-system initiatives to enhance the seamless delivery of services for youth involved in multiple systems.	1. Participate in monthly cross-agency work group meetings with representatives from the Divisions of Mental Health, Public Health, Child Welfare, Medical Assistance, and the Department of Public Instruction to foster communication, promote joint initiatives, and remove barriers to access to services. 2. Participate in monthly Juvenile Justice Behavioral Health State Team meetings with representatives from the Division of Mental Health, the Department of Public Instruction, and colleagues from Court Services to track access by juvenile justice-involved youth in community-based behavior health services.	Increased cross-agency collaboration. Completion of surveys to track improved access to services.	ACJ – Juvenile Justice - Clinical
1.5.3 Establish email mailboxes for nearly 9,000 correctional officers working inside all prison facilities.	Adult Correction-Prisons recognizes the critical need to communicate with correctional officers via email. This initiative would add email for about 9,000 staff and may include use of smaller hand-held devices, such as smart phones, to allow better access for uniformed staff.	Implementation of email accounts [and mobile equipment as necessary] for staff.	ACJ - Prisons

1.5.4 Improve customer service and monitoring of grant subrecipients.	Continue to train GCC grant management team on responsiveness and proactive communication with subrecipients. At the same time, expand monitoring of grants for compliance.	Monitor responsiveness, risk status, utilization rates via customer relation management (CRM).	Admin – Governor’s Crime Commission
1.5.5 Increase employee engagement by delivering clear and effective internal communications through a consolidated intranet.	A consolidated content rich intranet that is accessible by all DPS employees. The intranet will serve as the home page for employees, with dashboards and division/section tabs that will provide targeted information applicable to agency mission, industry best practices and updates on projects (while taking security concerns into consideration). The goal with this initiative is to promote inclusion and fairness. It will also provide visibility over organization activities.	Performance measures for this initiative will include monitoring the frequency of employees visiting the webpage when it’s available. Regular review of usage data to enhance messaging and content.	Admin – Information Technology
1.5.6 Strengthen relationships between NC National Guard and local Emergency Management partners.	Train and develop strong, lasting relationships with county and municipal Emergency Management stakeholders with respect to how the NCNG deploys for all hazards.	Number of on-site seminars provided to locals.	NC National Guard
1.5.7 Implement mass email communication software to improve email messaging efficiency.	DPS Communications obtained Constant Contact (email marketing software/solution), as a platform for distributing the On the Scene (OTS) Digest (a biweekly newsletter providing DPS employees with updated DPS information/events/initiatives) as well as other pertinent information. The software allows for an interactive newsletter/eblast. For continued robust internal communications, DPS Communications needs to train additional staff to focus on targeted content, and recommends a new position for targeted content (depending on division/section/unit needs) as well as additional funding to increase user content development. The goal is that DPS employees are better connected and informed.	Track access, open, and click rates. Track number of clicks per specific article and the open rates per email account. Compare to industry standards and revise processes [as needed] to improve outreach rate.	Professional Standards - Communications

1.5.8 Develop communication plans for DPS divisions, sections, and units.	DPS Communications will establish protocols and collaborate with divisions, sections, and units to develop and implement applicable communication plans. For DPS Prisons, plans will include working with DPS IT to implement hardware/software solutions at all 55 correctional facilities that will enable DPS Communications to push information and messaging to screens located at each facility (information/content will be geared towards those employees who learn visually; currently 27 facilities have wall mounted screens). This will help get information to DPS Prisons staff who do not currently have email access. The goal of this initiative is to boost employee morale, job satisfaction and increase staff safety.	Number of communication plans developed in coordination with DPS divisions, sections, and/or units. Review feedback after implementation to address concerns. For DPS Prisons, track the number of facilities getting screens, the number of items released for use on screens, and the number of videos from DPS leadership.	Professional Standards - Communications
1.5.9 Crime data request tracking.	Record the number of agencies that submit crime data to the Bureau each year in an effort to maintain existing partnerships.	Number of agencies does not decrease.	State Bureau of Investigation and Alcohol Law Enforcement
1.5.10 Improve response time.	Provide timely responses to requests for information or investigative support.	Reduction in the number of complaints received regarding slow turnaround. Improved response time.	State Bureau of Investigation and Alcohol Law Enforcement
1.5.11 Sharing resources with partners.	Track resourced shared with current partners (arson canines, air support, etc.).	Annual number of resources shared/missions conducted upon requests received from external agencies remains consistent or increases.	State Bureau of Investigation and Alcohol Law Enforcement

Objective 1.6: Strengthen disaster recovery and resilience efforts

Initiative Name	Initiative Description	Performance Measure	Division/Section
1.6.1 Establish and implement the Office of Recovery and Resiliency.	Stand-up and implement the Office of Recovery and Resiliency (ORR) within NCEM in order to provide general disaster recovery coordination and public information, outreach and application case management, audit, finance, compliance, and reporting on disaster recovery funds, and program and construction management services. Analyze staffing needs and hire personnel. Identify and procure [as needed] office space for ORR personnel. For personnel that are re-assigned to the ORR, develop plans to transfer existing duties to other NCEM staff.	Complete hiring for the ORR. Finalize office space needs analysis and procurement [as needed].	Emergency Management
1.6.2 Develop and implement disaster recovery grants for local governments.	NCEM ORR will develop and administer a grant program to increase recovery capacity for financially distressed local governments and provide a one-time emergency fund to assist local governments in disaster areas in need of immediate cash.	Complete development of grant program.	Emergency Management
1.6.3 Develop data sharing agreement to facilitate recovery efforts.	NCEM ORR will collaborate with NC Department of Revenue to develop and execute a confidential information sharing agreement to facilitate taxpayer's application for means tested federal or state relief related to a federal major disaster declaration.	Execute confidential information sharing agreement.	Emergency Management
1.6.4 Ensure the NCEM Office of Recovery and Resiliency has sufficient legal resources.	Determine appropriate number of attorneys and support staff needed, as well as compensation to ensure that we have qualified legal staff to provide the necessary support.	All legal staff hired.	General Counsel
1.6.5 Develop and implement public outreach plan to promote benefits of carrying flood insurance.	By encouraging more residents to carry flood insurance, North Carolina families and communities will be able to recover quicker/more completely following major flood events. Develop a comprehensive communications campaign including website,	Number of flood insurance policies pre- and post-campaign. Website/social media analytics. Feedback on op-eds and articles.	Professional Standards - Communications

	social media, graphics, videos, op-eds, and articles to target those living in or near flood zones.		
1.6.6 Develop and implement a communications plan that provides disaster survivors with information and helps them connect to essential resources after disasters.	Develop a communications plan that includes: 1) mobile friendly website(s), 2) social media messages/graphics, 3) videos, 4) fact sheets/flyers, and 5) emails to partner agencies.	Website/social media analytics. Feedback from program users.	Professional Standards - Communications

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

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

Initiative Name	Initiative Description	Performance Measure	Division/Section
2.1.1 Vehicles for Chief Probation Parole Officers.	Increase consistency of operations across the state by ensuring each Chief Probation Parole Officer has an assigned vehicle. This will ensure that all Chiefs have the same capability and can function seamlessly across the state and carry out the same functions throughout the organization, such as absconder apprehension.	Number of Chief PPOs permanently assigned a vehicle.	ACJ - Community Corrections
2.1.2 Tasers for Emergency Response Team Members.	The Community Corrections Emergency Response Teams are designed to deploy during a variety of emergency situations including natural disasters, prison disturbances, and mass casualty events. Equipping team members with a Taser device will increase their ability to protect the public and colleagues as well as react to threats with a means of non-lethal force.	Percentage of Emergency Response Team members with a Taser.	ACJ - Community Corrections
2.1.3 Work to ensure business continuity of section's operation preparing for succession, and building strategic problem solving teams within Community Programs as well as across JJ.	JJ Community Programs anticipates numerous vacancies within the upcoming five years and is seeking solutions within succession planning models. This will be an intensive project including documenting processes, contacts, and work practices in order to yield long standing and useful resources guides. The plan will also include shadowing work, additional JJ system position reclassifications as new employees will be replacing career experts, and collaboration with partners.	1. Continue to identify areas where there need to be standard operating procedures (index). 2. Develop procedures that incorporate long-standing practices to support evidence-based services. (Full implementation of SPEP, Quality of Service reviews, audit and monitoring). 3. Document strategies that support cross training and new employee development (establish and document areas of focus of JCPC work). 4. Develop and implement a plan for replacing and training staff, adding temporary positions to support	ACJ – Juvenile Justice – Community Programs

		<p>transitions imposed by retirements and equalize workloads based on expansion of services and additional Program agreements, multicounty agreements, and state level contracts executed as a result of Raise the Age legislation—specific programming models to meet the needs of emerging adults such as transitional living, multipurpose/step-down programming, vocational/ job-skills and supported employment programming. Finalization of operational succession plan.</p>	
<p>2.1.4 Build a stronger infrastructure within Community Programs to address emerging Department initiatives: policy and training internally and among providers.</p>	<ol style="list-style-type: none"> 1. Enhance needs assessment process for Level II JCPC Endorsed, Alternative to Commitment, and statewide Level II services and employ tools to gather data to support meaningful RFP development for program development. 2. Create a process to review quarterly progress toward collaborative efforts to align and support these service needs, particularly with new juvenile justice initiatives/programs. Tasks include: New policy rollout; YASSI and service matching and service planning; Training on emerging adult populations and other topics-LGBTQ, Reentry, RTA, and Family Engagement. 3. Maintain upkeep of state owned facilities, address recurring maintenance needs, implement preventive measures to reduce costly repair and renovation to facilities in partnership with Central Engineering, particularly facilities in flood-prone areas. 	<p>It is essential to form collaborative structures whereby partners and stakeholders have an opportunity to provide input in the strategic planning process, which includes direction of resources towards establishing needed services.</p>	<p>ACJJ – Juvenile Justice – Community Programs</p>

<p>2.1.5 Increase the vehicle budget to an amount adequate to replace aging vehicles.</p>	<p>Since 2014, the State Budget Act has limited the ability of OSBM to make changes in the base budget. The Department has over 160 vehicles with more than 150,000 miles in need of replacement. The majority of these vehicles are used to transport inmates or children that are in care of the state and maintenance/security needs.</p>	<p>Increase in vehicle budget.</p>	<p>ACJ – Prisons</p>
<p>2.1.6 Ensure equipment is operational and ready to perform.</p>	<p>1) Continue to analyze the need to replace equipment used for statewide construction projects. Provide resources as needed. 2) Explore additional state-of-the-art equipment and technology that reduces or mitigates potential injuries to staff and alerts others quickly of dangers, such as man-down technology, PERT and special team equipment, etc. 3) Implement procedures and technology to reduce introduction of contraband into facilities, such as "security netting", Rapiscan scanners and other deterrent measures.</p>	<p>Currently engaged in "camera project" and initiating pilot of man-down technology. Radios and other safety equipment (stab resistant vests, tasers, etc.) have been purchased and are being deployed.</p>	<p>ACJ - Prisons</p>
<p>2.1.7 Complete a comprehensive review of the infrastructure and physical plant.</p>	<p>Analyze current conditions of infrastructure and physical plant at all 55 prisons and 3 CRVs due to age of some facilities and offender population projections, identifying renovation, expansion or replacement needs in order to develop strategic plan to address accordingly.</p>	<p>Review infrastructure of all 55 prisons.</p>	<p>ACJ - Prisons</p>

2.1.8 Strengthen ACJ Special Operations and Intelligence Unit's telecommunications capabilities.	Create five additional Administrative Specialists II/Radio Operator positions. The primary purpose of these positions is telecommunications and daily operations of the Communications Center. These positions must provide accurate and timely information that is coherent and effective in assisting other agencies with appropriately classifying offenders to facilitate lawful apprehension and arrest of criminal offenders.	Implementation of additional Administrative Specialists II/Radio Operator positions.	ACJ – Special Operations and Intelligence Unit
2.1.9 Ensure ACJ Special Operations and Intelligence Unit staff are properly equipped to perform key job functions.	Operational equipment and furniture to outfit new positions, also for yearly renewals for equipment that aids in investigations (MSAB, Tasers, K9, etc.).	Track number of out of cycle equipment that needs to be replaced.	ACJ – Special Operations and Intelligence Unit
2.1.10 Replace equipment for inmate construction program.	Purchase heavy construction equipment such as excavators, backhoes, lulls, etc. Including end of cycle equipment and other construction equipment as needed such as pipe benders, welders, etc. Rental/leased equipment has been utilized in the past. During emergency situations that may occur after hours, rental/lease equipment is not readily available or accessible.	Purchase of equipment for inmate construction program. Survey to determine access to equipment.	Admin – Central Engineering
2.1.11 Ensure readiness to respond to purchasing needs in the event of an emergency.	During an emergency event (such as a hurricane), the Purchasing and Logistics section teams with NC Emergency Management to navigate the purchasing process and acquire lifesaving supplies/equipment and services for responders. The Purchasing and Logistics section has designated its central office as essential for continuity of operations during an emergency, and has identified that a reliable back up power source for the building is a critical need.	Procure and install a back-up generator for the Purchasing and Logistics section's central office.	Admin - Purchasing and Logistics

2.1.12 Analyze and develop solutions to address increasing Motor Fleet rates, to include fuel and mileage costs.	With the increased cost in fuel and mileage rates from Motor Fleet, DPS needs to look at purchasing more State owned vehicles (which would save paying for monthly mileage and rental fee expenses), or potentially secure additional funds to account for increased rates.	Reduction in the budget gap for Motor Fleet related expenses.	Admin – Purchasing and Logistics
2.1.13 Develop a mass-casualty support capability for Victim Services.	Provide a rapid, coordinated, and sensitive response to victims of mass violence in need of compensation. Coordinate with NC Emergency Management to understand how crime victim compensation fits within the Incident Command System (ICS). Establish relationships with public and private sector partners involved with mass casualty incidents and disaster relief efforts in order to become part of their disaster response protocol.	Develop and implement protocols for Victim Services involvement in mass casualty incidents.	Admin - Victim Services
2.1.14 Ensure funding sustainability for DPS personnel and operating costs.	Ensure continuity of services and maintain operability of department infrastructure by securing state appropriations for DPS positions and operating expenses that are currently operating within a budgetary deficit.	Reduction in total budgetary shortfall for personnel and operating expenses.	Admin
2.1.15 Develop turnover manuals to ensure continuity of knowledge.	NCEM sections to develop turnover manuals to include timeline of upcoming deliverables, file locations, important points of contact and support.	Complete analysis of position duties, required deliverables, key tasks and responsibilities, and document location for positions. Complete development of turnover manuals.	Emergency Management
2.1.16 Ensure adequate funding to cover operating costs at key NCEM infrastructure sites.	Increase NCEM's state-supported operating fund which maintains the primary and back-up State Emergency Operations Center (SEOC) locations, three Regional Coordination Centers, two Disaster Warehouses, NCEM offices based in JFHQ's Claude T. Bowers building, and other key facilities.	Secure funding for NCEM's operating budget. Percentage of operating budget needs that are met.	Emergency Management

2.1.17 Strengthen the statewide Mass Search and Rescue Program.	Secure recurring appropriated funds to enhance and maintain statewide Mass Search and Rescue capabilities and insulate this vital program from the volatility of federal grants.	Funds are allocated for the program through the budget process.	Emergency Management
2.1.18 Ensure funding sustainability for NCEM's personnel and operating costs.	Secure state appropriations for existing NCEM positions and operating budget currently supported by federal Emergency Management Performance Grant funds.	Increased percentage of EMPG funding that is made available to be used for capacity building at the state and local levels.	Emergency Management
2.1.19 Enhance preparedness and response through additional positions.	Establish 29 additional state-appropriation supported positions at NCEM to enhance the state's ability to prepare for, respond to, and recover from all hazards.	Number of identified needed positions established.	Emergency Management
2.1.20 Develop contingency plans to address the potential shift of inmate tort claim litigation from NC DOJ to NC DPS.	Analyze staffing needs to manage caseload. Identify office space for additional legal personnel. Identify additional file storage space case records. Review need to procure case management software needed to effectively manage the caseload.	Complete staffing, office space, and file storage space needs analysis. Determine need for case management software.	General Counsel
2.1.21 Plan, program, design, and construct the NC Readiness Center Transformation Plan, to include the ability to sustain the new and existing facilities.	Completion of construction projects for NCNG facilities in optimal locations is essential to mission success. Upon completion of construction, NCNG will relocate units and divest of older facilities to ensure optimal utilization of its facilities along with placing its Soldiers in "right-sized" facilities to allow for proper training activities. Additionally, it places NCNG personnel in close proximity to activate and support the citizens of North Carolina. Includes the growth of CFMO personnel to sustain facilities into the future. Explore opportunities for collaboration with other DPS divisions for consolidation / centralization of maintenance assets.	Reduce NCNG Readiness Center square footage deficiency (1.9M sq./ft.) by 13.1% (250,000 sq./ft.) over the next 5 years. Receive program funding for constructing 2 Readiness Centers over the next 5 years. Growth in number of CFMO personnel.	NC National Guard

2.1.22 Strengthen NCNG G6 Information Technology section capabilities.	Secure additional state recurring funding, as a match for federal funds, for a growth in NGNC-G6 personnel in order to accomplish requirements to support information technology infrastructure across the state. Continued increase in cyber security requirements of the G6 staff is due to significant increase in activity across the work system that is shared between the NCNG and other DPS entities. The increase in information technology requirements to monitor and track automated systems is generating an increase in all IT requirements.	Implementation of funding for additional G6 personnel. Decrease in response time for NCNG G6.	NC National Guard
2.1.23 Strengthen radio communications capability with emergency response partners.	State and local emergency authorities rely heavily on the use of 800 MHz radios during emergency response as their primary means of communication. This initiative is to acquire at minimum, one 800 MHz radio per each assigned NCNG State Active Duty (SAD) force package in order to increase communications capabilities and state response readiness.	100% of NCNG SAD force package vehicles are equipped with 800 MHz radios.	NC National Guard
2.1.24 Improve situational awareness of NCNG resource location during disasters.	Accurate resource tracking during State Active Duty (SAD) response is vital to improving predictability for local emergency managers in need of NCNG resources during times of disaster. The ability to real-time track NCNG resources increases response coordination capability at all levels and increases the ability for state and local authorities to more appropriately align resources to increase public safety. This initiative will assign real-time tracking devices to each NCNG force package. Seek to ensure these devices are under control of NCNG for distribution during SAD operations.	Increase live tracking to one device per assigned NCNG SAD force package in the next FY.	NC National Guard
2.1.25 Personal protective equipment (PPE) for all State Activity Duty (SAD) operations.	This initiative encompasses PPE needs for all SAD operations. NCNG Reaction Force (NGRF) currently borrows PPE from deploying units (or is supplied through National Guard Bureau, upon request, which delays response time). A state-procured set of PPE dedicated to the NGRF would ensure the safety of NCNG soldiers and prevent delays in response time while awaiting equipment from other sources.	Purchase 800 sets of PPE (mirroring that worn by NC State Highway Patrol rapid reaction force) and other equipment necessary for SAD operations.	NC National Guard

2.1.26 Strengthen NCNG Joint Operations Center (JOC) GIS capability.	DPS authorizes two GIS qualified specialists to work in the NCNG JOC in order to develop analytics using various digital information layers.	Develop data layers and reports that enable JOC personnel to have shared situational awareness and accountability of all personnel and equipment ordered to State Active Duty within seconds.	NC National Guard
2.1.27 Strengthen back-up communications capability.	NC's 800 MHz system is the primary radio communications network for use during disasters. But back-up communications capability is critical in the event the 800 MHz system is damaged, or degraded due to high traffic volume. This initiative will acquire HF commercial off-the-shelf capability for all hub and spoke locations (armories and HQs) as an alternate form of two-way over the horizon communication.	Percentage of NCNG armories and HQs with HF commercial off the shelf systems.	NC National Guard
2.1.28 National HART Academy.	Build a HART (Hello-Aquatic Rescue Tech) training scenario at the new State Firefighting Academy to afford firefighters around the State and country access to train to the National Standard that North Carolina has built into their nationally recognized Best Practices HART program.	Complete infrastructure additions to the Fire Academy in Stanly County. Implement HART training scenario.	NC National Guard
2.1.29 Increase access to training and resources to assist in reducing active shooter incidents in NC school systems.	Samarcand Training Academy is the only NCDPS agency with a multi-screen, situational "Use of Force" Training Simulator. By leveraging the increased use of this state of the art technology, we are able to provide "real world" experiences for the trainee.	This strategy will be measured by the attendance and participation of School Resource Officers.	Samarcand Training Academy
2.1.30 Create "Use of Force" training scenarios to assist in reducing active shooter incidents in the NC school systems.	Samarcand Training Academy has a state of the art total immersion "Use of Force" Training Simulator available for use to train on "real world" scenarios. The Academy is obtaining equipment and a software program that will allow the production of training scenarios specific and unique to the jurisdiction and work environment for any requesting law enforcement agency or school system.	This initiative will be measured by the quantity of scenarios produced and presented for training.	Samarcand Training Academy

2.1.31 Construct a training site where trainees can utilize firearms, lethal, and non-lethal ammunition in training exercises.	Construct a building structure at the Firearms Training Center, Samarcand Training Academy, that will mimic a residence, class rooms, or other type of building, in which trainees can participate in real world training with firearms and lethal or non-lethal ammunition to develop and complement their tactical awareness in active shooter incidents.	This initiative can be measured by the quantity of trainees and training hours for those personnel utilizing the live fire shoot house.	Samarcand Training Academy
2.1.32 Construct a rappel tower at the Firearms Training Center.	The recently constructed fire arms training complex serves numerous federal, state, and local law enforcement entities. As part of the program expansion, the need exists to conduct tactical entry and over watch scenarios on a multi-story building. This is best accomplished with a rappel tower located 250 yds. up range from the target. The rappel tower also functions for other training to include confidence exercises and emergency responder entry/recovery methods. The project includes a pre-engineered five story rappel tower, wood rappel face, and a contained landing pad.	This initiative can be measured by documenting the quantity of individuals and agencies that participate in a myriad of training events utilizing the rappel tower during a calendar year.	Samarcand Training Academy
2.1.33 Construction of an Emergency Vehicle Operations Training Center (EVOC) on main campus at Samarcand Training Academy.	To construct and operate an Emergency Vehicle Operations Training Center to conduct driving training for DPS Law Enforcement, Corrections, and Basic Law Enforcement Training programs.	This initiative can be measured by documenting the quantity of participants that receive training at the EVOC during a calendar year.	Samarcand Training Academy
2.1.34 Purchase new radios/replace aging radio system over the next three years.	Secure funding for the next three years to replace aging radio system that will no longer be supported by Motorola after 2020.	Radios purchased.	State Bureau of Investigation
2.1.35 Secure full funding for SBI/ALE leased space.	Secure recurring funds to fully budget lease requirements for the SBI and ALE.	Funding budgeted.	State Bureau of Investigation and Alcohol Law Enforcement

<p>2.1.36 Implementation of Nixle and smartphone applications to increase communication in the event of an emergency. Conversion of SCP Communications to full Computer Aided Dispatch (CAD) system.</p>	<p>Implement Nixle, which offers free and paid notification services for local police departments, county emergency management offices, municipal governments, and their agencies. The Nixle service allows government agencies to send messages to local residents and employees via phone, email, and web. Information is delivered almost instantly. Nixle serves government agencies and organizations in all 50 states. Upgrading to full CAD system, to include consoles and AVL, will give SCP real time dispatch capabilities to include law enforcement, emergency medical service, fire, and any other state resource thus increasing overall public safety.</p>	<p>Number of state employees and visitors utilizing the notification application. Dispatch and resource response times can be measured comparatively.</p>	<p>State Capitol Police</p>
<p>2.1.37 Obtain state-wide jurisdiction to improve readiness.</p>	<p>Obtain state-wide jurisdiction. This would facilitate immediate response to assist during times of state emergencies and natural disasters at the direction of the DPS Secretary. This would further increase public safety and readiness of state resources.</p>	<p>Obtaining state-wide jurisdiction.</p>	<p>State Capitol Police</p>
<p>2.1.38 Create and implement a replacement schedule for necessary standard Law Enforcement equipment.</p>	<p>Scheduled replacement of equipment will ensure officers are equipped with the tools needed to do their jobs, enhancing the safety of the officers and the public they serve.</p>	<p>Create replacement schedules for firearms, body armor, radios, and vehicles.</p>	<p>State Capitol Police</p>
<p>2.1.39 Complete construction of the statewide VIPER 800 MHz interoperable radio communication system that will provide interoperable communications for all public safety agencies in North Carolina.</p>	<p>Construct the remaining VIPER radio tower sites to reach the stated goal of 241 sites statewide.</p>	<p>Complete the remaining 14 sites by end of SFY20-21 to provide interoperable communication to all public safety first responders, assuming Legislative funding continues as planned per PED report.</p>	<p>VIPER</p>

<p>2.1.40 Maintain integrity of the VIPER network by addressing problems associated with aging systems requiring excessive maintenance and repair cost, inadequate vendor support, unavailable replacement parts, and system failures.</p>	<p>Secure funding and replace existing Quantar Base Stations that will reach end of life 31 December 2018 and will no longer be supported by the manufacturer, with GTR base stations. Secure funding and replace current MOSCAD site monitoring solution, which will allow improved site monitoring and the ability to monitor and control replacement GTR base stations, microwave stations, environmental, and power control systems at VIPER tower sites. Secure funding and upgrade the current T1 Microwave network to Ethernet in advance of a projected replacement of all microwave radios to begin in FY21. Secure funding and replace the current Microwave Radio Network upon completion of upgrade of existing network to Ethernet vs. T1 operation.</p>	<p>Complete GTR Upgrade by end of SFY19-20, assuming Legislative funding next fiscal year for remaining balance of project. Complete MOSCAD project by end of SFY19-20. Complete microwave network by end of SFY23-24, assuming Legislative funding as outlined in PED report.</p>	<p>VIPER</p>
<p>2.1.41 Provide VIPER support personnel to keep the network operating at optimal levels 24 hours per day 7 days per week and strive for zero down time.</p>	<p>Secure funding and create central technical team such that the state's geography is roughly divided into thirds (East, Central, West). Secure funding and create additional support staff positions needed to ensure the effective flow of information and the processing of administrative requirements.</p>	<p>Request personnel funding for the creation of a Central VIPER team in the next expansion budget request.</p>	<p>VIPER</p>
<p>2.1.42 Strategic enhancement of State Highway Patrol Aviation Assets.</p>	<p>Partner with Support Services to replace aged Patrol air frames with rescue capable air frames.</p>	<p>Complete replacement of air frames.</p>	<p>State Highway Patrol</p>
<p>2.1.43 Implement Next Generation (NG) 911 and Computer Aided Dispatch (CAD) system.</p>	<p>NG911 Project -Identify and Request/Secure Grant & Budget Funding. NG911 Costs Identified & Funding Requested. NG911 Complete System Implementation at all communication centers. NG911 Complete System Implementation to include identified backup locations. Create CAD focus group to develop CAD document, to include other state governmental partners and research available analytic CAD software. Define expectation of a software solution and identify potential vendors. Identify</p>	<p>Complete CAD System implementation for the entirety of SHP.</p>	<p>State Highway Patrol</p>

	hardware and additional support staff if needed. Negotiate 90 day product Test and Evaluation period (multiple vendors). Select product and proceed with seeking funding for procurement. Proceed with procurement and evaluate potential bidders. Bid awarded and project implementation begins. Complete CAD System Implementation for the entirety of the SHP.		
2.1.44 Deploy in-car cameras to enforcement members and implement a replacement plan for older in-car cameras.	Currently, 1,247 cameras are assigned to First Sgts., Sgts., and Troopers per PIF. Update/replace the current DV10 cameras with 4RE cameras. 243 older DV10 cameras are scheduled for replacement.	Complete full deployment for all enforcement members and a full replacement of all DV10s with 4REs.	State Highway Patrol
Objective 2.2: Improve workplace safety			
Initiative Name	Initiative Description	Performance Measure	Division/Section
2.2.1 Ensure all certified staff have a weapon that meets all safety standards.	Exchange all weapons that have exceeded the 5-year life cycle. After five years of use all weapons need to be serviced. However, exchanging weapons that have exceeded their 5-year life cycle can be a safer and more effective alternative to servicing of the weapon.	Percentage of weapons that meet all safety standards.	ACJ – Community Corrections
2.2.2 Reduce the risk of harm from identified risk factors for Juvenile Court staff while working in the community and in the office.	<ol style="list-style-type: none"> 1. Create a robust In-service safety training that will assure all staff are appropriately trained in best practices in situational awareness, risk avoidance strategies, risk reduction options and assets, and crisis management. 2. Create Standard Operating Procedures for Court Services staff related to best risk reduction practices for work in community and office settings. 	100% percent of staff trained in Standard Operating Safety Procedures in FY19-20.	ACJ – Juvenile Justice – Court Services

<p>2.2.3 Reduce the number of facility based incidents resulting in injury to staff or juveniles.</p>	<p>Juvenile Justice seeks to improve staff and juvenile safety in facilities by implementing strategies and technology that reduce the opportunity for injury.</p>	<p>Decrease in number of fights and number of assaults resulting in injury to staff or juvenile; increase in facility staff and juvenile feelings of safety within youth development centers (staff surveys) and detention centers.</p>	<p>ACJJ – Juvenile Justice - Facilities</p>
<p>2.2.4 Provide a safe and secure living and work environment for youth and staff through full implementation of Behavior Expectations (Policy YC 4.1) and Effective Behavior Management practices.</p>	<p>Juvenile Justice recognizes national best practice in eliminating isolation, as it is harmful to psychological health. Juvenile Justice also seeks to ensure staff are annually trained with de-escalation and mental health first aid skills to effectively manage juvenile behavior without using isolation. It is imperative that staff and juveniles feel safe in our facilities.</p>	<p>Measures from Peer Reviews including compliance with standards in Safety and Security; Admin and Mgmt.; Facility Services; Physical Plant and Maintenance and Policy YC 4.1. All Certified staff will participate in Mental Health First-Aid training and policy YC 4.1 refresher. By January 2017, all facilities will operate within the guidelines of the Model of Care programming model.</p>	<p>ACJJ – Juvenile Justice - Facilities</p>
<p>2.2.5 Improve safety and security at OSDT Central Region Complex.</p>	<p>Enhance electronic surveillance and security system at the Central Regional Complex (OSDT and Pharmacy) to replace a 24/7 onsite security officer position. Improve camera and door system, monitor after-hours HVAC issues and generator issues.</p>	<p>Staff morale should increase. Security incidents should decrease. Survey employees to determine safety increase.</p>	<p>ACJJ – Office of Staff Development and Training</p>
<p>2.2.6 Increase safety for staff and inmates during transports.</p>	<p>Establish vehicle camera systems in transport vehicles to ensure safety of staff and inmates.</p>	<p>Completion of vehicle cameras.</p>	<p>ACJJ - Prisons</p>

2.2.7 Increase the number of facilities with AED machines and Naloxone.	In 2017, five Adult Correction staff were murdered in attacks carried out by inmates at two prison facilities. In response, DPS has deployed more AED machines throughout facilities. To ensure employee safety, naloxone will also be stored in facilities.	Implementation of AED machines/ Naloxone.	ACJ - Prisons
2.2.8 Implement the revised validated classification tool.	Improve work place safety for community, staff, and inmates.	Implement the revised validated classification tool.	ACJ - Prisons
2.2.9 Increase the number of facilities with Managed Access.	Request for Purchase has been issued. Incorporate Managed Access technology at designated prison facilities. Decrease cell phone contraband. Work with facility management to install necessary infrastructure. Pilot at several institutions and use outcome data to assist with activation at remaining sites.	Percentage of facilities with Managed Access.	ACJ - Prisons
2.2.10 Prisons Security Accountability Section (SAS).	The Security Accountability Section (SAS) was created in December 2017 and tasked with independently conducting annual unannounced security audits at all 55 correctional facilities utilizing a standardized audit tool comprised of 336 standards divided into 22 distinct sections or areas of accountability.	Completion of Prisons Security Accountability Section.	ACJ - Prisons
2.2.11 Strengthen capability to investigate threats and attempted assaults against staff.	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.	Track number of staff threats/ attempted assaults. Implementation of Operations Specialists positions.	ACJ – Special Operations and Intelligence Unit

<p>2.2.12 Strengthen telephonic intelligence gathering capability.</p>	<p>Create one additional Administrative Specialist II/Inmate Phone Investigator position to respond to requests from DPS management, prison facility management, facility intelligence officers, legal counsel, personnel, victim services, county, state and federal law enforcement officials and court orders that involve inmate call records. Investigations involve illegal activities by inmates, inmate/employee undue familiarity, staff threats, escapes, harassment of victims and witnesses, SRG (security risk group) activity, abuse and misuse of inmate phones, unauthorized use of inmate phones and contraband issues.</p>	<p>Track number of inmate phone investigation incidents. Implementation of Administrative Specialist II/Inmate Phone Investigator position.</p>	<p>ACJ – Special Operations and Intelligence Unit</p>
<p>2.2.13 Strengthen Prisons and Community Corrections workplace safety through increased intelligence capabilities.</p>	<p>Create seven additional Correctional Justice Specialists/Investigators III positions. These positions will help support Prisons and Community Corrections employee safety through work in the following areas: inmate phone monitoring and cell phone extraction, protection of correctional personnel in Prisons and Community Corrections, staff corruption, interdiction of contraband being introduced into Prison facilities, and assisting inmate phone investigative staff to exhaust all possible investigative leads.</p>	<p>Track number of Suspicious Activity Reports. Implementation of Correctional Justice Specialists/Investigators III.</p>	<p>ACJ – Special Operations and Intelligence Unit</p>
<p>2.2.14 Strengthen Uniform Safety Program leadership.</p>	<p>Hire 4 additional Regional Occupational Health Nurses to assist the agency's Occupational and Environmental Health Physician and the Director of Safety in the planning, development, coordination, implementation, delivery and evaluation of occupational and environmental health programs and services for all DPS employees and working sentenced offenders.</p>	<p>4 new positions hired by 120 days from approval of funding, to allow for classification, recruiting and selection process.</p>	<p>Admin – Human Resources</p>

2.2.15 Reduce workers' compensation costs.	Monitor workers' compensation costs and work with the Office of State Human Resources to reduce this cost through safety programming and facility evaluation/improvement.	Percentage decrease in workers' compensation cost.	Admin – Human Resources
Objective 2.3: Prepare for and implement Raise the Age legislation			
Initiative Name	Initiative Description	Performance Measure	Division/Section
2.3.1 Prepare for and implement raise the age legislation.	Raise the Age legislation was passed (S257) to include 16 and 17 year olds (minus A-G felonies) in the Juvenile Justice System. The legislation will improve outcomes for youth and decrease recidivism. It will also require additional resources, as it will increase facility occupancy, and require new resources in the community for diversion programming as well as case management resources. The initiative requires several IT Solutions with court records (AOC).	Reduce recidivism of the new juvenile justice population: persons 16 and 17 year olds at the time of complaint.	ACJJ – Juvenile Justice
2.3.2 Employ video conferencing in facilities, juvenile court, and courthouses to facilitate video hearings, reduce transportation costs, and address family engagement.	With Raise the Age, beginning December 1, 2019, Juvenile Justice will need to reduce transportation costs in order to reduce personnel and van costs. Videoconferencing will allow for some hearings to be conducted without transport, freeing-up court time and JJ resources. Parental involvement is key to rehabilitation of youth in secure custody. Instituting video conferencing will allow parents the opportunity to visit with youth more frequently. Active family engagement is shown to reduce recidivism.	Completion of courthouse, juvenile court office, and juvenile facility maintains a working videoconferencing system.	ACJJ – Juvenile Justice
2.3.3 Improve the Youth Development Center mental health assessment process.	<ol style="list-style-type: none"> 1. Update all the psychological tests comprising the core mental health assessment battery to the most current versions. 2. Ensure that the facilities have psychological testing instruments which are normed for the older adolescent and emerging adult population. 3. Purchase computerized scoring whenever possible for the purchased psychological assessment instruments. 4. Provide yearly training for all licensed mental health clinicians 	Psychological tests are updated and normed; yearly training records indicate training provided on mental health assessment battery and standardized report. NC-JOIN 2 incorporated fields for new MH assessment instruments scoring.	ACJJ – Juvenile Justice - Clinical

	<p>on the mental health assessment battery and standardized report format.</p> <p>5. Provide updates to NC-JOIN 2 of all new mental health assessment instruments scoring.</p>		
2.3.4 Ensure that there is an appropriate array of mental health and substance use disorder services available to meet the needs of the 16- and 17-year-olds who will be involved in the Juvenile Justice system.	<ol style="list-style-type: none"> 1. Work with the developers of Multi-Systemic Therapy to bring a specialized version developed to meet the needs of transition-aged youth (MST for Emerging Adults) to the state. 2. Ensure that services addressing deficits in psychosocial maturity are available within juvenile justice facilities and in community settings statewide. 3. Meet with LME-MCO representatives, community service provider groups, and agency partners to prepare them to meet projected behavioral health service needs of juvenile justice-involved youth. 4. Identify evidence-based treatments for trauma-related and disruptive disorders appropriate for older youth and promote training opportunities for community-based licensed mental health clinicians. 	Develop specialized Multi-Systemic Therapy. Treatments and services identified.	ACJJ – Juvenile Justice - Clinical
2.3.5 Identify and remove barriers to access to behavioral health services for transition-aged youth involved with the juvenile justice system.	<ol style="list-style-type: none"> 1. Train juvenile justice employees who manage case plans for juveniles in services appropriate and available for transition aged youth in 2018-19. 2. Work with partners at LME-MCOs and the Divisions of Mental Health and Medical Assistance to develop a procedure for ensuring the seamless transition of juveniles from family-based to adult Medicaid at age 18. 	Training records illustrate provision of training; procedure developed for ensuring the seamless transition of juveniles from family-based to adult Medicaid at age 18.	ACJJ – Juvenile Justice - Clinical
2.3.6 Develop a developmentally appropriate programming model for youth of transition age who are committed to a	<ol style="list-style-type: none"> 1. Identify evidence-based treatments for trauma-related and disruptive disorders for transition aged youth and provide training to facility-based licensed mental health clinicians in these models. 2. Develop an incentive system for transition aged youth that motivates youth to participate in programming, promotes good 	Evidence-based treatments for trauma-related and disruptive disorders for transition aged youth deployed; alternative to MOC for older youth programming developed.	ACJJ – Juvenile Justice - Clinical

<p>Youth Development Center.</p>	<p>behavior, provides opportunities to restore harm, and teaches youth independent living skills. 3. Identify and adopt individual and group psychotherapy curricula that address psychosocial maturity, particularly temperance (the ability to curb impulsive and aggressive behavior).</p>		
<p>2.3.7 Improve and expand the community-based mental health and substance use disorder treatment service array for adjudicated youth and the emerging adult population.</p>	<p>Collaborate with community partners in developing plans of care for the emerging adult population in the community, identifying the barriers to effective treatment planning (i.e. age limitations of service definitions, Medicaid coverage for emerging adults in community), and seek to increase the provision of evidence based mental health/substance use disorder treatment funding Explore the possibility of community mental health and substance use disorder treatment programs receiving joint funding with Juvenile Justice.</p>	<p>Evidence based mental health/substance use disorder treatment funding obtained.</p>	<p>ACJJ – Juvenile Justice - Clinical</p>
<p>2.3.8 Expand the continuum of evidence-based services based on the expected impact of Raise the Age (RtA) legislation.</p>	<p>1. Develop a two- tiered JCPC annual planning process deployed during 18-19 at the local county level to plan for service needs based on 1) current juvenile population and service needs and current county allocation, and 2) to address service needs based on the RtA legislative mandates. Purpose is to 1) ensure planning for use of local JCPC expansion funds that will support RtA legislation, including expansion of diversion programming as a primary resource for School Justice Partnership development (restorative justice programming), and 2) Ensure a process to expedite the allocation of expansion funds should an expansion appropriation occur mid FY. 2. Develop expansion of state-wide contracts to support the impact of RtA legislation: Prioritize use of expansion funds for the development of regionalized services, including age appropriate short-term residential and community-based models, vocational service models, transitional and independent living residential models, and specialized service models (e.g.,sex offender assessment and treatment) and expansion of crisis and assessment center models.</p>	<p>Completion of plans and expansion funds for development.</p>	<p>ACJJ – Juvenile Justice – Community Programs</p>

<p>2.3.9 Improve functionality of NCALLIES to support RtA initiatives and programming needs.</p>	<p>Regionalization of services requires Multi-County functionality of NCALLIES including 3rd quarter, final accounting and program agreement functionalities. Request additional IT support to increase NCALLIES functions:</p> <ol style="list-style-type: none"> 1. An automated year-end accounting process to assist with the ongoing monitoring of statewide contractual services to ensure funds are expended in accordance with approved budgets as well as term and conditions of the contract award. 2. Multi-County Program Agreement functions 3. Complete final phase of fully automating NCALLIES and NCAS disbursement operations. 	<p>Multi-County functionality of NCALLIES including 3rd quarter, final accounting and program agreement functionalities is active.</p>	<p>ACJ – Juvenile Justice – Community Programs</p>
<p>2.3.10 Evaluate and establish needed personnel and position types, in response to implementation of Raise the Age.</p>	<p>Create a comprehensive recruitment, hiring and staff development plan to assure that adequate numbers of and appropriately diversified staff are available on timely basis to serve the needs of a growing population with varying needs projected to be under juvenile jurisdiction.</p>	<p>Annual Court Counselor caseloads are consistent with targets provided by the Court Services Policy Committee.</p>	<p>ACJ – Juvenile Justice – Court Services</p>
<p>2.3.11 Improve facility safety through updated technology and additional equipment.</p>	<p>Increase the number of Centers with video surveillance/upgrade existing video surveillance systems. Utilize random video footage reviews on monthly basis by local management teams. Inspect room door integrity and replace wooden doors with metal ones. Explore replacing steel reinforced windows with more secure materials. Explore enhanced control panels and security techniques for the control panels. 190 additional detention bed spaces for A-G felonies, 22 detention bed spaces for H-I felonies and misdemeanors, and 36 YDC bed spaces should be ready for use with trained staff.</p>	<p>Systems upgraded, bed spaces ready for use, and staff trained.</p>	<p>ACJ – Juvenile Justice – Facilities</p>
<p>2.3.12 Identify legal support needs for Juvenile Justice associated with Raise the Age legislation.</p>	<p>Analyze staffing needs to manage caseload. Identify office space for additional legal personnel. Identify additional file storage space case records.</p>	<p>Complete staffing, office space, and file storage space needs analysis.</p>	<p>General Counsel</p>

2.3.13 Develop an internal communications plan for Raise the Age.	Develop an internal communications plan to ensure that Juvenile Justice and other DPS employees and contractual providers of juvenile justice services understand why the Raise the Age legislation occurred, the changes in juvenile law and policy, and how the legislation will be implemented. Forms of communication would include a topical monthly video email to all employees, the creation of a special email address to which employees may send questions or comments, and blog/newsletter articles.	Website/email campaign analytics. Number and tone of questions/ comments sent to special email address.	Professional Standards - Communications
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Objective 2.4: Preserve and protect human life and property

Initiative Name	Initiative Description	Performance Measure	Division/Section
2.4.1 Continue to work towards zero facility based escapes on an annual basis and maintain no more than 2% of non-returns from community based visits.	To ensure public safety, it is essential that juveniles committed to the secure custody of a Juvenile Justice facility are securely housed and supervised in a manner that eliminates the possibility of an escape from the facility. Juvenile Justice seeks to put measures in place to reduce the likelihood of nonreturns during home visits while minimizing the impact to treatment (as home visits are essential to reentry planning and success).	Percent decrease in number of escapes per 100 service days.	ACJJ – Juvenile Justice - Facilities
2.4.2 Incorporate additional Therapeutic Diversion Units.	Reduce the number of inmates in restrictive housing that have been diagnosed with mental illness. Divert inmates diagnosed with mental illness from restrictive housing.	Completion of Therapeutic Diversion Units.	ACJJ - Prisons
2.4.3 Establish a female Confinement in Response to Violation Behavior Modification Center.	With a continued focus on the implementation of Justice Reinvestment, Adult Correction recognizes the need to provide intense behavior modification programming to female offenders. This center will provide treatment in co-occurring disorders and behavior modification programming in an environment that is solely created for the female population.	North Piedmont CRV scheduled to be opened in FY 2018/2019.	ACJJ - Prisons

2.4.4 Identify substance abuse treatment needs within offender and inmate population.	Implement substance abuse treatment programs that involve medication-assisted treatment. Provide available resources to accomplish this program.	Completion of substance abuse treatment programs.	ACJ - Prisons
2.4.5 Provide healthcare services to inmates that meet acceptor community standards.	Respond appropriately to inmate medical and psychological needs based on diagnosis. Treatment will involve a wide range of medical and psychological needs. Analyze statewide and national data on medical and psychological treatment, health outbreaks, hospital bed needs, etc. Most pressing need currently is to bring CP Hospital Unit 7 online to provide long-term care. Identify appropriate resources to address inmate healthcare.	Medical resources available to inmates that meet acceptor community standards.	ACJ - Prisons
2.4.6 Identify Security Risk Group members and associates.	Develop additional resources to readily identify and manage offenders that are participating in security risk groups in the community and during incarceration.	Completion of Security Risk group program.	ACJ - Prisons
2.4.7 Decrease the number of inmates in restrictive housing.	<ol style="list-style-type: none"> 1) Continue implementation of behavior modification program at Marion Correctional Institution and incorporate program at Pasquotank Correctional Institution. 2) Develop plans for population management that promotes safety for staff. 	Track number of inmates placed within restrictive housing, access the behavior modification program.	ACJ - Prisons
2.4.8 Strengthen ACJJ's capability to capture absconders.	Create four additional Probation/Parole Officer (PPO) positions. Three of the new positions will be allocated and be a sworn member of the US Marshals Service, allowing DPS to have access to federal databases that will assist in locating offenders who have absconded. The fourth position will be an extradition/absconder PPO who will review and coordinate extradition trips as assignments are received. This position will supervise a caseload of expired absconders and will utilize all available intelligence tools to locate and ensure the successful capture of expired absconders.	Implementation of additional PPO positions. Decrease in time it takes to locate offenders who have absconded.	ACJJ – Special Operations and Intelligence Unit

2.4.9 Strengthen the School Risk Management System.	Enhance ability to mitigate likelihood and impact of acts of violence in North Carolina's schools by expanding the School Risk Management System roster with four additional personnel (2 planners and 2 IT personnel).	Completion of hiring 4 new staff.	Emergency Management
2.4.10 Enhance licensing requirements for proprietary organizations.	Currently, proprietary organizations that hire armed guards are not required to be licensed. The PPS Board recognizes that this limits oversight and accountability. Accordingly, the PPS Board has decided to pursue legislative action that would create a new license category for proprietary organizations that employ armed guards. In doing so, the licensee would undergo a thorough criminal history and background investigation. This effort will advance public safety by making certain that only qualified individuals are permitted to hire armed guards.	Milestone - enacted legislation. Output - the number of proprietary licensees.	Professional Standards – Private Protective Services
2.4.11 Update NC statutes to enable out-of-state armed guards to be utilized during emergencies.	Currently, licensees can only utilize out-of-state unarmed guards on a temporary basis. This legislative change would permit licensees to employ out-of-state armed guards during emergencies if they met certain requirements. Providing armed guards during emergencies would advance public safety efforts by providing effective deterrence, supplementing law enforcement capability by observing and reporting suspicious activity, and preventing threats to life and property.	Milestone - enacted legislation. Output - the number of out-of-state armed guards utilized in emergencies.	Professional Standards – Private Protective Services
2.4.12 Hire new agents and analysts.	Hire 40 new FTEs to staff various SBI and ALE units: 8 Human Trafficking Agents; 8 DECU Agents; 6 ALE Violent Outlet Task Force Agents; 4 Computer Crime Agents; 2 ALE Nuisance Abatement Team Agents; 2 Non-Sworn Analysts; 8 BeTA Team Agents; and 2 BeTA Analysts (Non-Sworn). These positions will increase the efficiency and quality of investigations.	Positions created and filled.	State Bureau of Investigation and Alcohol Law Enforcement

<p>2.4.13 Deployment of SCP resources based on day-to-day needs and consistent enforcement of established regulations and laws.</p>	<p>Convert 37 receipt-funded Police Officer positions to Appropriated, allowing for flexible deployment of departmental resources. Track the number of alarm responses and security checks of state-owned facilities conducted by security guards and officers.</p>	<p>Conversion of 37 receipt-funded positions to appropriated. Annual increase in number of security checks.</p>	<p>State Capitol Police</p>
<p>2.4.14 Implement increased security initiatives to provide a safe and secure environment for public officials, state employees, and visitors within the State Government Complex and at state-owned properties.</p>	<p>Implementation of increased security initiatives specified in the legislatively mandated PED study. Add an additional 12 Police Officer I positions to SCP total staff. Track the number of security assessments conducted and recommendations made as recorded by emails and internal documents.</p>	<p>The addition and implementation of 12 additional Police Officer I positions. Number of security assessments conducted.</p>	<p>State Capitol Police</p>
<p>2.4.15 Create a SCP Investigator position.</p>	<p>Currently, all SCP investigative duties are being performed by a Police Officer I position. Creating a designated SCP "Investigator" position would shift the investigative duties, freeing up the Police Officer I to handle more of the intended duties for that classification i.e., site security, security checks, calls for service, etc.</p>	<p>Having Investigator position created through OSHR/OSBM.</p>	<p>State Capitol Police</p>
<p>2.4.16 Acquire funding for an explosives detection K9.</p>	<p>Acquisition of the funding needed to purchase, train, and certify a replacement K9 upon retirement of current asset.</p>	<p>Funding obtained.</p>	<p>State Capitol Police</p>

2.4.17 Reduce fatal collisions through the use of non-arbitrary national goals and the development of performance strategies.	Align crash reduction goal and performance measures with the Governor's Highway Safety Plan. Align "Vision Zero" philosophy in the four achievement areas: engineering, education, enforcement, and emergency response. Identify gaps/impediments for achieving continual progress toward initiatives outlined for use of nonarbitrary national goals. Link Troop Operations' strategies to non-arbitrary goals. Develop working relationships with state safety partners which affect safety countermeasures beyond the Patrol's direct scope of influence.	Annual reduction of fatalities in the following areas: impaired driving related, unrestrained occupant, speed-related. Assess performance of Troops semi-annually at the State level. Assess quarterly the opportunities for multi-agency participation in joint projects and meetings.	State Highway Patrol
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Objective 2.5: Prevent crime and reduce recidivism

Initiative Name	Initiative Description	Performance Measure	Division/Section
2.5.1 Expand the Community Corrections Mental Health Probation Officer pilot program statewide.	This initiative will expand the Mental Health PPO Pilot that currently operates in 8 counties and with a ratio of 1 PPO to 30 offenders who have been diagnosed with a serious and persistent mental illness. This program ensures the continuity of supervision and mental health treatment for offenders.	Number of probation violations committed by offenders with serious and persistent mental illness.	ACJJ – Community Corrections
2.5.2 Establish Re-Entry Probation Parole Officers at Prisons Transition Centers.	With a continued focus on the implementation of Justice Reinvestment, and in an effort to reduce recidivism, Adult Correction recognizes the need to provide transition services to each inmate being released from prison. This initiative will provide each inmate with continuity of treatment and care upon release to the community.	Number of probation violations committed by offenders released from transition centers. Number of re-imprisonments of offenders released from transition centers.	ACJJ – Community Corrections

<p>2.5.3 Continue partnership between Community Corrections and the Administrative Office of the Courts with the offering of Veteran's Court located in Harnett, Cumberland and Buncombe Counties.</p>	<p>Probation Officers work with Veteran Offenders to assist them with successfully completing probation sentences. The PPO also helps offenders seek the needed treatment to be successful in the community.</p>	<p>Number of probation violations committed by offenders in the Veteran's Court.</p>	<p>ACJ – Community Corrections</p>
<p>2.5.4 Address staffing needs at the female CRV Center at Northern Piedmont.</p>	<p>A new female CRV center has been established at North Piedmont to compliment the male facilities at Burke and Robeson. Some existing staff will be reassigned to supervise offenders at this new facility. However, additional staff will be required to fully staff the facility. This initiative will establish a Chief Probation Parole Officer and Probation Parole Officer positions at Northern Piedmont.</p>	<p>Number of probation violations committed by offenders released from CRV centers. Number of probationers given active prison sentences.</p>	<p>ACJ – Community Corrections</p>
<p>2.5.5 Measure program and section outcomes within Juvenile Justice</p>	<p>To reduce recidivism by matching proven services with juveniles' risk and needs; establish a method to produce program effectiveness data for Community Programs; produce Sisense dashboards reflecting measures of success/effectiveness in order to make data driven decisions; direct funding towards programs that work.</p>	<p>Juvenile Justice's strategic planning process seeks an additional level of verification by monitoring outcomes in association with actions taken. In using strategic planning measures, we will be able to identify trends and/or outcomes associated with decision points in time. Juvenile Justice is developing an interactive tool that can also provide some real time measures to area, county, and facility JJ management.</p>	<p>ACJ – Juvenile Justice</p>
<p>2.5.6 Improve delivery of mental health services within the Youth Development Centers.</p>	<p>1. Offer current state and contractual clinical staff the opportunity to complete relevant specialty trainings in the evidence-based treatment of problematic sexual behavior, trauma-related problems, disruptive disorders, and other commonly occurring mental health disorders.</p>	<p>1. Current state and contractual clinical staff offered as evidenced by communication and/or training records, the opportunity to complete relevant specialty trainings in the evidence-based</p>	<p>ACJ – Juvenile Justice - Clinical</p>

	<p>2. Recognize the current staff members who have pursued certification in evidence-based mental health treatments and provide additional supervision and implementation support.</p> <p>3. Conduct quarterly peer-based supervision of EBT delivery to enhance fidelity of its implementation.</p>	<p>treatment of problematic sexual behavior, trauma-related problems, disruptive disorders, and other commonly occurring mental health disorders.</p> <p>2. Current staff members who have pursued certification in evidence-based mental health treatments are recognized (documentation of recognition). Written documentation exists of additional supervision and implementation support provided.</p> <p>3. Quarterly peer-based supervision of EBT delivery documentation.</p>	
<p>2.5.7 Enhance assessed needs-to-service matching for youth across the continuum of involvement with juvenile justice, thereby reducing recidivism.</p>	<p>1. Develop a statewide directory of services and programs available through NC JOIN that is searchable by domain of need addressed, location of service, and program parameters.</p> <p>2. Integrate the service directory with a comprehensive risk and needs assessment instrument (the YASI) such that recommendations addressing assessed needs in youth's home counties are made at the time of case planning.</p>	<p>Statewide service directory employed and maintenance procedures produced. Implementation of YASI.</p>	<p>ACJ – Juvenile Justice - Clinical</p>
<p>2.5.8 Improve the delivery of person-centered mental health treatment that meets the unique needs of the youth along the continuum of services.</p>	<p>1. Facility designated clinical director will conduct quarterly chart reviews of all mental health treatment plans. The clinical directors determine that the treatment plans are person-centered, based upon the findings of a standardized mental health assessment, and utilize evidenced based models of treatment</p> <p>2. The divisional mental health leadership will provide training opportunities (conferences, webinars, etc.) for all clinical staff on evidence based treatment models that focus on reducing recidivism and improve outcomes for youth</p> <p>3. Develop multiple points of mental health assessment screening which measure the change in the juvenile's expression of</p>	<p>Quarterly chart reviews; training records of training opportunities (conferences, webinars, etc.) for all clinical staff on evidence based treatment models; criminogenic thinking scores; Sisense reports created to reflect pre and post group measurements.</p>	<p>ACJ – Juvenile Justice - Clinical</p>

	<p>criminogenic thinking throughout their treatment progression</p> <p>4. Improve data collection to evaluate treatment program effectiveness (i.e. pre and post group measurements.)</p>		
<p>2.5.9 Develop resources that enable juvenile justice employees to identify current services and programs that address the criminogenic needs of youth involved with, or at risk of involvement with, the juvenile justice system.</p>	<p>Develop and launch a state-wide directory of services that is searchable by problem area addressed, location of services, and eligibility criteria, and that provides up-to-date referral information by spring 2019.</p>	<p>Statewide service directory employed and maintenance procedures produced.</p>	<p>ACJJ – Juvenile Justice - Clinical</p>
<p>2.5.10 Support the delivery of high-fidelity evidence-based programming that addresses criminogenic risk factors and needs in youth committed to Youth Development Centers.</p>	<p>1. Provide training to all newly-hired Youth Development Center staff within 60 days of start date in the skills and knowledge needed to deliver the model of care being used to teach youth pro-social skills.2. Provide bimonthly coaching visits to each Youth Development Center, followed by written feedback to facility directors, regarding fidelity of model of care delivery and a suggested plan of action.3. Assist in ongoing training and remedial efforts to enhance quality of model of care implementation as needed.</p>	<p>Criminogenic thinking scores; Sisense reports created to reflect pre and post group measurements; analysis of risk indicators and recidivism of YDC youth.</p>	<p>ACJJ – Juvenile Justice - Clinical</p>

<p>2.5.11 Implement evidence-based community programming to prevent juvenile crime.</p>	<p>Provide regionalized and local standardized training opportunities to address evidence-based program practices and to promote and support effective juvenile justice programming. 1. Identify strategic partnerships with local and national associations for training venues and opportunities, using field experts and research associates to educate on emerging adult topics in preparation for RtA. 2. Request use of Community Programs budget revenues (prior year refunds) to support facilitation of statewide training for Community Programs service providers. 3. Request expansion funds to address appropriate deficit created by 2018 Special Provision increasing Crisis and Assessment Center contract.</p>	<p>Through an expansion of evidence-based prevention programming, Juvenile Justice seeks to increase dollars for prevention and diversion programming in the community (e.g., Teen Court, SNAP, etc.) Through Level 2 RFP, process increase community based residential services (expansion) for Level II youth by 5%.</p>	<p>ACJJ – Juvenile Justice – Community Programs</p>
<p>2.5.12 Use Standardized Program Evaluation Protocol and Quality of Service scoring to increase evidence-based programming.</p>	<p>Promote evidence-based practices to support the legislative mandate to fund effective programming via the use of the Standardized Program Evaluation Protocol.</p>	<p>Increase the overall distribution of programs in the acceptable range of SPEP scoring by 3 percentage points. Increase the average Quality of Service score by at least 3% for all Community Programs funded.</p>	<p>ACJJ – Juvenile Justice – Community Programs</p>
<p>2.5.13 Guide programs to engage youth and families to promote satisfactory and successful completions of community programs.</p>	<p>Educate JCPC community programs and contracted providers on family engagement best practices. 1. Examine program provider policy and practices via monitoring and quality of service reviews. 2. Engage JCPC community programs and contracted providers in processes and programming practices that produce parent/youth feedback and encourage successful completion of services. 3. Develop family engagement minimum standards for all funded programs.</p>	<p>Completion of community programs, track percentage of increased family engagement.</p>	<p>ACJJ – Juvenile Justice – Community Programs</p>
<p>2.5.14 Utilize risk and needs assessments to divert appropriate juveniles from court who can safely and</p>	<p>Building on the success of current diversion practices, this objective will maintain community safety, produce better outcomes for juveniles and result in a more timely experience of consequences for the juvenile. Quarterly district level and state</p>	<p>Percent of juveniles placed on diversion who do not receive a new complaint within two years. 75% for FY 19-20 and FY20-21.</p>	<p>ACJJ – Juvenile Justice – Court Services</p>

adequately be served in the community.	level statistical reports will be used to monitor progress to goal attainment.		
2.5.15 Increase the availability of juvenile community service.	1. Secure recognition by DMH of select services provided by juvenile justice for inclusion within their service definitions. 2. Establish within each county a broad menu of accessible options for graduated responses, rewards and pro-social activities for Court Counselors to use to motivate juveniles and hold them accountable.	1) The percentage of all complaints that are school based will be reduced by 5% for FY 20-21. 2) Definition secured; 3) Stakeholder/Staff Survey responses indicate available services.	ACJJ – Juvenile Justice – Court Services
2.5.16 Maintain best practices to match intensity of service levels and supervision to reflect juveniles risk and needs scores.	This initiative reflects nationally recognized best practices that results in better outcomes for juvenile and reduces costs to the state.	Rates of intensity of case management services by Juvenile Court Counselors will reflect the risk and need levels of juveniles as measured by correlation statistics (intensity of services increases as risk level increases). Correlation factor of time spent to risk level will be .85 or greater.	ACJJ – Juvenile Justice – Court Services
2.5.17 Increase the use of electronic monitoring, including GPS capacity, based on risk levels.	This initiative reflects a nationally recognized best practice that results of providing graduated sanctions as an alternative to secure custody. It produces better outcomes for juvenile and reduces costs to the state. Quarterly district level and state level statistical reports will be used to monitor progress to goal attainment.	Increase rates of use of electronic monitoring for pre-adjudication and post adjudication juveniles for FY 19-20 by 5% and an additional 5% for FY20-21.	ACJJ – Juvenile Justice – Court Services
2.5.18 Evaluate and sustain Motivational Interviewing within Court Services state wide.	This initiative is an evidence-based practice that improves the capacity of Court Counselors to engage juveniles and results in increased success rates of completion of probation.	Percent of JCCs who meet expectations in utilizing motivational interviewing. 85% by FY 19-20/90% by FY 20-21.	ACJJ – Juvenile Justice – Court Services

2.5.19 Foster school justice partnerships to enhance service provision.	Collaborate with Chief District Court Judges, SROs, and school officials to provide appropriate services to juveniles in lieu of court involvement while holding youth accountable through the School Justice Partnerships and other mechanisms.	School based complaints will be reduced by 5% for FY 19 - 20 and an additional 5% for FY 20-21.	ACJ – Juvenile Justice – Court Services
2.5.20 Increase the number of youth in the Juvenile Justice system that achieve academic excellence and continue their education.	Educational Achievement: Academy of Reading and Math Data (EOC data on all grade levels). Number of individuals who took test upon entering and growth. Grade Promotion: Percentage of students promoted to the next grade level based on pre and post scores on Math and Reading. Secondary School Graduation: Number graduated with High School Diplomas. Complete high school or equivalent: Number of students obtained High school equivalency from Community Colleges while in JJ schools. Complete high school or equivalent: Number of students who will have diplomas who will have 22 credits based on NC Standards and Number of students who passed the high school equivalency.	Number of high school credits obtained, performance on state assessments, grade-level promotion rate, graduation (including completion of high school equivalency), and growth in reading and math ability levels. A tool and process has been developed to collect this data which was initially implemented in the spring semester of 2017. This tool will continue to be developed and adapted to meet the section’s needs for efficient and accurate data collection.	ACJ – Juvenile Justice – Education
2.5.21 Improve academic outcomes for students.	Improve data collection to evaluate program effectiveness, identify core student population, and identify appropriate resources to meet student needs; Implement screening and progress monitoring tools to measure students' abilities in core literacy and numeracy skills; Implement evidence-based, highly effective instructional strategies across the curriculum; Identify opportunities for credit acceleration and/or recovery to encourage grade-level promotion and/or graduation; Implement a multi-tiered systems of support (MTSS) instructional framework to include personalized learning, project-based, blended instruction, personalized future ready planning; Installation of student network and wireless access	Number of high school credits obtained, performance on state assessments, grade-level promotion rate, graduation (including completion of high school equivalency), and growth in reading and math ability levels. A tool and process has been developed to collect this data which was initially implemented in the spring semester of 2017. This tool will continue to be developed and adapted to meet the section’s needs for efficient and accurate data collection.	ACJ – Juvenile Justice – Education

<p>2.5.22 Prepare students re-entering the community to successfully continue their education and/or obtain employment.</p>	<p>Establish partnerships with community-based agencies, local community colleges, colleges and universities. Implement skill-building and career training programs which lead to industry recognized certification in high demand fields. Utilize technology resources to provide training and/or online courses Provide counseling, guidance and transitional support for students re-entering the community.</p>	<p>Percentage of sample employed, Percentage of sample who obtained HS diploma or graduated, and percentage of youth enrolled in school.</p>	<p>ACJ – Juvenile Justice – Education</p>
<p>2.5.23 Increase the number of community based activities for all confined youth to promote prosocial skills and individual confidence.</p>	<p>Increase the number of community based activities for all confined youth to include community based service projects, community based outings, and community based activities. Encourage staff to initiate community outreach projects, thereby promoting local involvement.</p>	<p>Number of educational trips into the community. Number of community-based service learning projects/events. Number of spiritual community outings.</p>	<p>ACJ – Juvenile Justice – Facilities</p>
<p>2.5.24 Review and improve post-release supervision programs.</p>	<p>Explore the use of time credits for post-release supervision when offenders complete programs and treatment, and are compliant with case plan.</p>	<p>Policy developed, staff trained, number of offenders receiving time credits.</p>	<p>ACJ – Post Release Supervision and Parole Commission</p>
<p>2.5.25 Implement evidenced based programming based on criminogenic needs within prison facilities, communities and during reentry to effectively prevent crime, reduce probation/parole violations and promote program participation within the offender population.</p>	<p>Continue to track the implementation of Justice Reinvestment Act. Measure and analyze reduction in probation violations and revocations. Analyze inmate productivity through lower disciplinary infractions, number of inmates eligible for custody promotions and inmates participating in reentry programs and work release. Preventing crime and reducing recidivism is a part of Adult Correction and Juvenile Justice's overall mission.</p>	<p>Completion of evidence based programming on criminogenic needs.</p>	<p>ACJ – Prisons</p>

2.5.26 Incorporate technology through electronic learning and programming for specialized inmate populations.	With a continued focus on the implementation of Justice Reinvestment, and in an effort to reduce recidivism, Adult Correction recognizes the need to provide educational programming through the use of technology to the inmate population.	Completion of electronic learning and programming.	ACJJ – Prisons
2.5.27 Establish six new local reentry councils (LRC) across the state.	Establish new local reentry councils in other communities across the state where stakeholders are creating service provider networks to provide reentry assistance to justice-involved individuals. Create 12 LRC staff positions to support the development and implementation of six new LRCs across the state. Two staff members per site, along with funding for support services such as housing assistance, job placement assistance, and transportation assistance.	Increased number of local reentry councils in the state; track attainment of intermediate outcomes (housing, employment, transportation, education, SA/MH referrals; track supervision outcomes; recidivism rates).	ACJJ - Reentry, Programs, and Services
2.5.28 Increase technical support to local reentry councils (LRCs).	Create two Community Development Specialist I positions to provide technical assistance and support to LRCs. Ongoing technical assistance would include activities such as community presentations on reentry and guiding and monitoring the effectiveness of the service delivery process.	Increase number of established local reentry councils. Creation of two Community Development Specialist I positions.	ACJJ - Reentry, Programs, and Services
2.5.29 Increase educational opportunities for offenders.	Add one new Assistant Director position to the RPS Prisons Education unit. The role of the Assistant Director will be to initiate new partnerships with institutions of higher learning interested in prison education.	Increased number of certifications, credentials, and degrees earned; decrease in recidivism rates. Creation of Assistant Director position for RPS's Prison Education unit.	ACJJ - Reentry, Programs, and Services

<p>2.5.30 Complete reentry re-missioning for designated minimum custody Prison facilities and begin planning for medium custody facilities.</p>	<p>Complete phase three sites at minimum custody and begin planning for medium custody re-missioning. Re-mission designated facilities at all custody levels to reentry facilities focused on pre-release planning and preparation. Prisons' re-missioning initiative is aimed primarily at helping offenders make the changes necessary to become law-abiding, contributing members of their community.</p>	<p>R-STEP housing assignments; reentry activities completed; discharge planning; recidivism rates; supervision completion rates</p>	<p>ACJ - Reentry, Programs, and Services</p>
<p>2.5.31 Provide Counterdrug assets to all 13 counties designated by the DEA as High Intensity Drug Traffic Areas (HIDTA).</p>	<p>Currently, the NCNG Counterdrug (CD) program actively supports 9 of the 13 counties, while also supporting dozens of local, state and federal law enforcement (LE) agencies across the state. Goal is to actively serve in all 13 HIDTA counties using 100% federal funds.</p>	<p>Have a full-time analyst assigned to all area DEA offices. Support 100% of mission requests from HIDTA counties. Attend all Western, Central and Eastern LE conferences to strategize the implementation of NCNG CD assets.</p>	<p>NC National Guard</p>
<p>2.5.32 Reduce violent crime in NC.</p>	<p>Track resources devoted to deterring violent crime in NC. Record violent crime data submitted by local agencies throughout the state, in Part I of the FBI's Uniform Crime Report.</p>	<p>Resources maintained at current levels each year, or increased. Annual reduction in violent crime per capita in NC.</p>	<p>State Bureau of Investigation and Alcohol Law Enforcement</p>
<p>2.5.33 Reduce property crime in NC.</p>	<p>Track resources devoted to deterring property crime, financial crimes, and Medicaid fraud occurring in NC. Record property crime data submitted by local agencies throughout the state, in Part II of the FBI's Uniform Crime Report. Record crime data pertaining to financial crimes and Medicaid fraud occurring in NC.</p>	<p>Resources maintained at current levels each year, or increased. Annual reduction in financial crime, Medicaid fraud, and other non-violent crime per capita in NC.</p>	<p>State Bureau of Investigation and Alcohol Law Enforcement</p>

2.5.34 Improve statistics on drug-related crimes.	Develop tool to track drug-related crimes. Track drug-related crimes separately, and in addition to UCR statistics. Record resources devoted to preventing possession, manufacture, sale, transportation, delivery, and/or diversion of illegal and prescription drugs.	Mechanism implemented to track drug-related crimes. Resources identified. Annual reduction in drug-related crimes.	State Bureau of Investigation and Alcohol Law Enforcement
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Objective 2.6: Strengthen public outreach, communication, and education efforts

Initiative Name	Initiative Description	Performance Measure	Division/Section
2.6.1 Update ABC Commission website.	Update website to raise awareness about store locations, products, and permit processes. This will reduce the number of phone calls, freeing up staff to help assist the public in-person.	Measure by unique hits to website on specific topic areas. Monitor call volume.	ABC Commission
2.6.2 Increase public awareness of the programs offered by Victim Services.	Identify areas and populations throughout the state that are not aware of Victim Services. Develop and implement a strategy to provide information to priority agencies. Conduct outreach at victims' related conferences, provided updated information via Victim Services website, and provide bi-lingual brochures to stakeholders.	Number of conferences attended. Number of Hispanic agencies contacted. Number of cards printed and distributed. Monitor and track number of unique visits to Victim Services website.	Admin – Victim Services

<p>2.6.3 Strengthen STEM education for at-risk elementary school children.</p>	<p>The NCNG requirement is for the Starbase program to acquire dedicated space for at-risk elementary school children in order to meet the obligations outlined in the Federal Cooperative Agreement with National Guard Bureau and the Department of Defense. The Starbase program supports STEM education efforts for at-risk elementary children. This initiative would seek state non-recurring funding to acquire a dedicated facility for this program.</p>	<p>Implementation of facility.</p>	<p>NC National Guard</p>
<p>2.6.4 Expand the Tarheel Challenge program.</p>	<p>The Tarheel Challenge program helps to reduce the number of 16-18 year-old students at risk of dropping out of school by providing a structured and disciplined environment to learn and become productive citizens. The NCNG requirement is for the Tarheel Challenge program to acquire additional staff and resources in order to meet the goals established per the Federal Cooperative Agreement with the National Guard Bureau and the US Department of Defense.</p>	<p>Increase in the number of youths who graduate the Tarheel Challenge program. Additional staff hired.</p>	<p>NC National Guard</p>
<p>2.6.5 Increase the number of public relations campaigns on public safety initiatives, such as school safety, cyber security, and partnerships with DPS agencies and law enforcement.</p>	<p>With 2 new positions focusing heavily on public relations and the use of digital media, DPS Communications will increase the number of web, social, and media relations campaigns to further educate and engage the public on public safety issues and initiatives.</p>	<p>Number of public relations campaigns. Analytics on social media, web clicks, and media clips</p>	<p>Professional Standards - Communications</p>

2.6.6 Strengthen DPS digital media capabilities and presence.	Inform North Carolinians about DPS programs and initiatives by increasing digital media presence and establishing DPS digital media platforms as 'go to' sources for reliable and objective information. Post timely and valuable information across DPS website(s) and social media platforms about department programs, initiatives and actions.	Website/social media analytics. Feedback from users. Output - update website at least twice weekly and post on social media accounts at least once daily.	Professional Standards - Communications
2.6.7 Increase outreach to regulated industries within both private protective services and alarm systems companies.	PPS recognizes that engagement is essential to mission success, as it can foster increased awareness of statutory regulations, enhanced regulatory compliance, and increased public safety. PPS will foster a culture of engagement through formal and informal communication with industry stakeholders, as well as request and advance ideas for operational efficiencies. This objective can be accomplished through agency interaction with the industry by attending conferences, proactively engaging with stakeholders, and providing educational presentations related to PPS operations.	Number of stakeholder meetings/events attended.	Professional Standards – Private Protective Services
2.6.8 Conduct on-site public outreach.	Provide demonstrations of crime analysis at schools, health care centers, emergency management offices, and citizen groups. Talk about what we do for the community and why we do it. Discuss corruption and consequences of criminal acts.	Track number of demonstrations and type of audiences (schools, health care professionals, first responders, and other types).	State Bureau of Investigation and Alcohol Law Enforcement
2.6.9 Share SBI vision.	Promote and publish the SBI mission, vision, goals, objectives, and core values.	Track any responses received.	State Bureau of Investigation and Alcohol Law Enforcement

<p>2.6.10 Enhance education programs that improve driver behavior to reduce factors that contribute to fatal collisions.</p>	<p>The State Highway Patrol has partnered with non-profit organization B.R.A.K.E.S. (Be Responsible And Keep Everyone Safe) to provide advanced driver's education to teens. Through extensive driving instruction at the Highway Patrol's driving facility, the program teaches parents and teens to be more conscientious and confident when behind the wheel.</p>	<p>Reduction in teenage motor vehicle injuries and deaths.</p>	<p>State Highway Patrol</p>
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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 NC.

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

Initiative Name	Initiative Description	Performance Measure	Division/Section
3.1.1 Increase Community Corrections training opportunities and modernize the training curriculum.	Create new 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. These positions would staff basic training on a rotation and allow experienced field staff more in-service training opportunities.	Percent of Probation Parole Officers meeting in-service training requirements as scheduled. Average time for new hires to complete basic training.	ACJJ - Community Corrections
3.1.2 Develop and implement an enhanced employee training program for IGRB and Prisons staff involved in the grievance process.	IGRB will increase core competencies of all IGRB staff in IGRB core functions and Prisons policies and practices. 100% of IGRB staff will receive at least 10 training sessions per year on varying Prisons policies and practices. IGRB will establish annual cross-agency training for IGRB and Prisons employees engaged in the inmate grievance process.	Conduct (at minimum) ten IGRB staff training sessions per year. Conduct one cross-agency training per year regarding offender grievance process. Establish grievance staff email listserv and training modules.	ACJJ - Inmate Grievance Resolution Board
3.1.3 Plan for workforce succession.	Develop an employee succession plan to ensure continuity of organizational knowledge.	Completion of succession plan.	ACJJ -Inmate Grievance Resolution Board
3.1.4 Establish standardized protocols for key IGRB functions.	Develop and implement IGRB agency specific policies.	Completion of IGRB specific policies.	ACJJ - Inmate Grievance Resolution Board

<p>3.1.5 Improve basic and in-service development opportunities to all Community Programs staff specific to their roles and the levels of services provided in Community Programs to include providing web-based training opportunities.</p>	<p>Juvenile Justice began exploring and implementing web based learning in September of 2016. Measures of success lead the path training development takes. JJ Community Programs specifically seeks to augment its training program by equipping itself with online training creation tools that can be distributed in LMS and signed off on by Community Program staff and other interested JJ staff. Resources will also be produced for partner education.</p>	<p>Employ, at a minimum, one web-based statewide meeting and one provider training to promote efficient use of time and resources. Develop training module and lesson plan highlighting Community Programs section for use in JJ LMS or basic training initiative.</p>	<p>ACJJ - Juvenile Justice – Community Programs</p>
<p>3.1.6 Provide relevant professional learning opportunities to equip educators to meet the diverse needs of students.</p>	<p>Development of professional learning committee; facilitation of professional learning opportunities specific to the educational needs in Juvenile Justice facilities.</p>	<p>Professional learning tracking log, and confirmation of certification annually.</p>	<p>ACJJ - Juvenile Justice - Education</p>
<p>3.1.7 Improve Basic Training for Correctional Officers by expanding the curriculum to a 6-week program.</p>	<p>Purchase new equipment for training (CPR mannequins, blue guns, portable range PA systems, mats used in psychomotor training, portable LCD projectors, iPads). Make repairs to OSDT's McCain facility (the gym building requires flooring and HVAC). Purchase equipment to be used at the newly-acquired Ralph Winkworth Forestry Training Center in Kinston. Purchase uniforms for OSDT staff.</p>	<p>Both Instructor as well as student satisfaction will be realized. Training will be delivered more efficiently without disruptions from waiting for equipment to be delivered from another region or training location. Better training equipment should aid in student retention (tablets can be used to deliver additional e-learning and review during training). This should be evident in student end-of-course surveys as well as test scores/pass rates.</p>	<p>ACJJ - Office of Staff Development and Training</p>
<p>3.1.8 Increase training opportunities for noncertified staff by providing online training</p>	<p>Hire two new Instructional Designers to focus on the development of online learning modules for noncertified and supervisory training. Provide each designer with e-learning software (Articulate 360). Hire two additional Correctional</p>	<p>Number of personnel receiving training should increase, particularly among populations previously underserved by OSDT, such as Correctional Enterprise</p>	<p>ACJJ - Office of Staff Development and Training</p>

opportunities and Basic Training for noncertified staff.	Training Instructors per region (eight FTE) to support Noncertified Basic Training Coordinator and in the delivery of supervisory training.	staff, Medical staff, and other noncertified DPS employees. Retention of noncertified staff should improve. Safety of employees should be enhanced. Numbers of personnel receiving supervisory training should increase. This should cause improved employee job satisfaction and morale, as well as increase retention.	
3.1.9 Ensure employees have the opportunity for professional growth.	Provide educational opportunities and resources in order for staff to participate in programs to enhance personal and professional growth. Recognize staff for completion of specialized training, added duties and responsibilities associated with being a member of a special team (PERT, SORT, SOTIT) through the awarding salary increases while serving as a member of a team.	Completion of training, track percentage of individuals provided with professional growth opportunities.	ACJJ - Prisons
3.1.10 Improve staff training to align with facility's mission/goal.	Conduct staffing analysis based on mission of prison facility. Staff facility appropriately based on mission designation. Develop and incorporate staff training specific to facility mission.	Conduct staffing analysis based on mission of prison facility to determine percentage of employees informed of facility's mission/goal.	ACJJ - Prisons
3.1.11 Expand post-secondary education offerings to provide specific training to staff and stakeholders.	Increase partnerships with institutions of higher learning for certifications, credentials, and degrees.	Increase number of certifications, credentials, and degrees earned; recidivism rates. Survey to determine post- secondary education success rate.	ACJJ - Reentry, Programs, and Services
3.1.12 Improve ACJJ's gang identification capability.	Create one Probation/ Parole Field Specialist position that will be responsible for the direct training of ACJJ field units that supervise gang offenders. Training will consist of gang identification, gang supervision techniques and the integration of supervision with ACJJ policy. The position will be a subject matter expert reference source for state, local, and federal law enforcement agencies and will be an intelligence source for them as well.	Survey employees to determine effectiveness of field specialist training. Implementation of Probation/Parole Field Specialist position.	ACJJ - Special Operations and Intelligence Unit

3.1.13 Establish an on-boarding program for new supervisors.	It is important to DPS's overall success that it's management cadre is equipped with the skills necessary to mentor, lead, train, and manage their staff who implement a wide-variety of critical public safety programs throughout the state. A formal on-boarding program for new supervisors will ensure that all supervisors within DPS receive consistent training and exposure to skills sets used by high-performing managers.	Finalize on-boarding program. Average decrease in time between hiring/promotion and completion of training.	Admin - Human Resources
3.1.14 Strengthen DPS Human Resources training capabilities.	Seek legislative funding for: two instructional designers; nine HR trainers to be assigned regionally (one of these replaces a position lost during the 2016 budget process); one HR Training Coordinator East; and one HR Training Coordinator West. Funding will also be required for associated office equipment costs.	Complete hiring of DPS HR training positions. Increase in the number of training courses offered by DPS HR.	Admin - Human Resources
3.1.15 Increase the use of web-based training.	Upgrade existing e-learning development tools and purchase software that allows for more efficient course development, more engaging and interactive content. Purchase voice over and video equipment that allows for a more engaging experience for customers participating in online courses and for use in webinars. Develop web based training for field HR representatives to allow for just-in-time training opportunities to increase job knowledge and proficiency across HR areas.	Completion of web-based training curriculum. Number of just-in-time web-based training courses developed and implemented.	Admin - Human Resources
3.1.16 Provide better and more frequent cyber security awareness training for DPS staff.	Many if not most cyber security breaches result from social engineering and poor user security practices. This initiative would provide more directed training at more frequent intervals.	Increase in the number of cyber security trainings provided. Reduction in the number of cyber security breaches.	Admin - Information Technology
3.1.17 Implement a formal On-Boarding Process.	Formal on-boarding process that standardizes the information and training personnel in each Section receives during the first 12 months on the job.	Finalize requirements for standardized on-boarding process. Track the number of new-hires that have been through the process.	Emergency Management

3.1.18 Training for new NCEM managers and supervisors.	Develop and implement a formal interview and onboarding training curriculum for new supervisors.	Percentage of supervisors that have received training.	Emergency Management
3.1.19 Recovery operations mentorship program.	Expand mentorship opportunities in order to increase the understanding of Recovery Section operations.	Number of employees identified to be mentors. Number of employees receiving mentorship.	Emergency Management
3.1.20 Develop training and qualifications requirements for positions.	NCEM Senior Staff to develop shareable training road map that outlines basic required qualifications and training related to each specific position in NCEM that can be used to train employees.	Completion of training and qualification requirements for positions.	Emergency Management
3.1.21 Internal education and awareness training program.	Develop and implement a Division-wide, cross-sectional training program in order to increase awareness of what each Section does within the Division. Implement internal programmatic education and awareness campaign by way of monthly trainings by each Section to the Division.	Number of trainings provided to NCEM Sections. Percentage of staff that attend monthly internal programmatic education and awareness training sessions.	Emergency Management
3.1.22 Mid-Atlantic Narcotics Training Academy (MANTA) courses for law enforcement.	Train more than 250 law enforcement (LE) officers in tactics, techniques, and strategies necessary to increase their survivability in a life threatening incident. Training to be conducted via 12 to 15 MANTA provided courses across the state, accommodating all levels of local, state, and federal agencies.	250 or more LE officers trained through the Mid-Atlantic Narcotics Training Academy (MANTA) within Counterdrug.	National Guard
3.1.23 Increase educational attainment of NCNG members.	A top reason that service members join and remain in the NCNG is due to educational benefits. A better educated workforce positively impacts the success of the organization. This initiative will seek additional funding to expand the North Carolina Tuition Assistance Program.	Increase in number of NCNG service members using the NC Tuition Assistance Program.	National Guard
3.1.24 State Active Duty (SAD) training and exercise.	Current federal funding for the National Guard is geared towards training in federal "war time" tasks. The predictable funding stream from the State allows personnel to train for domestic (SAD) response and greatly increases NCNG's readiness and	Continue domestic operations funding mechanism for SAD training.	National Guard

	improve NCNG's ability to provide support to North Carolina's citizens during times of disaster.		
3.1.25 Achieve CALEA Accreditation for the Samarqand Training Academy.	"CALEA will provide a management model for academy administration and operations, produce better trained corrections and public safety personnel, limit the academy's liability and risk exposure, promote greater accountability within the academy, and demonstrate verification of best practices.	Achieve CALEA accreditation	Samarqand Training Academy
3.1.26 Increase e-learning opportunities at Samarqand Training Academy.	Identify methods to encourage DPS entities and law enforcement agencies of the availability to utilize a dedicated computer classroom for training purposes.	This strategy can be measured by identifying the quantity of e-learning training events in the computer classroom.	Samarqand Training Academy
3.1.27 Creation of Resource Center at Samarqand Training Academy.	Identify an existing location and create a Resource Center for trainees assigned to Samarqand Training Academy to utilize additional resources for training and educational materials.	This initiative can be measured by the quantity of trainees and training hours for those personnel utilizing the resource center.	Samarqand Training Academy
3.1.28 SBI Academy and In-Service curriculum review.	In the interest of keeping employees informed and protected, the SBI Academy curriculum and the SBI In-Service curriculum will be reviewed and updated annually.	SBI Academy curriculum and In-Service curriculum reviewed and updated annually.	State Bureau of Investigation and Alcohol Law Enforcement
3.1.29 Develop career path strategy.	Develop, maintain, and disseminate ideas for career paths for analysts and agents. Encourage support staff to attend career-related training.	Career paths developed, maintained, and disseminated. Annual increase in the number of classes attended by SBI support staff.	State Bureau of Investigation and Alcohol Law Enforcement
3.1.30 CALEA Accreditation	Maintain accreditation.	SBI/CALEA Accreditation maintained.	State Bureau of Investigation and Alcohol Law Enforcement
3.1.31 Achieve CALEA accreditation.	CALEA will provide for greater accountability within the agency, reduced risk and liability exposure, stronger defense against civil lawsuits, staunch support from government officials, and increased community advocacy.	Achieve CALEA accreditation.	State Capitol Police

3.1.32 Conduct sexual harassment training for all supervisors.	Training has been identified.	Provide a detailed report identifying any members that have not received this training.	State Highway Patrol
3.1.33 Conduct annual implicit bias training for all sworn members.	Identify effective programs and identify which employees would benefit.	Identify programs and Identify percentage of members that have completed the training.	State Highway Patrol
3.1.34 Strengthen mentoring and coaching opportunities for all employees.	Review current Supervisor Training Officer (STO) program and incorporate in other positions throughout the Patrol.	Identify percentage of new supervisors that have completed the STO program.	State Highway Patrol
3.1.35 Enhance higher education opportunities along with other professional courses for all employees.	Identify funding or enrollment opportunities for employees.	Compare percentage of members that have completed higher education classes with previous years. Identify grants available that will support higher education opportunities.	State Highway Patrol
3.1.36 Provide formal Leadership Training for all supervisors (uniformed and civilian).	Identify opportunities and sources for training.	100% of supervisors have completed training.	State Highway Patrol
3.1.37 Conduct Study of Field Training Officer Program (FTO).	Conduct a study and review of the Field Training Officer Program to improve effectiveness of the program in relation to the Basic School Program.	Complete study of FTO.	State Highway Patrol
3.1.38 Implement civilian In-Service training.	Develop annual In-Service training for civilian employees.	Complete civilian In-Service training.	State Highway Patrol

3.1.39 Certification of Telecommunications Staff.	Schedule training and have all Telecommunicators certified. Identify a plan and schedule to certify all Telecommunications Staff with Sheriff's Training and Standards.	Complete training for all Telecommunicators.	State Highway Patrol
3.1.40 Ensure Basic School training and equipment needs to train 150 new Troopers each year.	Secure funding for Basic School critical equipment needs, including digital storage equipment to store audio and visual recordings, mobile data computers with docking stations and in-car printers, and other annual equipment needs for new cadets. Secure additional funding for tuition, fees, and lodging to send two members to the American International Institute of Polygraph School.	Equipment purchased. 150 new Troopers trained annually.	State Highway Patrol

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

Initiative Name	Initiative Description	Performance Measure	Division/Section
3.2.1 Provide increased career development opportunities for certified Community Corrections staff.	Develop new job classifications for Probation Parole Officer and Community Corrections staff positions that will allow for increased career progression opportunities to increase retention and improve morale.	1. Turnover percentage rate in the Probation Parole Officer classification. 2. Morale/satisfaction rating of Probation Parole Officers.	ACJJ - Community Corrections
3.2.2 Create additional Chief PPO positions.	Due to the addition of 52 PPO positions, an additional nine Chief PPO positions will be required to maintain the current span of control. Our stated goal is to have a Chief to PPO ratio of 1:6.	Track ratio of Chief to Probation Parole Officer.	ACJJ - Community Corrections
3.2.3 Increase the availability of licensed clinical mental health providers in Detention	1. Actively recruit for available clinical positions on both internal NCDPS websites and outside professional clinical journals 2. Utilize available contractual funds to hire licensed clinical providers for hard to hire facility positions and specialized areas	LMHC response time is consistent with standards.	ACJJ - Juvenile Justice – Clinical

and Youth Development Centers.	of expertise and need (i.e. problematic sexual behavior treatment providers).		
3.2.4 Evaluate and establish current personnel needs, in response to implementation of the JJ Strategic Plan Work load studies.	Recruit and employ needed field and administrative positions. Add two FTE positions to prevent shifting excessive workload to equalize workloads within this staff-limited section. Establish two permanent quantitative consultant positions by reclassifying available positions in the department. Add additional staff as recommended by the Community Program section for RtA expansion needs and approved by the Raise the Age Juvenile Jurisdiction Advisory Committee.	Positions identified and filled.	ACJJ -Juvenile Justice – Community Programs
3.2.5 Streamline hiring process and reduce hiring time.	Reduce hiring time to prevent staff burnout, improve morale, and create safer facilities. Use continuous recruitment and seek outside recruiting resources for jobs that are hard to fill. Develop a communication plan between hiring manager and Juvenile Justice Human Resources.	Number of days’ position remains vacant (continuous) and number of times position is posted (non-continuous). Decrease number of days between request and provision of hiring manager roster to three days for continuous postings and two or fewer job postings for non-continuous postings.	ACJJ -Juvenile Justice – Facilities
3.2.6 Improve recruitment and retention of OSDT instructional and support staff.	Address OSDT recruitment concerns by improving staff pay to account for the correctional officer pay increases, probation’s eligibility for law enforcement retirement, and the new classification and compensation structure. OSDT seeks to implement a third and final round of inequity increases among support staff to first correct salary disparity inside OSDT. Next, a 4% across-the-board increase for all OSDT staff (91 career employees) is sought to compensate for inequities that exist between the field and OSDT.	Employee morale and job satisfaction are certain to increase. OSDT Management just completed an employee engagement survey which stands as a baseline for current OSDT employee job satisfaction. Repetition of the survey should reflect an increase in job satisfaction/engagement.	ACJJ - Office of Staff Development and Training

3.2.7 Work to ensure the stability of staff by reducing turnover rates, encouraging job growth, preparing for succession.	Document strategies that support cross training and new employee development. Develop and implement a plan for replacing and training staff. Implemented onboarding plan for COs that included front-end BCOT followed by FTO program. Evaluate retention rates to develop and further training initiatives to increase staff retention, to include survey of staff participating in BCOT onboarding/FTO. Expand "onboarding training/partnering" other professional operational areas, i.e., programs, nursing, etc. Use Prisons' Enhancement Funds for staff recognition, educational, or "facility-spirit" events.	Implemented change for BCOT to be conducted 2nd week of employment for new hires. Correctional Officer Field Training Officer Program was implemented. Begin Facility-based CO Interview Pilot at highest vacancy rate locations.	ACJ - Prisons
3.2.8 Improve employee diversity.	Identify and pursue opportunities to recruit minority and female candidates.	Percentage increase in minority and female hires.	Admin - Central Engineering
3.2.9 Restore GCC to a premier agency status.	Invest in professional development, hire high-quality employees, and improve team morale.	Reduced turnover.	Admin - Governors Crime Commission
3.2.10 Improve capability to assist managers with class/comp issues.	Hire two new Classification Consultant positions to review and monitor classification requests to ensure consistency. Positions will also assist managers with job design to ensure maximization of all resources within the work unit, and monitor and manage studies related to compensation (i.e., in-range adjustments, salary adjustment funds, and labor market studies).	Complete hiring process for two new class/comp consultant positions. Number of compensation related projects the positions support.	Admin - Human Resources
3.2.11 Monitor and improve employee retention rates.	Monitor vacancies, employment demographics, turnover rates to establish measurements to be used for improving processes. Develop and maintain department wide exit surveys and interviews, employee surveys, on-boarding and mentoring programs, facilitate training related to employee acquisition and on-boarding for managers.	Development of employee retention metrics. Reduction in turnover rates.	Admin - Human Resources
3.2.12 Improve job postings and create consistent applicant screening process.	Develop and maintain consistent process for reviewing, posting, screening and referral within the recruitment and selection procedures. Hire one analyst/supervisory position to conduct analysis, audit, and outreach.	Reduction in time it takes to complete each step of the HR screening process.	Admin - Human Resources

3.2.13 Improve and expedite the background review process for recommended candidates.	Monitor the time frames for conducting the background review/investigation to include I-9 work authorization verification and compliance with the E-Verify Program; processing of foreign national credentials, processing of Minnesota Multiphasic Personality Inventory (MMPI) tests for pre-employment recruitment screening for certified positions. Hire one additional position at the HR Technician III level.	Reduction in time it takes to complete each step of the HR background check process.	Admin - Human Resources
3.2.14 Reduce the amount of time between the offer of employment and the employee's start date.	Extended time frames result in the loss of recommended candidates. Analyze and reduce the time frames through standardized processes and hiring the following additional positions across the four Regional Employment Office's: 13 HR Technicians, one HR Consultant, and three HR Assistants. Currently temp positions.	Average reduction in time between the offer of employment and the employee's start date.	Admin - Human Resources
3.2.15 Increase DPS IT's project management staff capacity.	The NC Department of Information Technology (DIT) requires that all projects with an IT component have an associated project manager. DPS IT does not currently have enough managers to meet the high volume of projects within DPS.	Increase the number of project manager positions in accordance with the number of IT projects.	Admin - Information Technology
3.2.16 Add sufficient IT security staff to meet current needs.	Additional IT security staff are needed to perform forensic work and to monitor for cyber intrusions and threats.	Complete needs analysis and increase the number of IT security staff in accordance with needs analysis results.	Admin - Information Technology
3.2.17 Implement a formal off-boarding process.	Formal exit interview process that records metrics and reports information back to NCEM Senior Staff that can be used to make adjustments to human resource practices.	Finalize requirements for standardized off-boarding process. Identify common themes for reasons employees leave NCEM. Track the number of themes that are being addressed for corrective action.	Emergency Management
3.2.18 Develop roadmap for career advancement and personnel structure.	Identify key positions for which career roadmaps are critical for ensuring continuity of experienced and trained employees. Develop career road map requirements for key positions in each Section and ensure trackable credit.	Percentage of the key positions for which career roadmaps have been developed. Career road maps completed for key	Emergency Management

		positions. Employee career progression opportunity survey.	
3.2.19 Increase use of human resource performance metrics.	Record performance metrics that articulate NCEM's turnover rate.	Identify key performance metrics related to human resources. Begin implementation of use of metrics to help inform human resource process improvements.	Emergency Management
3.2.20 Diversity recruitment initiative focused on women and under-represented minorities.	Develop and implement targeted recruitment measures focused on the hiring of women and under-represented minorities in order to more accurately reflect the State that we serve and to more effectively leverage perspective and expertise.	Complete human resource survey of NCEM diversity to establish baseline. Hire one FTE to focus on initiative. Develop a targeted recruitment program for women and under-represented minorities. Reduce under-representation of women and minorities across all position categories by at least 20% by the end of strategic plan period.	Emergency Management
3.2.21 Implement an NCEM internship program.	Develop internship program documentation. Develop working relationship with academia to identify and recruit potential interns. Leverage academia with Emergency Management programs for research and other resources that may be utilized in support of NCEM. Hire one new internship coordinator position.	Number of interns that participate in the program. Number of applications received for internship program. Exit survey of interns who have participated in the program. Number of interns who later go on to accept jobs in the EM profession.	Emergency Management
3.2.22 Increase recruitment and retention numbers for DPS Prisons by increasing the number of public relations campaigns on the Corrections	Assign at least one position, and a portion of another position, to focus primarily on highlighting DPS Prison employees, the correctional profession, and to increase posts and media outreach with a focus on recruiting and retention. The goal of increasing outreach about DPS Prisons will be to help bolster recruitment and retention rates, and reduce position vacancy rates.	Number of public relations campaigns. Analytics on social media, web clicks, and media clips. Reduction in DPS Prisons vacancies.	Professional Standards - Communications

profession and job openings.			
3.2.23 Expand the Samarca Training Academy staffing model to ensure a safe and healthy environment for over 172 overnight trainees and up to 48 commuter students over the next two fiscal years.	To hire and employ for the following positions: Deputy Director for Administration to provide guidance and oversight to Administrative Staff and Budget; Mechanical Construction Technician III for electrical maintenance and construction. Mechanical Construction Technician II for general maintenance. Assistant Range Master to assist with range operations and operation of use of force training simulators; Laundry Washer Worker I to facilitate Academy Operations in the collection, inventory, replacement, and disbursement of laundry and linen; Housekeeper I to assist with cleaning dormitories, classrooms, and office spaces.	This strategy can be measured by the dissemination of surveys to trainees to determine the success or failure of the Academy Staff in providing a clean, safe, and healthy training environment.	Samarca Training Academy
3.2.24 Reduce the turnover rate for the SBI and ALE.	Identify and promote ways to improve employee morale and retention. Enhance hiring process without lowering standards.	Improved employee retention rate. Reduction in the number of vacant positions not due to retirement.	State Bureau of Investigation and Alcohol Law Enforcement
3.2.25 Improve recruitment strategy.	Improve recruitment and hiring process, so it takes less time to hire qualified employees.	Reduction in the number of candidates who decline offers of conditional/final employment.	State Bureau of Investigation and Alcohol Law Enforcement
3.2.26 Evaluate and develop recruiting practices to increase diversity and quality of applicants.	Continue to work with NCACP and NCSA in the recruitment of retired local government employees. Collaborate with the NC National Guard, create partnerships with criminal justice programs at local colleges, and sponsor candidates in BLET classes.	The number of employees hired as a direct result of each of these initiatives.	State Capitol Police
3.2.27 Implement a pay plan for incremental salary increases and establish an officer career path to improve recruitment and	After three years of creditable service with SCP, officers would receive "First Class Officer" designation and a 5% increase to base salary. After two additional years of creditable service with SCP, officers would receive "Master Officer" designation and a 5% increase to base salary.	Establishment of funded pay plan for "First Class Officer" and "Master Officer." Implementation of classes and salary increases.	State Capitol Police

retention of experienced officers.			
3.2.28 Recruit a diverse workforce to reflect the workforce of the citizens of North Carolina.	The long term goal will be to mirror the workforce demographics in North Carolina.	5% annual increase in minority Troopers and a 5% annual increase in female Troopers. The long term goal will be to mirror the workforce demographics of North Carolina within the next five years.	State Highway Patrol
3.2.29 Strengthen external partnerships for recruiting of sworn and civilian positions.	Participate in Job Fairs, Internships, College Career Fairs, etc.	Provide annual report on recruiting and retention of sworn and civilian employees.	State Highway Patrol

Objective 3: Improve the work environment, well-being, and compensation of our Public Safety professionals

Initiative Name	Initiative Description	Performance Measure	Division/Section
3.3.1 Improve workplace facilities.	Improve furnishings and workspace. Upgrade facilities, furnishings, and roof.	Implementation of workplace facility improvements. Increase in employee satisfaction.	ABC Commission
3.3.2 Implement diversity training for staff.	Train staff re-diversity in the workplace.	Reduction in number of reported incidents related to employee relations.	ABC Commission

3.3.3 Increase job satisfaction and reduce secondary traumatic stress/compassion fatigue.	Hold yearly clinical conference addressing training needs and interests, enhancing enthusiasm for the profession, and affording opportunities for clinical employees to share what has been learned for all division-wide social work and licensed mental health and substance use treatment staff. Hold training that emphasizes the importance of self-care and how to identify and address secondary traumatic reactions/compassion fatigue.	Training records illustrate provision of training at annual clinical conference. Training records indicate provision of training on the importance of self-care and how to identify and address secondary traumatic reactions/compassion fatigue.	ACJ - Juvenile Justice – Clinical
3.3.4 Improve work environment.	Reallocate vacant transportation driver positions to Youth Counselor Technicians, increasing the number of transportation staff who are certified and serve a dual role as Youth Counselor Technicians when not actively transporting youth.	Improve work environment.	ACJ - Juvenile Justice – Facilities
3.3.5 Increase available funding for DACJJ employee academic assistance.	Invest in DACJJ career employees by providing them with opportunities for career enhancement through education. Increase the amount of educational assistance monies available each fiscal year so that more staff may take advantage of educational opportunities.	Encouraging employee development should positively impact employee satisfaction, engagement and retention. Track number of employees available for educational opportunities.	ACJ - Office of Staff Development and Training
3.3.6 Complete Correctional Officer Pay Study.	Review and Analyze possible salary increase through career progression, or step salary increases, to reward long-term, veteran employees for knowledge, skills and abilities gained through work.	Determine percentage of salary increase.	ACJ - Prisons
3.3.7 Increase staff job satisfaction as it relates to work environment.	Analyze retention rates; survey outcomes; vacancy rates. Implement correctional officer exit survey, implement additional supervisory and leadership training to first line, mid-level and upper-level supervisors and managers.	Percentage increase in employee satisfaction survey, track retention rates.	ACJ - Prisons
3.3.8 Increase leadership engagement with frontline staff.	Encourage leadership to visit frontline staff, with a focus on DPS Prisons. Encourage the development of an informal shadowing/mentoring program. For DPS Prisons, to enable front line staff to learn about the tasks performed by facility leadership. The goal of this strategy is to boost employee morale which should help reduce turnover rates and absenteeism.	Confidential employee surveys to check the pulse and level of engagement. Monitor turnover rates and absenteeism over a set period of time. Also monitor recruitment efforts for the targeted division, section or unit.	ACJ - Prisons

3.3.9 Improve the monitoring and management of salary related requests.	Hire one additional position at the Personnel Assistant V level to provide oversight of tracking to ensure all salary related requests are logged and distributed to appropriate staff.	Completion of hiring one additional position by 120 days from approval of funding, to allow for classification, recruiting and selection process.	Admin - Human Resources
3.3.10 Improve the efficiency of the administration of Americans with Disabilities Act (ADA) accommodation requests.	Hire one new HR Consultant position to review ADA requests, analyze and reduce the time between receipt and response of ADA accommodation requests, and respond and provide management and employee consultation in this subject area.	Reduction in time between receipt and response of ADA accommodation requests.	Admin - Human Resources
3.3.11 Improve the ability for employees to access their disability/retirement benefits when necessary within regulations and policies.	Evaluate the processes established in the DPS HR Disability/Retirement Section for adding new approvals to the short-term disability program.	Increase internal application approvals to 85%. Decrease number of applications submitted externally to the Medical Board for approval.	Admin - Human Resources
3.3.12 Increase the understanding of insurance benefits by DPS employees.	Develop orientation materials on insurance benefits for Health Benefits Representatives (HBRs). Provide training to new HBRs on insurance benefits related information. Standardize BEACON access for HBRs in the field. Develop and implement Voluntary Shared Leave (VSL) and insurance training materials. Provide VSL and Insurance workshop which may include web-based training. Seek legislative funding for one HR Technician I position.	Percentage of HBRs trained on insurance benefits. Number of insurance workshops conducted. Number of DPS employees that take web-based insurance training.	Admin - Human Resources
3.3.13 Track NCEM salary performance.	Conduct a Division-wide salary study. Track EM salary performance versus other local, state, and federal EM agencies in order to identify current market-rate for key positions.	Completion of salary study with annual updates.	Emergency Management

3.3.14 Adequately recognize NCNG soldiers and airmen for outstanding performance through presentation of authorized state awards.	Secure recurring funding to purchase all state awards, ribbons, and certificates necessary to support the NCNG Awards Program, allowing NCNG to properly recognize and reward its Soldiers for exceptional service to their state.	Implementation of funding for the program in the next FY.	National Guard
3.3.15 Strengthen and promote employee recognition programs.	Currently in place agency wide through the DPS Badge of Excellence, which has strong participation. DPS Communications will continue to promote the Badge of Excellence with divisions to increase participation. The goal is to boost morale, improve job satisfaction and drive performance through heightened employee engagement.	Track participation and attendance. Track analytics on promotion and coverage of the events.	Professional Standards - Communications
3.3.16 Improve job distribution and employee recognition.	PPS management has been working with DPS Human Resource management since April 2015 to implement 'recognition and rewards' for PPS employees. This strategy continues this effort focusing first on as needed in-grade adjustments to ensure fairness and transparency, and next working with DPS Human Resources toward merit-based increases.	Issue job evaluations throughout PPS and implement recognition and rewards.	Professional Standards - Private Protective Services
3.3.17 Implement step pay increases for ALE and SBI agents.	Promote automatic step increases for all agents (not SACs or ASACs) who have not reached the top step in their pay grade.	Recurring step increases funded.	State Bureau of Investigation and Alcohol Law Enforcement
3.3.18 Improve salaries for sworn members to competitive rates.	Seek continued funding opportunities.	Percentage of positions at or near market rate.	State Highway Patrol
3.3.19 Improve salaries for civilian members to competitive rates.	Seek funding and re-classification opportunities.	Percentage of positions at or near market rate.	State Highway Patrol

3.3.20 Require mandatory physicals for sworn members.	Ensure uniformed members receive physicals on scheduled yearly basis.	Percentage of sworn members who have completed the annual physical requirement.	State Highway Patrol
3.3.21 Require mandatory physical fitness assessments for sworn members.	Conduct annual assessment of the results of the POPAT results.	Conduct annual assessment of the results of POPAT.	State Highway Patrol
3.3.22 Study the feasibility and implementation of a Career/Health/Wellness Planning program for Active Members.	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 employees.	Complete study on need for this type of program.	State Highway Patrol
3.3.23 Further develop our Member's Assistance Team and Early Intervention Programs.	Conduct regular training, seminars, and leadership meetings for current and new members of the Member's Assistance Team.	Completion of training. Participation in seminars and leadership meetings.	State Highway Patrol
3.3.24 Develop a Quarterly Health and Wellness Newsletter for all employees.	Work with the State Highway Patrol Medical Office to determine the goals and structure of the newsletter.	Distribute newsletter to employees.	State Highway Patrol