



Attorney General

Jeff Jackson

North Carolina Department of Justice

Strategic Plan

2025-2027

1. Strategic Plan Executive Summary: Attorney General Jeff Jackson leads the North Carolina Department of Justice (NCDOJ) and the important work its dedicated employees perform.

NCDOJ's primary functions include:

- assisting local law enforcement in fighting crime and prosecuting cases;
- protecting North Carolina consumers and vulnerable populations;
- providing legal representation to state agencies;
- and managing training and standards for law enforcement.

Assisting Local Law Enforcement in Fighting Crime and Prosecuting Cases

NCDOJ protects people from crime by prosecuting complex criminal cases and handling all criminal appeals from state trial courts. The State Crime Lab works closely with the state's criminal justice partners and analyzes evidence to convict the guilty and exonerate the innocent. We're also working to confront the opioid and fentanyl crises.

Protecting North Carolina Consumers and Vulnerable Populations

Our office takes seriously its role to protect North Carolina's consumers and taxpayers. We do so by working to prevent scams, investigating and taking legal action against corporations that break the law, combating Medicaid fraud, and prosecuting tax cheats.

Providing Legal Representation to State Agencies

Attorneys and staff in our Criminal and Civil Bureaus provide legal advice and representation to state government departments, agencies, and boards/commissions. This work ranges from defending the State against liability claims and in contract disputes to protecting the environment to keep air and water clean.

Managing Training and Standards for Law Enforcement

NCDOJ supports local law enforcement efforts through The North Carolina Justice Academy, which provides training for officers, and through the Criminal Justice Education and Training Standards Division and the Sheriffs' Education and Training Standards Divisions, which staff the state-mandated commissions that certify law enforcement officers.

2. Mission, Vision, and Values

Mission Statement

The North Carolina Department of Justice protects the people of North Carolina through its work to prevent crime and support law enforcement, to safeguard consumers, and to defend the State, its people, and their constitutional rights.

Vision Statement

The North Carolina Department of Justice will provide excellent and efficient representation and support to law enforcement, consumers, the State, and its people through teamwork, innovation, and a commitment to public service.

Organizational Values

Public Service: We at the North Carolina Department of Justice are committed to serving all the people of North Carolina.

Integrity: We consider the public good without regard to convenience or self-interest; we are trustworthy and dependable in carrying out our duties, and we uphold the high ethical standards of our professions.

Excellence: We strive to do each task to the very best of our ability.

Teamwork: We believe that we best serve the people of North Carolina by working collaboratively and sharing ideas and solutions across the Department, with our clients, and with the public.

Innovation: We're bringing new solutions to ever-evolving problems and technology.

Efficiency: We provide high-quality services at low cost to the taxpayers.

3. *Highlights and Opportunities*

Priority Questions:

1. How does consumer education improve consumer understanding, decision-making, and behavior? Which strategies are most effective for different consumers in the key consumer policy areas that NCDOJ works on?
2. What specific technology gaps or outdated systems are limiting the agency's ability to deliver on its mission, and how would targeted IT modernization improve operational efficiency, data-driven decision-making, and cross-agency collaboration?
3. How can enhanced collaboration, through shared goals, joint initiatives, and coordinated execution, further efforts to fight crime in North Carolina? And what resources are needed to further this goal?

Agency Highlights and Best Practices

Criminal Bureau

Last year, Special Prosecutions resolved cases leading to more than \$675,000 in judgments in tax revenue cases. In partnering with law enforcement, Special Prosecutions attorneys facilitated 62 wiretap cases and 595 extraditions in 2024.

In 2024, NCDOJ attorneys defended criminal convictions in more than 566 criminal appeals and represented the state in 46 oral arguments before North Carolina's appellate courts.

In 2024, MID closed 29 criminal cases and 46 civil cases. This year, the division has also recovered \$19 million through civil settlements, restitution, and criminal recoveries.

In FY 2023-2024, the lab received 41,462 submissions, including over 56,562 items of evidence and completed 48,604 case records. Laboratory scientists also spent 548 hours attending court providing testimony and other assistance to criminal justice professionals.

In 2024, the Justice Academy delivered 487 in-person training courses to over 11,000 students and facilitated over 225,000 online training completions. This year marked the completion of the development and pilot delivery phases of the new Basic law Enforcement Training curriculum. The new material comprises 868 hours of training (up from 640) and employs adult learning methods to train new officers. New training topics such as crisis intervention, problem-solving, de-escalation, and expanded use of force and firearms content are integral to the new curriculum.

In 2024, the Criminal Justice Standards Division:

- Certified 2,421 law enforcement officers.
- Certified 1,152 corrections officers.
- Certified 375 juvenile justice officers/court counselors.
- Certified 1,286 general instructors.
- Completed 1,456 probationary certificates for new law enforcement appointments.
- Completed 995 officer case investigations reviewed by the Probable Cause Committee.

In 2024, the Sheriffs' Standards Division:

- Certified 2370 deputies.
- Certified 1995 detention officers.
- Certified 545 telecommunicators.
- Certified 307 school resource officers.
- Certified 329 general/specialized instructors.
- Appointed 786 new deputies.

- Completed 162 investigations.
- Completed 100 agency audits.

Consumer Protection Bureau

During 2024, the Consumer Protection Division handled more than 19,000 consumer complaints and recovered nearly \$84 million for North Carolina consumers.

In 2024, the Consumer Protection Division won more than \$81 million in court judgments and settlements. This included settlements from drug companies for fueling the opioid crisis. Since 2017, the division has won more than \$3 billion for the people of North Carolina.

Protecting data security remains an important priority. In 2024, the office received 2,137 data breaches notices that impacted 6,581,878 North Carolina consumers.

North Carolina communities are seeing the benefits of the opioid settlement funds. As of 2024, local and state governments in North Carolina have already received more than \$435 million of these funds, with 85% going directly to local governments. Communities across the state are now investing those funds in proven strategies to fight opioid addiction.

Additionally, outreach and education help consumers make informed decisions and avoid scams. In 2024, we educated over 11,000 North Carolinians through presentations, workshops, and events.

Civil Bureau

Health and Human Services (HHS) Division is composed of four sections that represent and advise the Department of Health and Human Services (DHHS) to help DHHS further its mission of providing essential services to improve the health, safety, and well-being of North Carolinians.

This year, the division:

- Resolved 876 Medicaid cases.
- Closed 299 Child Care/Welfare cases.
- Closed 65 health care personnel registry cases to stop unlicensed health care providers with histories of misconduct from continuing their practice.
- Resolved 152 adult care licensure and mental health licensure and certification cases to protect vulnerable North Carolinians.

- Successfully certified \$1,924,463 for collection in delinquent child support payments.

NCDOJ's Transportation Division represents the North Carolina Department of Transportation (DOT) and works to support DOT projects to help keep our state connected and build a stronger infrastructure. In 2024, the Transportation Division represented the Department in over 2,600 different cases, including:

- Over 2,500 actions for acquisition of property for transportation projects.
- Cases in state and federal courts filed against the agency.
- A case in which a landowner unsuccessfully attempted to shift responsibility to the agency for a sinkhole on private property.
- Successful litigation in cases that recovered taxpayers' dollars to repair highway infrastructure, such as bridges and guardrails, that were damaged by errant drivers.

The Civil Division represents various state agencies to further their public service mission and protect taxpayer dollars. The division's six sections include: Services to State Agencies, Education, Labor, Property Control, Revenue, and Insurance. In 2024, attorneys in this division managed over 2,000 cases.

The Litigation Division defends the state in claims asserted against various state agencies. The division is made up of three sections: Special Litigation, Tort Claims, and Workers' Compensation. Special Litigation attorneys handle complex constitutional challenges and other important litigation on behalf of the state and its agencies. This section's work helps defend North Carolina's laws, safeguard the federal and state constitutions, maintain fair and orderly elections, and protect public funds. Attorneys in the section also defend attacks on North Carolina's gambling laws.

In addition, the section provides state employees with representation under the Defense of State Employees Act in significant cases.

Tort Claims attorneys defend the state in claims brought under the North Carolina Tort Claims Act including property damage claims.

In 2024, the section closed 2,840 Tort Claim cases. Workers' Compensation attorneys handle legal claims against the state under the Workers' Compensation Act. This year, the section closed 703 workers' compensation cases.

Solicitor General's Office

The Office of Solicitor General oversees civil appeals involving the state of North Carolina. Attorneys in the Solicitor General's office handle NCDOJ's most complex and significant

cases, including at the U.S. Supreme Court, the North Carolina Supreme Court, U.S. Court of Appeals, and the North Carolina Court of Appeals. It also provides advice to attorneys across the department.

In 2024, among other things, the Office of Solicitor General:

- Successfully defended the state’s sexual-offender registration law, which works to protect children from sexual offenders.
- Successfully represented the Insurance Commissioner in one of the largest insurer insolvencies in U.S. history, so the insurers’ elderly policyholders could receive long-delayed payments.
- Continued to defend the constitutionality of the Safe Child Act, which allows survivors of sexual abuse to seek relief against their abusers.
- Represented the State of North Carolina in defending a comprehensive plan developed in the long-running Leandro case to ensure that North Carolina’s children have the opportunity to receive a sound, basic public education.
- Led a bipartisan coalition of nearly 30 states to defend state authority to take action against patent trolls, which harm innovative businesses and stifle economic growth.
- Led a bipartisan coalition of 24 states and the District of Columbia encouraging the courts to prevent corporate abuse of the bankruptcy system to evade tort liability.

4. Goals, Objectives, and Performance Measures

Goal 1: Provide excellent legal counsel and defense to the State.

Objective 1.1– Ensure that each state agency, board and commission has the best representation and advice possible.	Performance Measure or Milestone 1.1– Work with the Legislature to address personnel needs that arose out of the \$10 million budget cut in 2017 and continue to overburden the department’s attorneys and staff. Continue to enter MOUs with agencies to fund attorneys until the budget situation is addressed. Ask client agency heads for feedback annually on our performance and their needs.
Objective 1.2–Increase practice-specific training opportunities.	Performance Measure or Milestone 1.2– As part of our emphasis on providing excellent legal services, offer timely

	and practice-specific training and education to our staff via frequent lunch and learns and outside CLE opportunities, including offerings from the Practicing Law Institute, National Association of Attorneys General, and Attorney General Alliance.
Objective 1.3- Leverage the expertise across all legal services divisions	Performance Measure or Milestone 1.3- As part of our emphasis on providing excellent legal services, continue to foster collaboration across sections, divisions and bureaus within the Department. There is expertise throughout the legal services divisions on common legal topics and issues that affect our clients, such as – public records, contracts, personnel matters, governmental immunities, constitutional claims. Increase opportunities for the cross-sharing of this knowledge.

Goal 2: Provide local law enforcement agencies with high value, cost effective, and responsive officer training, licensure, and certification activities.

Objective 2.1–Provide training and standards that focus on 21 st Century policing.	Performance Measure or Milestone 2.1–Continue the North Carolina Justice Academy’s work to provide relevant and cost-effective training to best serve officers and communities in today’s environment. Measure online and in-person courses taken and survey law enforcement for feedback on topics being provided.
Objective 2.2–Maintain safe and high-quality law enforcement training facilities.	Performance Measure or Milestone 2.2–Work with legislators, law enforcement stakeholders and state budget analysts to secure essential repairs, renovations, and new infrastructure needs at the Justice Academy to maintain the highest training and safety standards.

<p>Objective 2.3–Provide thorough and efficient certification for law enforcement agencies.</p>	<p>Performance Measure or Milestone 2.3–Continue to provide excellent customer service to state and local law enforcement agencies through the Criminal Justice Standards and Sheriffs’ Standards Divisions. Measure turn-around time on providing certifications and testing-results. Utilize the ACADIS system to efficiently manage certification files and other records. Continue review of the Commissions’ Administrative Code to promote the recruitment, retention, and professional development of personnel. Support legislation or rulemaking to increase accountability.</p>
<p>Objective 2.4–Offer a free accreditation program to help local law enforcement agencies adopt and demonstrate the highest standards for professionalism for law enforcement, telecommunications and detention facilities.</p>	<p>Performance Measure or Milestone 2.4–Advocate for resources to hire permanent staff for the North Carolina Law Enforcement Accreditation Program. NCLEA moved out of the pilot phase after both Commissions approved the Standards Manual in July of 2023. Over eighty (80) agencies have enrolled in the law enforcement accreditation program to date. As of July 1, 2025, eight (8) agencies have received their first NCLEA award. We have 3 full time staff working on the accreditation program and 10 part time grant funded staff members helping agencies to be more successful and navigate the process more quickly. The program is currently in the process of creating telecommunicator and detention accreditation standards.</p>

Goal 3: Use science to pursue justice and promote public safety.

Objective 3.1 - Improve recruitment and retention of qualified, talented scientists at the Lab to keep up with testing demand and better protect public safety.	Performance Measure or Milestone 3.1- Work with and educate legislators and other stakeholders about the need for salary reserve fund and salary schedule to better recruit and retain Lab scientists.
Objective 3.2- Maintain current, reliable scientific equipment to help address continuing growth in evidence submissions from law enforcement agencies. Focus on enhancing technology in the disciplines of Forensic Toxicology and Forensic DNA to create and maintain efficiencies.	Performance Measure or Milestone 3.2- Advocate for a dedicated funding source at the General Assembly to maintain and replace the Lab's scientific equipment.
Objective 3.3- Provide training opportunities on an annual basis to scientists to maintain statutorily mandated individual certification	Performance Measures or Milestone 3.3- Advocate for and educate legislators about the need for training funds to ensure scientists maintain certification. Request is due to significant reductions in grant funding which currently covers the bulk of training costs.
Objective 3.4- Reduce the number of cases pending examination by 10%	Performance Measures or Milestone 3.4- Monitor reduction in lead times and turnaround times.

Goal 4: Safeguard consumers by upholding consumer laws, litigating deceptive practices and educating the public.

Objective 4.1- Enforcement of Consumer Protection Laws	Performance Measure or Milestone 4.1- Continue to investigate, resolve, and, if needed, litigate, violations of consumer protection laws, as appropriate.
Objective 4.2 – Educate the public to detect and avoid scams, fraud, and predatory practices.	Performance Measure or Milestone 4.2- Offer regular public education on scams, fraud, and predatory practices, reaching audiences in multiple regions of North Carolina. Share prevention resources to help residents protect themselves and their communities. Use feedback and

	emerging trends to refine outreach efforts.
Objective 4.3 – Inform policy with subject matter expertise and analysis of consumer impact	Performance Measure or Milestone 4.3- Advocate for and provide feedback on legislation and policies that will benefit consumers.
Objective 4.4 – Provide Excellent Constituent Services and Offer Practical Solutions to North Carolinians	Performance Measure or Milestone 4.4- Efficiently answer consumer questions and process consumer complaints through our mediation procedure. Identify common issues and areas of risk to consumers.

Goal 5: Fight Organized Crime in North Carolina

Objective 5.1 – Partner with other criminal justice stakeholders to plan a method to address third-party money laundering in the state.	Performance Measure or Milestone 5.1- Establish a consistent meeting plan with the U.S. Attorney’s Offices, SBI, and Conference of District Attorneys to address money laundering in the state.
Objective 5.2 - Address large scale drug trafficking or prescription fraud cases, occasionally through the use of wiretaps.	Performance Measure or Milestone 5.2- Investigate and prosecute wiretap cases or prescription fraud cases in the state.
Objective 5.3 – Disrupt the usage and supply of methamphetamine and fentanyl .	Performance Measure or Milestone 5.3 - Prosecute dealers who contribute to overdose or poisoning fatalities.
Objective 5.4 – Develop multi-disciplinary team to approach large scale drug trafficking in the state	Performance Measure or Milestone 5.4 – Increase the amount of DOJ prosecutors and partner with other law enforcement agencies to embed prosecutors into large drug investigations.
Objective 5.5- Tackle law enforcement officer shortages statewide	Performance Measure or Milestone 5.5- Advocate for legislation and rule changes to ensure that law enforcement agencies can recruit and retain public spirited officers who keep our communities safe.

