North Carolina Department of Public Safety

STRATEGIC PLAN

June 1, 2023

2023 - 2025

Introduction

About DPS

The North Carolina Department of Public Safety (DPS) serves as the state's chief protector and defender of the public and is the statewide public safety and homeland security agency. It is home to Alcohol Law Enforcement, Emergency Management, Governor's Crime Commission, Juvenile Justice and Delinquency Prevention, NC National Guard, NC Office of Recovery and Resiliency, Private Protective Services, Samarcand Training Academy, State Capitol Police, and State Highway Patrol and employs more than 6,000 full time personnel and 12,000 National Guard members. DPS also provides administrative support to the Alcoholic Beverage Control Commission, the Boxing and Combat Sports Commission, and the State Bureau of Investigation.

DPS focuses citizen and legislative attention on law enforcement and public safety issues, such as justice reinvestment; highway safety; crime prevention; victim services; homeland security; and preparation for, response to, and recovery from natural and man-made disasters.

DPS Strategic Plan Structure

This 2023-2025 Strategic Plan serves as a guide for how the Department as a unified entity will achieve its vision to provide exceptional public safety services by engaging our communities and investing in our employees. The information that follows represents a combined effort between DPS leadership and all Divisions to provide a roadmap for how DPS will continue to implement and achieve its overall mission. An agency index listing can be found on page 26 and a list of acronyms used can be found on page 27.

The 2023-2025 Strategic Plan is divided into goals, objectives, and initiatives. The initiatives of each Division/Section are organized under common objectives. Although each Division/Section submits and has ownership over its own initiatives, there are common themes weaved throughout the document that reflect strategic priorities to enhance our efforts to promote public safety and continue to serve the state as an allied and unified entity. Some common themes highlighted in the 2023-2025 Strategic Plan include:

- Investing in our employees
- Preventing crime
- Ensuring the Department is prepared to respond to an emergency, whether it is a natural disaster or civil disturbance
- Promoting diversity, equity, and inclusion in hiring, culture, and practices

Mission Statement

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

Vision Statement

To provide exceptional public safety services by engaging our communities and investing in our employees.

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

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

Innovation We seek innovative solutions to tackling public safety issues.

Goals and Objectives

Goal #1: Make DPS a career destination

Objectives:

1.1   Advocate for competitive compensation for our employees
1.2   Enhance the recruitment and retention of a diverse and highly qualified workforce
1.3   Prioritize the total health and well-being of our workforce
1.4   Ensure the Department has a well-trained and professional workforce with opportunities for growth
1.5   Build a strong, inclusive, and unified organizational culture across the Department

Goal #2: Ensure effective and efficient operations

Objectives:

2.1   Provide each Division with appropriate facilities and infrastructure to achieve their mission
2.2   Use data to inform operational decision making and strategic planning priorities
2.3   Streamline business processes and improve workplace efficiencies
2.4   Strengthen communication and collaboration
2.5   Ensure a safe working environment where employees are properly equipped to perform their job duties

Goal #3: Protect and engage with the public

Objectives:

3.1   Implement crime reduction strategies
3.2   Preserve and protect human life and property
3.3   Reduce juvenile recidivism and work with communities to offer alternatives
3.4   Increase the public's trust in the work we do
3.5   Promote equitable outcomes and access through our policies, procedures, and practices

Goal # 4: Make North Carolina more resilient to disasters

Objectives:

4.1   Strengthen emergency preparedness and response
4.2   Enhance disaster recovery capacity and efficiency

Goal 1:
Make DPS a career destination

Objective 1.1 Advocate for competitive compensation for our employees

Division of Juvenile Justice and Delinquency Prevention

1.1.DJJDP.1 Institute and implement a comprehensive compensation plan update for DJJDP staff, to include a step pay plan for certified staff members (juvenile court counselors, facility youth counselor technicians, youth counselors, and youth services behavior specialists) and provide salary compression relief for other DJJDP staff to improve recruitment and retention.

State Capitol Police

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

Objective 1.2 Enhance the recruitment and retention of a diverse and highly qualified workforce

Alcohol Law Enforcement

1.2.ALE.1 Target recruitment efforts at underrepresented populations to promote a diverse and qualified workforce.

Central Engineering

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

Communications

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

Diversity, Equity, Inclusion, and Law Enforcement

1.2.DEI.1 Review and enhance targeted recruitment strategies to ensure DPS has a diverse and representative workforce.

Division of Juvenile Justice and Delinquency Prevention

1.2.DJJDP.1 Create and maintain a comprehensive recruitment, retention, and staff development plan to ensure adequate numbers of and appropriately diversified staff are available to serve the varying needs of a growing population.

1.2.DJJDP.2 Simplify and improve the DJJDP hiring process, including employing new technology to reduce hiring time and improve communication with applicants and new hires.

Human Resources

1.2.HR.1 Improve the Department's hiring process to reduce the amount of time between the offer of employment and the start date.

NC Emergency Management

1.2.NCEM.1 Strengthen human resources practices to improve processes and reduce turnover at NCEM.

1.2.NCEM.2 Identify and pursue opportunities to recruit minority and underrepresented population candidates to improve diversity and varied experience within NCEM.

State Bureau of Investigation

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

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

State Highway Patrol

1.2.SHP.1 Increase SHP presence at recruitment events such as job fairs and college career fairs to develop and cultivate relationships with external partners.

1.2.SHP.2 Identify and implement strategies to improve retention.

Objective 1.3 Prioritize the total health and well-being of our workforce

Alcoholic Beverage Control Commission

1.3.ABCC.1 Update work processes to promote and encourage work/life balance among staff.

Alcohol Law Enforcement

1.3.ALE.1 Provide training for all ALE members to strengthen awareness of support services for those experiencing a mental health or wellness crisis.

Department of Information Technology – Public Safety

1.3.DIT-PS.1 Increase recognition events to improve DIT-PS employee morale.

Samarcand

1.3.SAM.1 Construct recreational facilities, walking trails, and networking venues on campus to enhance the wellbeing of students and staff.

State Highway Patrol

1.3.SHP.1 Implement a career, health, and wellness planning program to ensure the long-term physical and emotional well-being of our employees.

Objective 1.4 Ensure the Department has a well-trained and professional workforce with opportunities for growth

Alcohol Law Enforcement

1.4.ALE.1 Provide professional development opportunities for ALE employees to support career advancement.

Boxing Commission

1.4.BC.1 Recruit and hire additional staff to ensure continuity of the Commission's business operations in the supervision of combat sports.

1.4.BC.2 Ensure all inspectors are trained on Alco Sensors to accurately test fighters and reduce chances of severe injury.

1.4.BC.3 Conduct annual training for Commission representatives to provide for consistent and accurate operational supervision of combat sporting events.

Controller

1.4.CNTR.1 Ensure DPS staff are trained on new North Carolina Financial System (NCFS) to facilitate a smooth rollout of the system.

Department of Information Technology – Public Safety

1.4.DIT-PS.1 Ensure technical staff receive required role-based training to improve information system security.

Division of Juvenile Justice and Delinquency Prevention

1.4.DJJDP.1 Increase training for employees in specialized PREA roles at DPS juvenile confinement facilities to prevent sexual abuse within the facilities.

Human Resources

1.4.HR.1 Advocate for additional HR positions to ensure operational continuity.

1.4.HR.2 Develop and implement a review and maintenance plan for online training modules to verify current and accurate information is delivered to DPS staff.

1.4.HR.3 Develop and update the DPS learning curriculum to ensure staff receive timely and accurate trainings.

1.4.HR.4 Create HR succession plans to mitigate risks and strengthen business continuity.

Internal Audit

1.4.IA.1 Implement an interactive Internal Auditor training module to provide a comprehensive training system.

NC Emergency Management

1.4.NCEM.1 Develop and implement career pathways for key NCEM positions to strengthen recruitment and retention of high performing employees.

NC National Guard

1.4.NCNG.1 Expand the NCNG Tuition Assistance Program that provides opportunities for members to continue higher education and other professional development courses to support career advancement.

Office of Special Investigations

1.4.OSI.1 Implement a career development program to ensure OSI retains well-trained investigators.

Private Protective Services

1.4.PPS.1 Provide training and career development opportunities for entry and mid-career PPS employees.

State Capitol Police

1.4.SCP.1 Establish a minimum training requirement for all SCP supervisors to ensure a well-trained workforce.

Objective 1.5 Build a strong, inclusive, and unified organizational culture across the Department

Communications

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

Diversity, Equity, Inclusion, and Law Enforcement

1.5.DEI.1 Implement a Department-wide DEI strategic plan in coordination with the DEI Council to promote a more diverse, equitable, and inclusive workforce.

1.5.DEI.2 Increase internal awareness of and participation in DEI initiatives to build a culture of inclusivity.

NC Emergency Management

1.5.NCEM.1 Develop and implement a Division-wide, cross-sectional training program to increase awareness of what each Section does within the Division.

Goal 2:
Ensure effective and efficient operations

Objective 2.1 Provide each Division with appropriate facilities and infrastructure to achieve their mission

Alcoholic Beverage Control Commission

2.1.ABCC.1 Increase warehouse capacity to modernize product requisition and distributions.

Alcohol Law Enforcement

2.1.ALE.1 Secure leases and office space to ensure operational continuity for ALE as a result of being restored to Division status.

Department of Information Technology – Public Safety

2.1.DIT-PS.1 Modernize and automate end of life or outdated technology to ensure operational continuity and readiness.

2.1.DIT-PS.2 Enhance the Department's information technology security posture to protect the agency from cyber security threats.

Division of Juvenile Justice and Delinquency Prevention

2.1.DJJDP.1 Expand DJJDP bed capacity and availability of alternatives to secure custody through ensuring availability of current and future funding for creation of bed space/alternatives to secure custody services, and for the accompanying education/vocational programming, medical and mental health services, crisis beds, short-term residential and/or other placement programming necessary to better serve the justice-involved youth population.

2.1.DJJDP.2 Provide regular maintenance on DJJDP's owned/leased properties to support quality programming and safety of staff, families, and the public who visit.

NC National Guard

2.1.NCNG.1 Implement the Army Compatible Use Buffer (ACUB) Program at Camp Butner to ensure protection against development encroachment.

2.1.NCNG.2 Prioritize renovation and design of newly acquired NCNG facilities to ensure operational continuity and enhance public awareness of NCNG history.

2.1.NCNG.3 Increase the amount of recurring funds to ensure the NCNG Cyber Security Response Force (CSRF) has appropriate capacity to respond to the state's increased cyber security requirements.

Samarcand

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

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

State Capitol Police

2.1.SCP.1 Expand the use of FirstNet wireless capabilities to all sworn SCP officers to ensure immediate, reliable, and efficient voice and data communication.

State Highway Patrol

2.1.SHP.1 Provide critical capital updates to the SHP Training Academy to ensure a safe and effective training location for Troopers.

2.1.SHP.2 Improve Viper Microwave radio sites to bolster agency network coverage and reliability.

Objective 2.2 Use data to inform operational decision making and strategic planning priorities

Alcoholic Beverage Control Commission

2.2.ABCC.1 Develop a business continuity plan that ensures ABCC level of readiness to maintain critical functions after an emergency or disruption.

Alcohol Law Enforcement

2.2.ALE.1 Provide use of force training to incorporate trends noted by review board reports and findings of annual analyses.

Communications

2.2.COMMS.1 Develop a dashboard tool to calculate earned media at special events and other activities and track these throughout the Department.

Department of Information Technology – Public Safety

2.2.DIT-PS.1 Increase data collection, reporting, and analytic capabilities to support business needs throughout the Department.

Division of Juvenile Justice and Delinquency Prevention

2.2.DJJDP.1 Implement program evaluation to provide a data driven approach to DJJDP program expansion in the state.

2.2.DJJDP.2 Implement a public-facing data dashboard on race and ethnicity in juvenile justice to promote transparency.

2.2.DJJDP.3 Participate in research collaborations and independent research to further the work of DJJDP strategic priorities.

Governor's Crime Commission

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

Human Resources

2.2.HR.1 Develop and implement a new Employee Relations System (ERS) to avoid disruptions to critical operations.

2.2.HR.2 Develop HR metrics dashboards to support and guide leadership decision making.

Partnership Engagement

2.2.PE.1 Consolidate and standardize methods of collecting and reporting criminal justice data to increase quality control.

State Bureau of Investigation

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

2.2.SBI.2 Develop a new records management system to track crime related data each year.

Objective 2.3 Streamline business processes and improve workplace efficiencies

Alcoholic Beverage Control Commission

2.3.ABCC.1 Implement an information technology system to improve administrative efficiencies within the ABCC Legal section.

2.3.ABCC.2 Update internal ABCC processes to enhance the customer service experience for applicants, permittees, and stakeholders.

2.3.ABCC.3 Update the ABCC pricing system to improve administrative efficiencies that can adapt to industry changes.

2.3.ABCC.4 Develop standard operating procedures for each ABCC Section to ensure consistently high-quality work performance and results across the agency.

2.3.ABCC.5 Enhance information technology to improve the Finance Section's administrative efficiencies.

Alcohol Law Enforcement

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

2.3.ALE.2 Implement a pilot program within the Training Academy to incorporate integrated field training.

Boxing Commission

2.3.BC.1 Annually review rules for changes needed to ensure compliance with industry norms and increase fighter safety.

2.3.BC.2 Update existing technology to improve efficiency for internal and external customers.

Central Engineering

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

Department of Information Technology – Public Safety

2.3.DIT-PS.1 Advocate for additional IT positions to right-size DIT-PS staffing in order to meet increasing demand.

2.3.DIT-PS.2 Develop and implement a comprehensive risk management framework to ensure all required security risk management activities are performed in an integrated manner.

2.3.DIT-PS.3 Develop and implement standard processes and procedures for third-party certification and Compliance Assurance Process (CAP) reviews, configuration change management, system security plan development, and organizational risk management activities.

Division of Juvenile Justice and Delinquency Prevention

2.3.DJJDP.1 Employ a system of district review whereby quality assurance measures are shared with districts to improve accountability and transparency, while providing opportunities to celebrate and replicate success.

2.3.DJJDP.2 Provide regular maintenance on DJJDP's owned/leased properties to support quality programming and safety of staff, families, and the public who visit.

2.3.DJJDP.3 Develop and maintain a PREA audit preparation system to decrease error rates and preparation time, allowing for improved outcomes and efficiency.

Governor's Crime Commission

2.3.GCC.1 Ensure GCC grant subrecipients have an efficient and effective web-based grant management tool to better maximize grant funding.

Human Resources

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

2.3.HR.2 Improve the NCVIP Goals process to ensure quicker and easier goal access by key staff.

NC National Guard

2.3.NCNG.1 Implement a regionalized Surface Equipment Maintenance Facility (SEMF) program to increase maintenance request response efficiency.

Office of Special Investigations

2.3.OSI.1 Implement a new electronic case management system to track OSI investigations.

Partnership Engagement

2.3.PE.1 Coordinate Department-wide efforts to fully leverage external funding sources in support of mission critical activities.

Purchasing and Logistics

2.3.PL.1 Develop and implement a vehicle fleet management plan to ensure coordination and responsivity to DPS Divisions.

Samarcand

2.3.SAM.1 Implement records management system to more efficiently integrate Samarcand Training Academy functions.

State Capitol Police

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

State Highway Patrol

2.3.SHP.1 Implement a fuel storage solution for the main Raleigh hangar to increase SHP aviation operations safety and efficiency by reducing the number of required take-offs and landings.

Victim Compensation Services

2.3.VCS.1 Establish an online case management portal to increase accessibility for victims of crime and to reduce processing times.

Objective 2.4 Strengthen communication and collaboration

Alcoholic Beverage Control Commission

2.4.ABCC.1 Increase stakeholder awareness of the ABCC Legal Section to facilitate improved communication on legal matters.

Communications

2.4.COMMS.1 Move the DPS intranet to SharePoint to provide an optimal user experience and improve internal communications.

Department of Information Technology – Public Safety

2.4.DIT-PS.1 Improve, maintain, and support DPS's communication posture to ensure continued growth, upgrades, and end-of-life support for all DPS Divisions.

Division of Juvenile Justice and Delinquency Prevention

2.4.DJJDP.1 Develop and implement a comprehensive DJJDP communication plan to facilitate public awareness and staff engagement.

Governor's Crime Commission

2.4.GCC.1 Expand GCC internal and external communication and education efforts to improve collaboration with stakeholders.

Human Resources

2.4.HR.1 Create a communications plan to promote and clarify the various services HR provides to DPS.

Private Protective Services

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

State Bureau of Investigation

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

Objective 2.5 Ensure a safe working environment where employees are properly equipped to perform their job duties

Division of Juvenile Justice and Delinquency Prevention

2.5.DJJDP.1 Provide BASIC and in-service training to DJJDP staff on evidence-informed, best practices in risk reduction to ensure employee and juvenile safety in the community and in the office.

NC National Guard

2.5.NCNG.1 Acquire additional funding to cover operational costs for newly acquired training and readiness centers for soldiers.

Samarcand

2.5.SAM.1 Implement enhanced safety review and training processes to ensure a safe training environment.

GOAL 2

State Capitol Police

2.5.SCP.1 Create and implement a law enforcement equipment replacement schedule to enhance the safety of the officers and the public they serve.

State Highway Patrol

2.5.SHP.1 Implement the new P1 Computer Aided Dispatch (CAD) system to improve dispatch and records management.

2.5.SHP.2 Upgrade SHP pistols to ensure Troopers are properly equipped to perform their duties.

2.5.SHP.3 Upgrade SHP Tasers to ensure Troopers are properly equipped to perform their duties.

Goal 3:
Protect and engage with the public

Objective 3.1 Implement crime reduction strategies

Alcohol Law Enforcement

3.1.ALE.1 Organize and conduct joint regional enforcement operations to ensure regular and consistent compliance with alcohol laws.

3.1.ALE.2 Develop and implement training to provide awareness to external partners regarding ALE capabilities and ABC enforcement.

Partnership Engagement

3.1.PE.1 Create the Office of Violence Prevention (OVP) to coordinate violent crime reduction strategies across state government.

3.1.PE.2 Increase statewide access to National Integrated Ballistic Information Network (NIBIN) to improve crime investigation efficiency.

State Bureau of Investigation

3.1.SBI.1 Advocate for eight additional field agent positions to reduce crime in the state.

Objective 3.2 Preserve and protect human life and property

Alcohol Law Enforcement

3.2.ALE.1 Implement Hidden in Plain Sight programs to educate parents, educators, and caregivers on the warning signs of risky behaviors including underage drug, alcohol, and tobacco use.

3.2.ALE.2 Enhance local law enforcement awareness of ALE's Nuisance Abatement program to promote safe communities.

Division of Juvenile Justice and Delinquency Prevention

3.2.DJJDP.1 Implement lifesaving technology and equipment upgrades to increase resident and staff safety and security.

3.2.DJJDP.2 Implement strategies to prevent facility-based escapes and reduce non-returns from community-based visits to ensure public safety.

3.2.DJJDP.3 Support the development/implementation of school justice partnerships and local violence reduction programming and services to reduce school violence and facilitate safer schools.

NC Emergency Management

3.2.NCEM.1 Implement the school panic alarm project to enhance the ability to mitigate the likelihood and impact of acts of violence in schools across the state.

Private Protective Services

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

Samarcand

3.2.SAM.1 Provide a driving vehicle simulator to prepare trainees for active shooter response scenarios at the Center for Safer Schools.

3.2.SAM.2 Expand custom school safety scenarios in the Virtra LE 300 Firearms Training Simulator to enhance educator and law enforcement training capabilities.

State Capitol Police

3.2.SCP.1 Establish a specially trained Rapid Response Team to respond to active shooter events and acts of violence.

3.2.SCP.2 Ensure all SCP members are trained in Active Assailant Training to improve response capabilities.

State Highway Patrol

3.2.SHP.1 Train all SHP sworn members to recognize indicators of human trafficking.

3.2.SHP.2 Supplement the current Public Order Tactical Team capability with smaller response teams to more effectively respond to civil disturbance events statewide.

3.2.SHP.3 Utilize Vision Zero data mapping to reduce roadway deaths and injuries.

3.2.SHP.4 Conduct Operation D.R.I.V.E. (Distracted, Reckless, Impaired, high Visibility, Enforcement) efforts to reduce crashes involving large trucks, buses, and passenger vehicles.

3.2.SHP.5 Implement advanced technology to combat distracted driving and non-seat belt usage in commercial motor vehicles.

Objective 3.3 Reduce juvenile recidivism and work with communities to offer alternatives

Division of Juvenile Justice and Delinquency Prevention

3.3.DJJDP.1 Develop youth engagement and leadership opportunities for at-risk and juvenile justice-involved youth to prevent crime.

3.3.DJJDP.2 Implement transitional services that address independent living skills including supportive employment or vocational services to engage older youth in healthy activities and reduce engagement in violence and crime.

3.3.DJJDP.3 Match case management levels to YASI-assessed risk and needs to ensure a data driven approach to serving justice involved juveniles.

3.3.DJJDP.4 Increase youth participation in higher education including attainment of high school equivalency, apprenticeships and enrollment in colleges or universities to reduce juvenile recidivism.

3.3.DJJDP.5 Provide effective re-entry services for JJ-involved youth transitioning to their home communities from secure confinement to reduce juvenile recidivism.

3.3.DJJDP.6 Engage in evidence supported programming and vocational services, and deliver a behavior model in facilities that includes best practices such as restorative justice, financial literacy, and motivational interviewing to improve psychosocial maturity (responsibility, emotion regulation, and perspective taking) and reduce recidivism.

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

Objective 3.4 Increase the public's trust in the work we do

Alcoholic Beverage Control Commission

3.4.ABCC.1 Engage in multi-faceted marketing strategy to reach NC communities and state partners to demonstrate the responsible impact of ABCC system.

Alcohol Law Enforcement

3.4.ALE.1 Maintain the ALE Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation to ensure policies and practices are consistent with national standards.

Communications

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

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

NC Emergency Management

3.4.NCEM.1 Seek Emergency Management Accreditation Program (EMAP) re-accreditation for NCEM to ensure policies and practices are consistent with national standards.

State Bureau of Investigation

3.4.SBI.1 Maintain the SBI CALEA accreditation to ensure policies and practices are consistent with national standards.

State Capitol Police

3.4.SCP.1 Seek Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation for SCP to ensure policies and practices are consistent with national standards.

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

State Highway Patrol

3.4.SHP.1 Maintain the SHP CALEA accreditation to ensure policies and practices are consistent with national standards.

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

3.4.SHP.3 Seek Airborne Public Safety Accreditation Commission accreditation for SHP to ensure policies and practices are consistent with national standards.

Objective 3.5 Promote equitable outcomes and access through our policies, procedures, and practices

Diversity, Equity, Inclusion and Law Enforcement

3.5.DEI.1 Review existing DPS policies and practices to ensure equitable outcomes for all populations.

Division of Juvenile Justice and Delinquency Prevention

3.5.DJJDP.1 Identify and implement action steps to reduce the overrepresentation of youth of color in the juvenile justice system, especially within secure confinement.

3.5.DJJDP.2 Review and update Juvenile Crime Prevention Councils' membership and selection policies and procedures to promote racial equity.

3.5.DJJDP.3 Develop and implement strategies to ensure DJJDP provides the appropriate clinical intervention, assessment, and services to all youth regardless of race, culture, and gender.

3.5.DJJDP.4 Increase educational materials targeted toward PREA-defined vulnerable juveniles at all DPS juvenile confinement facilities to provide education on PREA rights.

Office of Special Investigations

3.5.OSI.1 Expand the OSI review of DPS law enforcement internal investigations to ensure accountability and consistency across the Department.

Partnership Engagement

3.5.PE.1 Support the Task Force for Racial Equity in Criminal Justice (TREC) to improve equitable outcomes in the criminal justice system.

GOAL 3

State Bureau of Investigation

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

State Capitol Police

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

Victim Compensation Services

3.5.VCS.1 Conduct a community outreach campaign to increase awareness and education of Victims Compensation Services programs.

Goal 4:
Make North Carolina more resilient to disasters

Objective 4.1 Strengthen emergency preparedness and response

NC Emergency Management

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

4.1.NCEM.2 Secure recurring appropriated funds for NCEM personnel and operating costs to mitigate disruptions to emergency operations.

4.1.NCEM.3 Increase NCEM's ability to support critical infrastructure protection, intelligence, and cybersecurity programs and operations.

NC National Guard

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

4.1.NCNG.2 Ensure each NCNG State Active Duty (SAD) force package has 800 MHz radio capability to increase communications capabilities and state response readiness.

4.1.NCNG.3 Ensure each NCNG SAD force package has real-time tracking capability to increase situational awareness of NCNG resources during all hazard emergencies.

4.1.NCNG.4 Install commercial wireless internet at all NCNG facilities to improve communication and collaboration during domestic operations.

NC Office of Recovery and Resiliency

4.1.NCORR.1 Advocate for recurring appropriated funds for positions currently supported by time-limited funding to ensure operational continuity and capacity for response to future disasters.

State Capitol Police

4.1.SCP.1 Expand the SCP vehicle fleet to provide quicker response to emergencies in the SCP service area.

State Highway Patrol

4.1.SHP.1 Provide necessary hoist rescue equipment and training to expand SHP rescue capabilities.

Objective 4.2 Enhance disaster recovery capacity and efficiency

NC Emergency Management

4.2.NCEM.1 Secure adequate funding for critical NCEM response and recovery infrastructure to mitigate disruptions to emergency operations.

4.2.NCEM.2 Advocate for additional positions to ensure operational continuity and increase efficiency in the NCEM Recovery Section.

4.2.NCEM.3 Implement electronic individual assistance applications for recovery to increase the efficiency with which applications are evaluated and funds are distributed.

4.2.NCEM.4 Implement a common system of record within the Division's Mitigation Section to ensure consistent and standardized operations within Hazard Mitigation.

NC Office of Recovery and Resiliency

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

4.2.NCORR.2 Support the State Disaster Recovery Task Force in its efforts to improve resilience and future disaster responses.

4.2.NCORR.3 Support the State Interagency Resilience Team to implement goals outlined in the Statewide Climate Risk Assessment and Resilience Plan.

4.2.NCORR.4 Administer the North Carolina Resilient Communities Program to improve resilience efforts as outlined in the Statewide Climate Risk Assessment and Resilience Report.

DPS AGENCY INDEX

ACRONYM LIST

ABCC	Alcoholic Beverage Control Commission
ALE	Alcohol Law Enforcement
BC	Boxing Commission
CE	Central Engineering
COMMS	Communications
CALEA	Commission on Accreditation for Law Enforcement Agencies
DIT-PS	Department of Information Technology – Public Safety
DPS	Department of Public Safety
DEI	Diversity Equity, and Inclusion
DJJDP	Division of Juvenile Justice and Delinquency Prevention
GCC	Governor's Crime Commission
HR	Human Resources
IT	Information Technology
IA	Internal Audit
NCEM	North Carolina Emergency Management
NCNG	North Carolina National Guard
NCORR	North Carolina Office of Recovery and Resiliency
OSI	Office of Special Investigations
PE	Partnership Engagement
PREA	Prison Rape Elimination Act
PPS	Private Protective Services
PL	Purchasing and Logistics
SAM	Samarcand Training Academy
SBI	State Bureau of Investigation
SCP	State Capitol Police
SHP	State Highway Patrol
VCS	Victim Compensation Services