NC STATE BUREAU OF INVESTIGATION

Strategic Plan

2025 – 2029

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Table of Contents

A. Introduction **3**

B. Mission, Vision, & Values **4**

1. Mission **4**
2. Vision **4**
3. Values **4**

C. Goals, Objectives, & Performance Measures **6**

1. Goal 1 - Support the SBI workforce **6**
2. Goal 2 - Assist criminal justice partners and the public **7**
3. Goal 3 – Ensure effective and efficient processes **8**

D. Priority Questions **9**

A. Introduction

The State Bureau of Investigation was established in 1937 and was re-organized as an independent cabinet-level agency on December 1, 2023. The SBI conducts criminal investigations in the following areas of original jurisdiction: narcotics, arson, election laws, misuse of state property, environmental crimes, human trafficking, child sexual abuse in day care centers, and threats made against public officials. The SBI supports state and local law enforcement agencies in the areas of homicides, computer crime investigations, use of force investigations, deaths in custody, crime scenes, financial crimes, missing and endangered persons, public corruption, cold cases, K9, special response team, bomb squad, and air wing. The SBI serves as North Carolina's repository of information on criminal history records, fingerprint identification, expungements, sex offender registry, and concealed handgun permits. The SBI also manages the North Carolina Information Sharing and Analysis Center (ISAAC), which develops actionable intelligence on immediate and emerging threats and shares it with federal, state, local, and tribal partners. ISAAC is the fusion center for the state of North Carolina. The SBI assesses and manages threats of mass violence through the Behavioral Threat Assessment Unit (BeTA).

In December 2024, the Center for Safer Schools (CFSS) transitioned to the SBI as part of a legislative change aimed at enhancing the center's capabilities and allowing for better integration with law enforcement resources. CFSS serves as a central resource for information and technical assistance on school safety across North Carolina.

All of the SBI's primary strategic initiatives involve promoting SBI partnerships, ensuring continued use and acquisition of cutting-edge technology and equipment, and continuing to build resources and processes to operate as a newly independent agency. These initiatives are in support of service and to promote public safety, which is one of Governor Stein's priorities.

B. Mission, Vision, & Values

1. Mission

To **SERVE** Sheriffs, Police Chiefs, and District Attorneys as well as State and Federal partners, by investigating crimes and providing technical assistance in order to increase public safety for the citizens of the state of North Carolina.

2. Vision

To maintain the highest level of **SERVICE** to our criminal justice partners by enhancing expertise in public safety initiatives and investing in our employees.

3. Values

The SBI's values are:

Honesty

- Truthful, Sincere, Forthright, Straightforward, Frank, Candid

Integrity

- Principled, Courageous, Scrupulous, Honorable, Upright

Promise-Keeping

- Trustworthy, Reliable, Abides by Spirit as well as the Letter of Agreements

Fidelity

- Loyal, Discreet, Maintains Confidences, Makes Objective Judgements Free of Undue Influences and Conflicts of Interest

Justice

- Fairness, Equitable, Open-Minded, Willing to Admit Error or Change Positions, Pursues Justice, Equality, Tolerance

Caring for Others

- Caring, Kind, Compassionate, Sharing, Giving, Serves, Helps, Avoids Harming Others

Respect for Others

- Respects Dignity and Privacy of Others, Courteous, Prompt, Decent, Esteems Right of Self-Determination

Responsible Citizenship

- Law Abiding, Exercises Democratic Rights and Privileges, Social Consciousness, Public Service, Respects and Honors Democratic Process

Pursuit of Excellence

- Committed, Does His or Her Best, Develops and Maintains a High Degree of competence, Well-informed, Well Prepared, Diligent, Industrious

Accountability

- Accepts Responsibility for Actions and Inactions, Leads by Example, Avoids Appearance of Impropriety, Safeguards and Advances Integrity and Reputation of Family, Company and Profession Goals, Objectives, & Performance Measures

C. Goals, Objectives, & Performance Measures

4. Goal 1 – Support the SBI workforce

	Performance Measures
Objective 1.1 **Institute salaries that are consistent with similar roles in state government and with similar law enforcement agencies within the next two biennium budgets.**	• Percentage of roles benchmarked against other agencies • Percentage of identified salary gaps addressed through budget allocations • Change in retention rates • Change in the number of qualified applicants who accept employment offers • Baseline survey of participants in wellness program. Follow-up surveys every 12 months. Number of safety audits and number of safety training courses offered • Ratio of SBI workforce to support staff in each administrative division i.e. Legal, Budget/Finance, HR, Logistics, etc.
Objective 1.2 **Increase the recruitment and retention of highly qualified employees by implementing a targeted talent acquisition strategy and professional development program, resulting in a 20% improvement in retention rates and a 15% increase in qualified applicant hires within the next 36 months.**	
Objective 1.3 **Implement a comprehensive employee wellness program that increases participation in health-related activities by 25% over the next four years.**	
Objective 1.4 **Reduce workplace safety incidents by 10% over the next 4 years by hiring a safety director, conducting safety audits, and providing safety training for all employees.**	
Objective 1.5 **Evaluate and align administrative staffing levels to ensure sufficient support for the workforce and effective delivery of services by 2028-2029.**	

5. Goal 2 – Assist criminal justice partners and the public

	Performance Measures
Objective 2.1 **Evaluate emerging trends in law enforcement to maintain technology and equipment to provide resources to partners, implementing two new investigative support tools or programs that enhance interagency cooperation and provide cutting-edge assistance over the next 36 months.**	• Number of new tools and/or programs developed and offered to partner agencies. • Number of responses related to new programs • Percentage of agents who have received a new piece of equipment (rifle, radio, vest) • Percentage of agents who have attended a training course regarding safe response (crisis intervention, use of force, etc.) • Survey to law enforcement partners to identify needs and determine gaps in service • Percentage staffing increase
Objective 2.2 **Provide agents with at least 1 new piece of equipment and 1 new training course to enable them to safely respond and protect the public by the end of FY26-27.**	
Objective 2.3 **Over the next four years, assess and increase staffing levels by 20% to ensure adequate support for partner agencies in all jurisdictions across the state based on workload analysis and service demand metrics.**	

6. Goal 3 – Ensure effective and efficient processes

	Performance Measures
Objective 3.1 **Evaluate and replace at least three outdated legacy systems within the SBI by implementing modern systems that improve operational efficiency by 25%.**	• Number of software platforms updated • Number of policies/processes developed; may include internal audits, AP, procurement • Monthly budget reviews • Budget meetings with members of the Executive Team at least quarterly
Objective 3.2 **Identify and develop three operational processes, including internal policy development, to support independent SBI over the next 24 months.**	
Objective 3.3 **Develop and implement a budget plan to identify shortfalls and increased costs so additional funding can be requested over the next two biennium budgets.**	

D. Priority Questions

7. How will legislative changes to the concealed carry handgun law impact the SBI's receipts and operational budget?
8. How do law enforcement agencies address escalating software and hardware costs to be used internally and to support law enforcement partners?
9. What other investigative disciplines do other states' criminal investigative agencies have that the SBI does not currently offer?
10. Are there appropriate levels of sworn and non-sworn staffing to support each SBI program and unit, to include areas impacted by becoming an independent state agency?
11. What equipment or tools might operationally enhance the investigative offerings of the SBI?
12. What best practices best solicit direct feedback from partners to determine their highest priority needs from the SBI to help plan for resource needs?
13. How well are we communicating our mission, accomplishments, and priorities both internally and to our partners and the public?