

NORTH CAROLINA **STATE HIGHWAY PATROL**



STRATEGIC PLAN
2025-2029



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Future Training Academy design



A MESSAGE FROM THE COLONEL



Throughout our agency's 96-year history, we have been recognized as a leader in providing law enforcement services. This reputation has been built by the hard work of sworn and civilian members of this Patrol Family and has only withstood the test of time thanks to the support of the communities we serve. The mission to provide safe and efficient transportation across our wonderful state is a mission we do not take lightly. Only with the combined educational and enforcement efforts by each of our members do we accomplish our most important goal of saving lives. With great honor, I stand alongside each of you as we carry out this traffic safety mission and lay out a plan for a future more impactful than our past. With that, our 2025-2029 Strategic Plan is being provided to guide how we continually grow, adapt, and flourish as an agency. Thanks to the work of our Professional Standards Unit and the Senior Command Staff as they were charged with setting four-year goals, we have a plan for continued distinction among the law enforcement community. These goals address areas for improvement, such as recruiting, training, and critical capital updates, which all impact our overall public safety mission. These goals are attainable, but only with each of us doing our part in furthering our public safety mission. I am constantly in awe of what we accomplish daily and know that the 2025-2029 Strategic Plan is a positive step forward. By applying our core values of integrity, professionalism, and loyalty to our daily work, we know that this plan, its goals, and our future will only build upon a Patrol history that we take great pride in today.

With regards,

Freddy L. Johnson Jr.



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Agency Mission, Vision, & Values

MISSION

The mission of the North Carolina State Highway Patrol is to promote excellence in traffic enforcement through a commitment to the safe and efficient flow of traffic, crime reduction, and response to natural hazards and artificial threats. This will be accomplished through government and community partnerships based on our core values of loyalty, integrity, and professionalism.

VISION

The North Carolina State Highway Patrol will set the national standard for public service through innovative traffic enforcement, comprehensive preparedness, and active community partnerships, ensuring safe travel and timely, professional assistance for all citizens.

VALUES

Loyalty- Faithfully serve the public in a way consistent with the policies of the North Carolina State Highway Patrol.

Integrity- A sincere commitment to justice and diversity while maintaining the ethics of the Patrol through honor, respect, and moral courage.

Professionalism- Demonstrate a clear commitment, personal direction, and best practices to provide excellent service. Empower employees to be creative, decisive, and accountable.



GOALS / OBJECTIVES / PERFORMANCE MEASURES

Goal #1: MAKE NCSHP A CAREER DESTINATION

Goal #2: ENSURE EFFECTIVE AND EFFICIENT OPERATIONS

Goal #3: PROTECT AND ENGAGE WITH THE PUBLIC

Goal #4: MAKE NORTH CAROLINA MORE RESILIENT TO DISASTERS

Goal #5: SUCCESSFUL INTEGRATION OF PARTNER AGENCIES



GOAL #1: MAKE NCSHP A CAREER DESTINATION

Goal 1.1 Improve Retention and Compensation

Initiative 1.1.SHP.1 Improve telecommunicator retention by 15% and remain competitive with local 911 centers and fair market rates.

Target: Support Services will work with external partners and the Legislature to address funding gaps and raise salaries to reduce turnover by **July 1, 2029**.

Initiative 1.1.SHP.2 Improve overall employee retention.

Target: Support Services and Training Academy will reduce total turnover by 5% by **July 1, 2028**.

Initiative 1.1.SHP.3 Align sworn member salaries with fair market rates by implementing a compensation structure that positions the North Carolina State Highway Patrol among the top 5% of North Carolina-based law enforcement agencies. This goal supports recruitment and retention of highly qualified troopers, fosters organizational competitiveness, and ensures equitable pay in recognition of the critical role sworn members play in protecting the public.

Target: Pursue ongoing funding to support competitive law enforcement compensation.

Goal 1.2 Strengthen Recruitment and Organizational Capacity

Initiative 1.2.SHP.1 Boost SHP presence at job and career fairs.

Target: The Training Academy will report annually on recruitment and, in collaboration with Support Services, reduce sworn turnover by 5% by **July 1, 2029**.

Initiative 1.2.SHP.2 Establish SHP Personnel and Human Resources Unit.

Target: Hire essential Human Resources staff to be fully operational by **July 1, 2026**.

Initiative 1.2.SHP.3 Establish SHP Fiscal Unit.

Target: Hire CFO, Controller, and Purchasing Director; the Unit will be operational by **July 1, 2026**.

Goal 1.3 Enhance Commercial Vehicle Enforcement

Initiative 1.3.SHP.1 Train 200 more members in CMV post-crash inspections.

Target: Participate in the **2026 FMCSA Crash Causal Factors Program**, a four-year (4) crash analysis study.





GOAL #2: ENSURE EFFECTIVE AND EFFICIENT OPERATIONS

Goal 2.1 Modernize SHP Infrastructure and Technology

Initiative 2.1.SHP.1 Complete critical capital improvements at the SHP Training Academy (Armory, TSU Auditorium, and Cadet Dormitory).

Target: The TSU and Armory will be completed by December 1, 2026, and the upgrades will be fully completed by **July 1, 2029**.

Initiative 2.1.SHP.2 Enhance VIPER microwave radio site coverage and reliability.

Target: Implement TDMA upgrades and improve network coverage by **January 1, 2027**.

Initiative 2.1.SHP.3 Complete and occupy the new TSU Level Three data center.

Target: Finalize construction and installation by **December 1, 2026**.

Initiative 2.1.SHP.4 Deploy Windows 11 statewide to replace Windows 10.

Target: Complete full deployment by **July 1, 2026**.

Initiative 2.1.SHP.5 Construct a new Troop I Headquarters at Johnston Regional Airport.

Target: Complete and occupy the new facility by **July 1, 2029**.

Goal 2.2 Enhance Operational Readiness and Officer Safety

Initiative 2.2.SHP.1 Improve motorcycle training by certifying new instructors through IPTM.

Target: Add four new instructors and expand Bike Safe courses by **January 1, 2027**.

Initiative 2.2.SHP.2 Deploy TruNarc analyzers to prevent member exposure to harmful substances.

Target: Increase real-time narcotics identification and improve officer safety by **July 1, 2028**.

Initiative 2.2.SHP.3 Transition pursuit training vehicles from Dodge Chargers to Ford Police Interceptor Utilities (PIUs).

Target: Complete fleet update by **January 1, 2027**.

Initiative 2.2.SHP.4 Launch new internal and external websites designed to enhance user experience, measured through key indicators such as reduced task completion time, reduced help-desk ticket assistance, and improved accessibility compliance. The goal is to achieve a 20% improvement in efficiency for users within 12 months of launch; and will be measured through a random user pool satisfaction survey.

Target: Deploy external website by **December 1, 2025**, and an internal website with consolidated apps by **July 1, 2026**.





GOAL #3: PROTECT AND ENGAGE WITH THE PUBLIC

Goal 3.1 Enhance Public Safety Through Technology Integration

Initiative 3.1.SHP.1 Deploy License Plate Readers (LPRs) across high-traffic corridors in NC.
Target: Provide rapid access to vehicle data for critical incidents by deploying 50 LPRs on the interstates, near the state boundaries, and near rest areas to capture vehicles entering NC by **July 1, 2028**. This subscription would also allow SHP to utilize existing LPRs that are monitored by the same company (e.g., Amber Alerts, stolen vehicles).

Goal 3.2 Improve Traffic Enforcement and Data-Driven Operations

Initiative 3.2.SHP.1 Train all sworn members in advanced interview techniques.

Target: Complete training for all sworn personnel by **January 1, 2028**.

Initiative 3.2.SHP.2 Use CMV crash data analytics through the ITRE partnership to guide enforcement for the 254 employees (sworn and civilian) that rely on partnership with ITRE.

Target: Support FMCSA grant tracking and identify crash trends using ITRE analytics to identify new and existing high crash corridors on NC roadways.

Initiative 3.2.SHP.3 Focus 50% of CVSA-certified inspections on Level III (driver/credentials).

Target: Use data-driven roadside inspections to improve visibility and reduce crashes in high-risk areas identified by COVERLAB, with an overall 4% reduction (1% annually) over the 4-year strategic plan cycle to reduce CMV related fatalities **(2025-2029)**.

Initiative 3.2.SHP.4 Conduct annual Operation D.R.I.V.E. safety campaigns.

Target: Reduce CMV/passenger vehicle collisions, increase data analytic dashboard sharing with Region II partners, and conduct a **minimum of five (5) enforcement campaigns annually**.

Initiative 3.2.SHP.5 Deploy advanced technologies targeting distracted driving and seatbelt violations in CMVs.

Target: Use mobile tech and fixed site cameras at least **12 times annually**.

Initiative 3.2.SHP.6 Conduct National Crimes Against Children (CAC) patrol operations.

Target: Identify and assist at-risk children, initiate investigations, and conduct **two (2) yearly campaigns**.

Goal 3.3 Advance Training and Accreditation Standards

Initiative 3.3.SHP.1 Earn aviation accreditation from the Airborne Public Safety Accreditation Commission.

Target: Achieve accreditation for SHP Aviation by **July 1, 2029**.

Initiative 3.3.SHP.2 Maintain and expand accreditation across SHP divisions.

Target: Maintain CALEA accreditation with 25% progress each year; pursue NCLEA, CALEA Training Academy, and CALEA Communications accreditations by **July 1, 2029**; Support State Capital Police in obtaining accreditation status by **July 1, 2026**.

GOAL #4: MAKE NORTH CAROLINA MORE RESILIENT TO DISASTERS

Goal 4.1 Expand Aerial and Public Order Capabilities for Emergency Response

Initiative 4.1.SHP.1 Strengthen SHP's statewide emergency response by acquiring an additional Bell 429 helicopter based in Western NC.

Target: Field Operations (Troop I) will operate two (2) Bell 429 helicopters — one in Eastern NC and one in Western NC — to ensure timely aerial support for rescue operations, mutual aid, and law enforcement missions. The additional aircraft will be fully procured, staffed, and operational by **July 1, 2029**.

Initiative 4.1.SHP.2 Reduce reliance on external resources for Public Order training by developing in-house instructional capacity.

Target: Certify three (3) SHP members as Public Order Level 1 Train-the-Trainer instructors. Two (2) members will be certified by **July 1, 2026**, allowing the agency to begin hosting internal Public Order training sessions, increasing readiness and reducing costs.





GOAL #5: SUCCESSFUL INTEGRATION OF PARTNER AGENCIES

Goal 5.1 Integrate License & Theft Bureau into NCSHP Operations

Initiative 5.1.SHP.1 Transition all personnel, assets, and responsibilities into the NCSHP command and organizational structure.

Target: Completion of transition school for officers, reassignment of all roles, and chain-of-command alignment by **July 1, 2026**.

Goal 5.2 Standardize Training, Policies, and Enforcement Protocols for State Capitol Police

Initiative 5.2.SHP.1 Standardize policy and procedure to reflect NCSHP agency operations.

Target: Finalize and implement shared operational policies and procedures by **July 1, 2026**.





PRIORITY QUESTIONS

Goal #1 Question: What salary adjustments and non-salary incentives can be implemented to strengthen employee recruitment and retention, ensuring organizational stability over the next four (4) years?

(Goal #1, page 6)

Goal #2 Question: What capital improvements are most critical to support our organization's mission and projected growth over the next four (4) years, and how can we fund them sustainably?

(Goal #2, page 7)

Goal #3 Question: Which emerging technologies and data-driven strategies have the greatest impact on enhancing operational effectiveness, improving community trust, and ensuring accountability in public safety services?

(Goal #3, page 8)

Goal #4 Question: Which interventions most effectively strengthen our agency's preparedness, response, and recovery capabilities to manage disasters and enhance long-term resiliency for our operations and communities?

(Goal #4, Page 9)

Goal #5 Question: Which interventions in integrating agency functions and standardizing divisional processes most effectively streamline infrastructure, support services, and technology systems to achieve greater efficiency, consistency, and service delivery?

(Goal #5, Page 10)

