North Carolina Department of Public Safety

STRATEGIC PLAN

Revised July 15, 2026

2025 – 2029

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, Private Protective Services, Office of Violence Prevention, and Victim Compensation Services and employs more than 3,400 full time personnel and 12,000 National Guard members. DPS also provides administrative support to the Alcoholic Beverage Control Commission and the Boxing and Combat Sports Commission.

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

DPS Strategic Plan Structure

This 2025-2029 Strategic Plan serves as a guide for how the Department will achieve its vision to proactively address today's challenges and remain vigilant for tomorrow's risks in the pursuit of a safe, resilient North Carolina. 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 15 and a list of acronyms used can be found on page 16.

The 2025-2029 Strategic Plan is divided into goals, objectives, initiatives, and measures. 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 a unified entity. Some common themes highlighted in the 2025-2029 Strategic Plan include:

- Investing in our employees
- Improving efficiency and providing excellent service
- Engaging with the public and strengthening partnerships to enhance community safety and prevent violence
- Ensuring the Department is prepared to respond to an emergency
- Enhancing programming and services for juveniles to reduce juvenile crime and facilitate reentry

Mission Statement

Safeguard and preserve the lives and property of the people of North Carolina.

Vision Statement

To proactively address today's challenges and remain vigilant for tomorrow's risks in the pursuit of a safe, resilient North Carolina.

Organizational Values

Collaboration We value open communication, mutual respect, and shared goals to achieve greater results together than we could alone.

Customer Service We consistently exceed our customers' expectations through speed of delivery of services and continuous evaluation.

Innovation We seek innovative solutions to tackling public safety issues.

Fairness & Integrity We perform our work in an ethical, honorable, respectful, truthful, and sincere way.

Goals and Objectives

Goal #1: Make DPS a career destination

North Star Pillar: Quality Services for the People of NC

Objectives:

1.1 Enhance the recruitment and retention of a highly qualified workforce
- Measure: Turnover rate
- Measure: Vacancy rate
- Measure: Stay surveys

1.2 Ensure the Department has a well-trained and professional workforce with opportunities for growth
- Measure: Employee satisfaction with career development opportunities

1.3 Boost staff morale by fostering a positive culture where staff are recognized and supported
- Measure: Net promoter score from employee surveys

Goal #2: Foster a culture of excellent service, safety, and innovation

North Star Pillars: Quality Services for the People of NC, Safe Communities

Objectives:

2.1 Provide each Division with safe, appropriate facilities and infrastructure to achieve their mission
- Measure: Reduction in workplace injury claims

2.2 Enhance customer satisfaction by delivering high-quality services

2.3 Use data to inform operational decision making and strategic planning priorities

2.4 Streamline business processes and improve workplace efficiencies

Goal #3: Strengthen our comprehensive approach to public safety

North Star Pillar: Safe Communities

Objectives:

3.1 Educate the public and train partners to strengthen public safety and improve access to services
- Measure: Social media engagement
- Measure: Website traffic

3.2 Enhance community safety through prevention and intervention

3.3 Strengthen emergency preparedness and response through continuity of operations

3.4 Augment community-based programs that reduce juvenile crime through early prevention, enhanced re-entry services, and increased service capacity

- Measure: Increase in number and availability of programs and interventions

Priority Questions

1. **How can DPS improve staff retention while fostering professional growth and organizational culture?**

   This question targets Goal 1 and addresses challenges in maintaining a skilled workforce. Answering it requires evaluating training programs, workplace conditions, and retention incentives to ensure long-term operational stability.

2. **How can DPS optimize departmental and interdepartmental collaboration and analyze our current agency structure to address evolving public safety needs?**

   Focusing on the 3Ps framework, this question emphasizes aligning resources, communication, and cross-agency initiatives to enhance emergency preparedness and crime prevention.

3. **How can DPS adapt to an evolving threat landscape amid changing federal assistance to ensure statewide readiness for all communities?**

   This question targets Goal 3 to prepare DPS to adapt to an evolving threat landscape which may include natural (hurricanes, floods, etc.) and manmade (cybersecurity attacks, infrastructure sabotage, school safety, etc.) disasters. This is in the midst of resource constraints, including a change to the federal landscape around state responsibility and funding.

4. **What is the optimal model in DPS secure facilities to improve juvenile justice outcomes?**
   This question supports Goal 3 of the strategic plan. With changing trends around juvenile crime rates, this effort will help verify that our juvenile justice efforts and structures are grounded in research, tailored to individual needs, and designed to maximize positive outcomes for youth and public safety.

Goal 1: Make DPS a career destination

Objective 1.1 Enhance the recruitment and retention of a highly qualified workforce

Alcoholic Beverage Control Commission

1.1. ABCC.1 Develop and implement an ABC Commission internship program to promote and foster interest in the industry.

Alcohol Law Enforcement

1.1. ALE.1 Target recruitment efforts to increase applications for qualified agents.

Boxing Commission

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

Human Resources

1.1. HR.1 Improve the hiring process to reduce the amount of time to 30-60 days from job posting to hire.

Juvenile Justice and Delinquency Prevention

1.1. JJDP.1 Restructure JJDP organizationally to create new opportunities, align budgetary resources for career and salary advancement, and address operational gaps.

1.1. JJDP.2 Reduce vacancies within facility-based certified positions to less than 20%.

1.1. JJDP.3 Expand Juvenile Justice Officer and Juvenile Court Counselor basic training school operations to reduce hiring cycle time and waitlists by 20% in year 1 and incrementally by 10% each year after.

NC Emergency Management

1.1. NCEM.1 Assess and realign classification and compensation assignments for positions across the division to ensure parity with other state agencies and improve retention.

NC National Guard

1.1. NCNG.1 Sustain a high-performing workforce through targeted hiring, leadership development, and specialized training to increase retention rate by 2% each year.

1.1. NCNG.2 Increase participation in recruiting events by 50% to generate a 15% increase in qualified enlistment referrals annually and improve first-term retention rates by 10% among event-sourced recruits.

1.1. NCNG.3 Create and align State positions to fill critical needs in NCNG Joint Staff sections.

Objective 1.2 Ensure the Department has a well-trained and professional workforce with opportunities for growth

Alcoholic Beverage Control Commission

1.2. ABCC.1 Foster a culture of career growth to attract and retain top talent and make the ABC Commission a career choice employer.

Alcohol Law Enforcement

1.2. ALE.1 Provide training and career development opportunities for entry and mid-career employees to retain a highly qualified workforce.

Controller's Office

1.2. CNTR.1 Invest in staff development by providing opportunities for career growth.

Department of Information Technology – Public Safety

1.2. DIT-PS.1 Develop a robust training platform and technical onboarding program to secure IT operations.

Engineering

1.2. ENG.1 Establish a collaborative project management and financial training program to improve cross-training and career development.

Governor's Crime Commission

1.2. GCC.1 Organize peer and formal training to promote professional development and drive employee initiative.

Human Resources

1.2. HR.1 Implement a standardized employee benefits orientation program that reaches 100% of new hires within their first two weeks of employment.

1.2. HR.2 Develop and implement Next Gen Leadership Development training to develop future agency leaders who are committed to carrying out the mission.

Juvenile Justice and Delinquency Prevention

1.2. JJDP.1 Administer lead juvenile court counselor and chief court counselor mentoring program with 90% of those roles for at least 12 months to increase employee retention and expand career advancement opportunities.

1.2. JJDP.2 Develop supervisor onboarding and coaching program, containing relevant in-service training, to develop the next generation of JJDP leaders.

1.2. JJDP.3 Promote General Instructor (GI) Certification Program participation and attainment to increase local and statewide instructional opportunities for GI's within JJDP by 20% in Year 1.

1.2.JJDP.4 Facilitate Restraint Control and Defensive Techniques (RCDT) Instructor School Certification Program on a two-year cycle to increase the number of active RCDT instructors by 20%.

1.2.JJDP.5 Implement a cross-training program for the Division to ensure organizational knowledge and job readiness.

1.2. JJDP.6 Utilize e-learning software and new technologies to enhance and improve accessibility of training curricula such that it composes 30% of all in-service training.

Professional Standards

1.2. PS.1 Enhance career development and training opportunities for Professional Standards sections to create opportunities for professional growth.

Victim Compensation Services

1.2. VCS.1 Implement training to promote staff development and retention.

Objective 1.3 Boost staff morale by fostering a positive culture where staff are recognized and supported

Human Resources

1.3. HR.1 Build a customizable, multifaceted employee recognition framework that all divisions can leverage in order to strengthen retention and boost employee morale.

Juvenile Justice and Delinquency Prevention

1.3. JJDP.1 Develop a structured incentive program to recognize exceptional employees and improve morale.

1.3. JJDP.2 Develop employee feedback mechanisms to create conduits for staff engagement in decision making.

Goal 2: Foster a culture of excellent service, safety, and innovation

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

Alcoholic Beverage Control Commission

2.1. ABCC.1 Construct a modernized warehouse to meet growing volume needs and to improve fill rate accuracy.

Department of Information Technology – Public Safety

2.1. DIT-PS.1 Expand Zero Trust security implementation to strengthen the cybersecurity framework.

2.1. DIT-PS.2 Advance cloud adoption and optimize Amazon Web Services (AWS) infrastructure to enhance scalability and security.

Engineering

2.1. ENG.1 Implement construction safety assessments for all new construction projects to identify risks and ensure facility safety.

Human Resources

2.1. HR.1 Support the implementation and evaluation of workplace safety measures to improve incident reporting compliance by 20% and reduce workplace injury claims by 10%.

Juvenile Justice and Delinquency Prevention

2.1. JJDP.1 Implement new and sustainable technologies, upgrade infrastructure, and optimize processes using technology to improve the user experience, efficiency, and operational performance that ensures enhanced safety in juvenile justice facilities.

NC National Guard

2.1. NCNG.1 Renovate and construct facilities to ensure optimal utilization, improve quality of life for soldiers and employees, and to better respond to natural disasters and other community impacts.

Objective 2.2 Enhance customer satisfaction by delivering high-quality services

Engineering

2.2. ENG.1 Establish a customer satisfaction score program to ensure consistent and excellent customer service.

Juvenile Justice and Delinquency Prevention

2.2. JJDP.1 Create conduits for juvenile justice involved and at-risk youth and their families to contribute to and shape JJDP policy, practice, and programming.

Victim Compensation Services

2.2. VCS.1 Implement online case management system to increase access for victims and claimants.

Objective 2.3 Use data to inform operational decision making and strategic planning priorities

Department of Information Technology – Public Safety

2.3. DIT-PS.1 Implement proactive AI-driven monitoring and automation for critical systems to system risk and downtime.

Human Resources

2.3. HR.1 Implement HR metrics dashboards that integrate key performance indicators (KPIs) to guide leadership decision making.

NC National Guard

2.3. NCNG.1 Create a data governance team to enhance interoperability, ensure compliance, and support data-driven decision making across all aspects of NCNG.

2.3. NCNG.2 Create data dashboards to provide real-time visibility across NCNG missions, personnel status, logistics, training readiness, and domestic operations.

Objective 2.4 Streamline business processes and improve workplace efficiencies

Alcoholic Beverage Control Commission

2.4. ABCC.1 Obtain new database to replace CODA and modernize ABCC databases to better serve clients and maximize efficiencies.

2.4. ABCC.2 Ensure efficiencies in violation processing, modernizing rules, and other procedural changes to modernize legal department operations.

2.4. ABCC.3 Design a state-of-the-art pricing system to better serve clients and maximize efficiencies.

2.4. ABCC.4 Perform a comprehensive organizational review to optimize effectiveness and ensure good stewardship of resources.

Controller's Office

2.4.CNTR.1 Streamline policies and processes to create an environment of financial accuracy.

Human Resources

2.4.HR.1 Implement a new Employee Relations System (ERS) to reduce manual processes by 50% and prevent disruptions to critical HR operations.

2.4.HR.2 Establish policies, procedures, and create succession plans that will assist with mitigating risks to strengthen business continuity.

2.4.HR.3 Standardize and digitize all employee personnel files within two years to move toward a more streamlined, paperless process.

NC Emergency Management

2.4.NCEM.1 Revise systems and processes to reduce the number of invoices greater than 30 days past due by 50%.

2.4.NCEM.2 Revise systems and processes to reduce the number of steps required to implement daily and disaster purchasing.

Office of Policy, Planning, and Programs

2.4.OPPP.1 Reduce the average days for Department policy review to streamline the policy development process.

Goal 3: Strengthen our comprehensive approach to public safety

Objective 3.1 Educate the public and train partners to strengthen public safety and improve access to services

Alcoholic Beverage Control Commission

3.1.ABCC.1 Expand the Responsible Alcohol Seller/Server Program (RASP) to implement changes to the law.

3.1. ABCC.2 Communicate recurring changes in ABC laws, rules, and responsibilities to ensure ABCC stakeholders and the public are informed and in compliance.

Alcohol Law Enforcement

3.1. ALE.1 Deliver training to provide awareness to external partners regarding ALE responsibilities and public safety role.

3.1. ALE.2 Implement training programs to educate parents, educators, and caregivers on the warning signs of risky behaviors including underage alcohol, tobacco, and drug use.

3.1. ALE.3 Enhance local law enforcement awareness of ALE's Nuisance Abatement program to promote safe communities.

Boxing Commission

3.1. BC.1 Ensure all inspectors are trained on Alco Sensors to accurately test fighters and reduce chances of severe injury.

3.1. BC.2 Conduct annual training for Commission representatives to provide for consistent and accurate operational supervision of combat sporting events.

3.1. BC.3 Educate the public on current laws to reduce the number of illegal combative sporting events.

NC Emergency Management

3.1. NCEM.1 Increase formal and informal information sharing sessions to provide transparency and situational awareness within the organization and with stakeholders.

Victim Compensation Services

3.1. VCS.1 Increase education about Victim Compensation Services with focus on underserved populations and rural communities to ensure access to services throughout the state.

Objective 3.2 Enhance community safety through prevention and intervention

Alcohol Law Enforcement

3.2. ALE.1 Organize and conduct joint regional enforcement operations to increase public safety at ABC permitted businesses.

3.2. ALE.2 Maintain the ALE Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation to ensure policies and practices are consistent with national best practice standards.

Governor's Crime Commission

3.2. GCC.1 Provide funding to address law enforcement recruitment and retention issues.

Juvenile Justice and Delinquency Prevention

3.2. JJDP.1 Expand NC Secure All Firearms Effectively (NC SAFE) awareness initiative, increasing partnerships by 30% statewide, to reduce firearm deaths and firearm-related juvenile complaints through an evidence-informed, public health approach.

Office of Violence Prevention

3.2. OVP.1 Provide guidance and technical assistance on best practices for data sharing among local entities to inform and support community violence prevention work.

3.2. OVP.2 Provide opportunities to build intentional, productive working relationships between law enforcement/public safety, public health, and community-based organizations to address violence in local communities.

3.2. OVP.3 Work with partners and organization leaders to encourage and enable access to professional development training for violence prevention staff.

3.2. OVP.4 Provide technical assistance for city, county, and community leaders to support the development and implementation of multi-faceted strategies to prevent violence in communities.

Objective 3.3 Strengthen emergency preparedness and response through continuity of operations

NC Emergency Management

3.3. NCEM.1 Secure an increase in appropriated funding for positions and operations to enhance passthrough funds to County Emergency Management Organizations.

3.3. NCEM.2 Secure an increase in appropriated funding for positions and operations to stabilize emergency management core functions and reduce administrative complexity on programs.

3.3. NCEM.3 Revise the State Emergency Operations Plan based on the TS Helene After Action Report recommendations to implement lessons learned.

3.3. NCEM.4 Evaluate and implement a Resource Management System to provide situational awareness of State Emergency Response Team (SERT) Partners during deployments.

3.3. NCEM.5 Evaluate and implement a deployable communications support package to supplement local government communications connectivity during catastrophic disasters.

3.3. NCEM.6 Implement efficiency measures within the NC SPARTA Disaster Information Management System to improve service delivery and reporting during disasters.

3.3. NCEM.7 Implement a personnel tracking technology for the State Emergency Response Team to help identify the location and status of deployed teams.

3.3. NCEM.8 Formalize the Future Operations Planning concept for activations and blue sky planning support based on lessons learned from Tropical Storm Helene.

3.3. NCEM.9 Implement a consolidated resource ordering guide that includes both contracted and mutual aid resources to inform constituents about resource availability, capabilities, and support requirements.

3.3. NCEM.10 Align anticipated resource needs in Recovery and Mitigation to meet the anticipated needs from Tropical Storm Helene programs.

NC National Guard

3.3. NCNG.1 Develop a Common Operations Platform to improve shared situational awareness during state response.

3.3. NCNG.2 Increase assessments and rapid response support to enhance cyber security for the state.

Objective 3.4 Augment community-based programs that reduce juvenile crime through early prevention, enhanced re-entry services, and increased service capacity

Juvenile Justice and Delinquency Prevention

3.4. JJDP.1 Develop, implement, and monitor a program model for youth in juvenile justice facilities to reduce recidivism and restore healthy decision-making and pro-social behaviors.

3.4. JJDP.2 Improve quality of services by conducting service and program evaluations and implementing relevant continuous improvement processes to improve outcomes for juveniles within the next three years.

3.4. JJDP.3 Implement comprehensive, effective reentry programs and support internal services and external partnerships to prepare youth for a successful transition back to their communities.

3.4. JJDP.4 Develop and implement a housing unit within a JJDP secure custody facility that will provide enhanced medical and behavioral health staffing and services to address the increasing complex needs of the juvenile population.

3.4. JJDP.5 Promote safety by providing effective skills-based training, as well as tools and resources, to reduce incidents of harm and injury and a change in staff perception.

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ACRONYM LIST

ABCC	Alcoholic Beverage Control Commission
ALE	Alcohol Law Enforcement
BC	Boxing Commission
CALEA	Commission on Accreditation for Law Enforcement Agencies
CNTR	Controller's Office
DIT-PS	Department of Information Technology – Public Safety
DPS	Department of Public Safety
ENG	Engineering
GCC	Governor's Crime Commission
HR	Human Resources
IT	Information Technology
JJDP	Juvenile Justice and Delinquency Prevention
NCEM	North Carolina Emergency Management
NCNG	North Carolina National Guard
OPPP	Office of Policy, Planning, and Programs
OVP	Office of Violence Prevention
PS	Professional Standards
VCS	Victim Compensation Services