



# SYSTEM PLAN

Ninth Edition

Chief William Hollingsed  
Commission Chairman

# PLANNING AND STANDARDS COMMITTEE MEMBERSHIP 2018

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<p><i>Attorney General of the State of North Carolina- Ex Officio Member</i>          Mr. Josh Stein, Attorney General          By: <b>Ms. Leslie Cooley Dismukes,</b> Criminal Bureau Chief</p>	<p><i>Appointment by the Governor (Citizen)</i>  <b>Mr. Andrew D. Hendry, Attorney</b>          PO Box 3669          Pinehurst, NC 28374</p>

# **SYSTEM PLAN**

Ninth Edition

## **Mission**

To assure that all of the State's criminal justice officers are both competent and ethical in the conduct of their duties.

## **Our Vision**

The system of selection, training, and retention of criminal justice officers will support the continued professional development and growth of all officers and the most effective and ethical provision of protection to all citizens.

# Core Values

The North Carolina Criminal Justice Education and Training Standards Commission is dedicated to meeting and addressing the evolving needs of the criminal justice system in our state. The Commission strives to provide quality justice services to all North Carolina citizens. To this end the following Core Values will guide the Commission in all its deliberations and decision making:

- Make no decision unless it is thoroughly researched, explained, and evaluated by Commission members, those they represent, and other constituencies.
- Put the concerns of the Criminal Justice System first. The Commission will help the system members, and ultimately all the citizens of North Carolina, achieve their goals. We shall continually seek their input.
- All persons appearing before the Commission will be courteously received and be allowed to present their point of view in accordance with Commission procedures and the laws of North Carolina.
- Strive to be innovative and responsive in addressing the current and future needs of the Criminal Justice System by a coordinated planning and goal-setting process.
- Be receptive and open to new ideas and concepts and alert to change, which if implemented, will improve the Criminal Justice System in North Carolina.
- Promote a system where only the very best can be selected, employed, and retained by establishing reasonable, yet exacting standards. Require training and other developmental activities to improve the competence and ethical behavior of professional criminal justice officers and staff.

# **Ninth Edition System Plan**

## **January 2019 – December 2021**

### **North Carolina Criminal Justice**

#### **Education and Training Standards Commission**

The North Carolina Criminal Justice Education and Training Standards Commission, through N.C.G.S. Chapter 17C, is given the responsibility to establish minimum employment, training, and retention standards for the State’s criminal justice officers. The Commission and its predecessors have found it necessary to plan for the effective implementation of innovations in the State’s system of criminal justice employment, training, and education. The Commission has always operated under the guidance of a “System Plan.” This document is the Ninth System Plan since the original was adopted by the Commission’s predecessor in 1979.

Since its initial meeting on January 18, 1980, the Commission has conducted its business through three Standing Committees and an Executive Committee. In 2004, the Standards Committee became the Probable Cause Committee, and standards responsibilities were transferred to the Planning Committee, making it the Standing Committee on Planning and Standards. This Committee is responsible for developing and presenting a System Plan to the full Commission for discussion and approval. The System Plan, once adopted by the Commission, provides direction for the full Commission and its staff.

The Ninth Edition System Plan continues the practice adopted in the Eighth Edition System Plan of identifying a few goals and objectives to be achieved in a three year period, rather than the earlier practice of listing many goals and objectives to be addressed over five years. The reason for the change was to focus on definite, attainable goals and to ensure that Division staff could determine the time and resources needed to accomplish them.

The goals and objectives set forth in this System Plan were derived from discussions with the members of each of the three Standing Committees; input from Division staff members; a review of the recruitment and retention studies conducted during the Eighth Edition System Plan; and an electronic survey of criminal justice officers across the state. The Commission and its staff will use this System Plan as a guide in its work and responsibilities in the years to come. The System Plan will also serve to increase transparency and accountability as the Commission works towards maintaining and promoting its core values.

# GOALS & OBJECTIVES

The Commission's Standing Committee on Planning and Standards recommends the following goals, with their underlying objectives, for adoption in the Ninth Edition of the System Plan.

Timelines for working towards goals should be established by the committees with responsibility for each goal. Some committees must coordinate work on several goals.

The Commission should recognize that committees will work on some goals without ever completing them and that some goals may never be reached, given budgetary constraints on the Commission and its staff. Even so, we recommend these goals with the conviction that they will promote the mission and vision of the Commission.

## **GOAL 1**

Work in collaboration with the North Carolina Department of Public Safety, Division of Adult Correction (DAC) to improve training and standards for corrections officers.

### **Objectives**

1. Conduct a Job Task Analysis (JTA) to determine the essential duties of a corrections officer and the abilities and characteristics required to perform those duties successfully. The findings of the JTA should be used to improve pre-employment screening of candidates and to inform the curriculum for basic corrections officer training.
2. Evaluate the annual in-service training requirements for corrections officers in North Carolina and compare those requirements to the requirements in other states. Determine whether annual in-service training should be required by the North Carolina Administrative Code.
3. In collaboration with DAC, the North Carolina Justice Academy, and others, work to improve the well-being and professional satisfaction of corrections officers by encouraging wellness and leadership training and by creating a platform for public recognition of excellent work done by corrections officers.

### **Background**

The recent safety and security challenges within North Carolina's prison system has prompted the Department of Public Safety to evaluate safety, security, and operational needs and to seek to improve training for, and job satisfaction among, corrections officers. The Commission has an important role to play in that effort, and also sees a need for greater recognition of the professional and important work performed by these officers.

## **GOAL 2**

Develop a long-term strategic funding plan to support both the Criminal Justice and Sheriff Standards Commissions.

### **Objectives**

1. Identify and compare funding sources and use of income and examine historical trends for each. Project future financial sustainability.
2. Determine the feasibility of increasing fees for the company/campus police program to cover more of the costs associated with administering that program.
3. Research funding models in other states. Determine the availability of other potential funding sources and/or cost savings and act to ensure adequate funding.

### **Background**

The primary funding source for the Criminal Justice Standards Division is court costs of \$2.00 per criminal case. *See* G.S. 7A-304(a)(3b). Additional revenue comes from receipt income such as Concealed Carry Handgun Program fees, Qualified Retired Law Enforcement fees, and Company/Campus Police Program fees. Due to the recent decline in criminal cases filed, it is imperative to develop a long-term strategic funding plan to continue support of the Division.



### **GOAL 3**

Engage actively in shaping the future of the criminal justice profession.

#### **Objectives**

1. Work with the North Carolina Association of Chiefs of Police, the North Carolina Police Executives Association, the North Carolina Justice Academy, and other stakeholders to develop workshops and conferences for sharing promising practices in emerging areas such as diversity, implicit bias, addressing mental illness, and the relationship between the community and law enforcement.
2. Support the next generation of law enforcement through the establishment of the Criminal Justice Fellows program and the continued development of public safety academies in high schools.
3. Establish a North Carolina accreditation program for agencies seeking an alternative to CALEA certification.
4. Identify ways to recognize and to inform the public about the good work of police officers.

#### **Background**

Our country, state, and local communities are facing increased challenges in fostering positive and productive working relationships between police agencies and the community. Perceptions of police misconduct, sometimes well-founded and sometimes not, have begun to erode the public trust in the good work that criminal justice professionals do every day and have made recruiting and retaining officers more difficult. We must work towards solutions that both allow criminal justice professionals to perform their duties, which are critical for maintaining public safety, while also renewing the trust of our communities.

## **GOAL 4**

Develop best practices and training for responding to mass casualty incidents and other community crises.

### **Objectives**

1. Develop Quick Response Team training for School Resource Officers (SRO), other law enforcement officers, first responders, and school personnel.
2. Develop training on working with other state and federal agencies to prevent and to respond to mass casualty incidents. This training should focus on information sharing and collaboration and may benefit from the involvement of officers who have participated in responding to mass casualty events in other jurisdictions.
3. Update and standardize rapid deployment training course.

### **Background**

Mass casualty incidents seem to be increasingly common. Readiness to respond to these crises requires planning, coordination, education, and training for all responders and support personnel. The actions taken by responders are of paramount importance. These initial actions will determine the safety of individuals involved, the successful outcome of the incident, and the prosecution of any suspect.