

### **1. Agency Mission Statement:**

The mission of the Division of Support Services (DSS) is to provide administrative and technical resources in support of the Department of Public Safety and to provide oversight for the various resources appropriated to the agency ensuring the agency operates at an optimum level. Support Services utilizes a broad range of expertise, including managing Information Technology services, Finance/Accounting, Human Resources, Forms and Printing, and Facility Maintenance.

### **2. Overview for Statement of Agency Philosophy:**

DSS is committed to assisting the thirteen sub-agencies which comprise the MS Department of Public Safety (MDPS) pursue their missions through delivery of administrative services utilizing the wide range of offices, divisions and units within the agency; the DSS philosophy is to provide superior services to our internal and external customers and to operate at the highest standards of public service.

### **3. Relevant Statewide Goals and Benchmarks:**

**Statewide Goal #1:** Update/upgrade the information technology infrastructure to support maintenance of accurate and easily retrievable data/information (i.e. driver licenses, accident reports, Sex Offender Registry, driver records, suspended licenses, etc.).

**Relevant Benchmark #1:** Successful development and implementation of I.T. infrastructure upgrades for Driver Services and E-Citation to be used by Troopers to document infractions.

**Statewide Goal #2:** Reduction of employee turnover for sworn and critical civilian entry-level positions.

**Relevant Benchmark #2:** Secure funding to create and implement programs designed to increase retention of entry- to mid-level employees in the 0 – 5 year range.

### **4. Overview of Agency 5-Year Strategic Plan FY2019 through FY 2023:**

#### **Management Information Systems:**

The MIS Division supports the entire DPS operation with respect to information technology (IT) matters. In addition to general information technology related services, MIS also maintains two large systems: the Driver Services Administrative/Issuance Systems and the Criminal History Systems. As part of that support, MIS is overseeing

the implementation of a ten-year, \$43 million dollar upgrade/replacement of all IT infrastructure for Driver Services in an effort to improve services to the citizens of Mississippi.

MIS also continues to be involved in multiple initiatives with the Enforcement Division through the development and implementation of an electronic citation system that encompasses processing of traffic citations, DUIs and general affidavits, from the roadside, through the court processing and to Driver Records. This initiative also includes Trooper Daily Activity Reporting and high-level dashboards to report performance information to the command staff. As MDPS incorporates more technology into the workplace, MIS must expand its IT operational resources to meet increasing need for business systems processes, database administration and system/application programming. MIS plans to increase its staff with three new positions with an average cost of \$68,473.00.

Over the next five years MIS will be involved in the upgrade and replacement of equipment and applications to better meet the mobility and handheld needs of the DPS staff. As the Department of Homeland Security designated national leader for the development of electronic verification systems for licenses and IDs, MIS will continue to provide leadership, contract administration and management of \$43 million dollars in federal grant funding for long-range improvements needed to secure drivers licenses and state-issued identification cards nationwide.

#### **Human Resources Office:**

The DPS Department of Human Resources processes personnel actions for over one-thousand (1000) positions/employees annually. The Human Resources Department supports the myriad missions of the Department of Public Safety by providing information to employees, managers, executive staff and, where applicable, outside agencies, boards and the general public. From advertising vacancies through MSPB, print or broadcast media; partnering with managers and executive staff on such issues as retention and employee development; or advising employees with regard to employee benefits, discipline or compensation, the Human Resources Department fulfills its mission of providing services to support the employees at the heart of the Department of Public Safety.

In an effort to address the entry-level turnover rate, starting in FY2015 the Human Resources Department will conduct salary surveys for agency-specific law enforcement and critical civilian positions to update the starting salaries of the titles. The Human Resources Department projects an increase of four (4) new staff members over the next five years. The additional staff will bring staffing to an appropriate level and allow the Human Resources Department to create an in-house employee development and training unit tasked to establish training curricula and provide career development opportunities to civilian staff members; add processing and oversight capacity for the increasing volume of worker's comp claims; and serve as internal consultant for the new

rules and regulations for securing contract workers. The average cost (with fringe) for the new positions is projected at \$45,220.00.

**Printing and Mail Branch:**

The Printing and Mail Branch is a service department that processes all incoming and outgoing mail at the Department of Public Safety headquarters complex. Mail Office staff are responsible for picking-up, sorting and distributing incoming mail to the agency's different branches and bureaus. They also provide printing services for the entire agency on a variety of printing jobs. The Printing Branch is providing electronic forms and electronic distribution of reports in an effort to further reduce printing costs. This application will allow the Printing Branch to direct print jobs to any Internet Protocol (IP) addressed printer on the network. This will also reduce the wait time for print customers as the jobs are sent directly to the requestor's printer. Furthermore, a .pdf document can be generated and emailed to the end user. The end user will have the option of retaining an electronic copy and not print the job. This further saves the agency in terms of fuel and maintenance on vehicles by eliminating the "drive" to headquarters to pick up forms and other print jobs.

**Maintenance Division:**

The Maintenance Division is responsible for maintaining the buildings, grounds, and equipment, including the service and maintenance of electrical, plumbing, and air-conditioning equipment. Personnel in this division perform all major repairs to the Highway Safety Patrol district substations and driver's license examining stations across the state. FY2017 plans include continuing the process of centralizing the Maintenance Division in order to develop a cohesive supervisory structure.

**Comptroller's Office:**

The Comptroller's Office is responsible for accurately accumulating and recording all financial receipts and disbursements for the division of Mississippi Highway Safety Patrol, the division of Support Services, the Mississippi Law Enforcement Officers' Training Academy, the Mississippi Crime Laboratory, and the Mississippi Medical Examiner's Office. The annual budget request, which is submitted to the Legislative Budget Office and includes each sub-agency underneath the Department of Public Safety's umbrella, is compiled by staff in Comptroller's Office. The Comptroller's Office is composed of the following divisions: Accounting and Grants, which includes Accounts Payable, Accounts Receivable and Grants Accounting, Procurement, Property and Payroll. Reporting requirements have also increased due to the Transparency Act, grant reporting, and other programs.

Results of a performance audit in FY2014 indicated the Comptroller's Office was understaffed. Consequently seven new accounting positions were included in the FY2016 budget request. These new positions will bring the Comptroller's Office up to an

appropriate staffing level to serve an agency with over 1,000 employees and federal grant oversight responsibilities.

The Comptroller's Office will expend a great deal of time and effort in support of the state's new Enterprise Resource Planning (ERP) project, MAGIC, in the areas of finance, grants, logistics, project accounting and payroll.

## **5. Agency's External/Internal Assessments:**

- 1) Establishing an appropriate funding level to allow Support Services to provide the support the other divisions and agencies require and deserve; as well as establishing funding for future upgrades in technology to continue improving the services to the agency.
- 2) Receiving approval for new position requests in order to secure adequate staffing, to include critical Finance and Maintenance positions.
- 3) Funding for promotions and benchmarks. Support Services must have incentives to retain a high quality, stable workforce with the knowledge and flexibility to meet future challenges.

DSS utilizes current management polices to address observed/reported deficiencies in the programs and process implemented. Budget constraints dictate any revisions to current and future programs/projects.

## **6. Program Goals:**

**Agency Program Goal A:** Provide accurate electronic/computerized database to store, maintain, and retrieve Driver Records information.

**Objective A.1.** Upgrade/replace electronic/computer equipment, programs and applications.

*Outcome:* Increased productivity for Driver Records Division

**A.1.1. Strategy:** Continue to work with ITS and contractors to procure equipment and technical services for the various IT infrastructure upgrade projects.

*Output:* Replacement of equipment, computer systems for Driver Services and implementation of electronic citation program.

*Efficiency:* Reduction in processing time for customer base.

**Agency Program Goal B:** Reduce turnover for entry-level employees in law enforcement and critical civilian positions.

**Objective B.1.** Realign salary of critical agency-specific position titles to reflect regional average.

*Outcome:* Improve rate of retention for entry-level driver services and law enforcement positions beyond the range of greatest turnover: between one and five years.

**B.1.1. Strategy:** Conduct salary survey of relevant job market.

*Output:* Increase starting salary for driver services and law enforcement classification series.

*Output:* Tracking report of turnover for selected titles.

*Efficiency:* Reduction in vacancy rate for critical positions.

*Explanatory:* Approval of realignment request.

MISSISSIPPI DEPARTMENT OF PUBLIC SAFETY

MISSISSIPPI HIGHWAY SAFETY PATROL

LBO #711-00

# Strategic Plan for Fiscal Years 2019 – 2023



July 17, 2017



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## 1. Comprehensive Mission Statement

The mission of the Mississippi Highway Safety Patrol (MHSP) is to be a service-oriented organization dedicated to providing for the safety of the public on Mississippi highways and to keep Mississippi citizens free from the fear of lawlessness.

To this end, MHSP promotes the safe operation of motor vehicles on the state's roads and highways by professionally and competently enforcing the rules of the road as set forth in Title 63 of the Mississippi Code of 1972. Furthermore, upon request MHSP will assist those counties and municipalities with limited resources and expertise in resolving crimes and other law enforcement-related issues in their jurisdictions. Additionally, MHSP will effectively and efficiently serve Mississippians by providing and maintaining records of more than 2.7 million state-issued documents such as driver licenses, identification cards and firearm permits. Finally, MHSP will respond to any natural or manmade disaster upon orders from the governor to keep Mississippi citizens as safe as possible under these arduous circumstances.

The two primary components of MHSP are the enforcement and driver services divisions. Even though each division's areas of responsibility are diverse and multifaceted, both work closely together to achieve the agency's overall objective – to protect life and property by maintaining law and order with courtesy, superior service, and professionalism.

## 2. Philosophy

The philosophy of MHSP is to conduct ourselves in the performance of our assigned duties with the utmost integrity, professionalism, service, teamwork, and courage. These core values provide consistent guidance for all actions taken by our personnel. MHSP will continue to adhere to the highest professional standards with constant education, training, and evaluation of our personnel.

## 3. Relevant Statewide Goals and Benchmarks

The Legislature developed eight Key Policy Areas for the State of Mississippi and published them in the document *Building a Better Mississippi, The Statewide Strategic Plan for Performance and Budgetary Success* (July 2014). These are statements of what Mississippi's leadership envisions to accomplish with the resources provided by the citizens of Mississippi.

To this end, the Statewide Goals and Benchmarks relevant to MHSP include the following:

STATEWIDE GOAL: To protect the public's safety, including providing timely and appropriate responses to emergencies and disasters and operating a fair and effective system of justice.





Relevant Benchmark # 1: Incidence of Crime

- Driving under the Influence (DUI) arrests per 100,000 population

Relevant Benchmark # 2: Highway Safety

- Highway fatalities per 100 million vehicle-miles of travel
- Alcohol-impaired driving fatalities per 100,000 population

STATEWIDE GOAL: To create an efficient government and an informed and engaged citizenry that helps to address social problems through the payment of taxes, the election of capable leaders at all levels of government, and participation in charitable organizations through contributions and volunteerism.

Relevant Benchmark #1: Cost of Government

- Issuance cost

Relevant Benchmark #2: Government Efficiency

- Administrative Efficiency: Expenditures on state government administrative activities as a percentage of total operational expenditures
- Average wait time for state government services
- Regulatory Efficiency: average length of time to resolution of documented complaints to professional licensing agencies
- Number and average cost of regulatory actions taken, by regulatory body and type of action
- State dollars saved by providing government services online (e.g., document retrieval, issuance of new business permits, license renewal)
- Percentage of state employees leaving state service within five years of employment

## 4. Overview of the Agency 5-Year Strategic Plan

The Mississippi Highway Safety Patrol (MHSP) is dedicated to ensuring the safety of Mississippi's citizens. To that end, this strategic plan was developed to note both the needs for day-to-day operational effectiveness as well as the needs to enhance the division's ability to respond to whatever circumstances present themselves. Below are detailed some of the additional efforts that MHSP plans to undertake during this five-year period.

Besides the needs to keep the division up-to-date and responsive to the needs of Mississippi, one of the most troubling long-term issues facing the division is the drastic shortage of troopers. MS Code § 45-3-7 was modified in 1981 to authorize MHSP to employ up to 650 troopers. However, there are currently 468 troopers in MHSP – making it 72% staffed under the current statute.



Nationally, the average number of patrol officers is approximately 23 officers for every 100,000 citizens in a state (Census of State and Local Law Enforcement Agencies, U.S. Department of Justice, 2008). As Mississippi has a population of approximately three million citizens today, that average would indicate that the state should actually be deploying at least 690 patrol officers instead of the 468 it does today. MHSP also anticipates the retirement of 100 to 150 troopers by 2020, which makes the potential for a significant shortfall of officers even greater (as acquiring trained personnel requires a significant expenditure of time and limited resources). It also could significantly damage the continuity of service as these experienced patrol officers would not be present to pass on lessons learned to new officers.

With a significant shortage of troopers today and an increasing shortage projected, most of the work of the remaining troopers will likely be devoted to reactive efforts (e.g., responding to accidents) than the preferred and more effective proactive efforts for the State (e.g., patrolling, issuing citations, educating the public, prevention activities). MHSP would like to avoid this situation and effectively protect and serve the citizens of the state.

Therefore, there are repeated strategies presented in this plan for additional trooper schools. For reference, a Patrol School was completed in early 2015 and it graduated 48 new troopers (included in the current officer count). Another Patrol School is planned for FY2018 and hopefully will graduate at least 60 more troopers. However, that will be insufficient to mitigate the attrition in the ranks in the long term. Consequently, additional trooper schools have been planned for the next five years with varying sizes to augment MHSP's ranks.

With the completion of the pilot phase of the electronic citation (e-Citation) system statewide, the system is ready for general deployment and use. MHSP has assumed the financial and operational responsibilities for this statewide system. As the system is used by municipal and county law enforcement as well as MHSP, further enhancements may be necessary to meet the needs of these law enforcement agencies. These will be determined on an as-needed basis.

MHSP has initiated efforts to become accredited through both the Mississippi Law Enforcement Accreditation Commission (MSLEAC) as well as the Commission on Accreditation for Law Enforcement Agencies (CALEA). This will be a very ambitious and difficult task, and will take 2 to 3 years from the date of enrollment for completion. The accreditation process will enrich the agency's reputation, enhance essential management procedures, implement new and improved policies, improve service delivery, increase preparedness, promote accountability and fairness, and enable unprecedented communication and cooperation with peer law enforcement agencies.

Air Operations continues to be a crucial component of MHSP's response team. Over the next five years, efforts are planned to enhance the coverage areas and operational effectiveness of this vital role. A number of additional helipads positioned in strategic locations will assist the unit with covering different areas in the state more efficiently. In the next five years, the addition of another helicopter will provide additional capabilities as well as redundancy in case one helicopter is down



for planned or unplanned maintenance. These additions will ensure that the Air Operations unit can provide meaningful support to MHSP and other law enforcement agencies.

## 5. Agency's External/Internal Assessment

### External Assessment

#### Economic Impacts

Economic impacts will have an impact on the agency's ability to carry out its mission and provide services to the citizens of Mississippi. Economic growth in the state will increase the population, affecting the ability of the agency to effectively patrol the highways with existing resources. Population increases typically show a positive correlation with increases in crime. Increased crime without additional resources will detrimentally affect the agency's ability to respond to incidents. These population increases will also increase the number of citizens seeking licensing. The agency will have a difficult time accommodating additional applicants with existing resources.

While lower fuel prices have helped our citizenry, it in turn has meant that more people are traveling on Mississippi's highways. That means that there is a greater need for a patrol presence. Existing resources may not be sufficient.

Inflation could also have a detrimental impact on the agency's delivery of services. Necessary consumables will cost more and available funding will likely not be sufficient to acquire them. Higher fuel prices will cause less travel from the public, but it will also seriously hamper the Highway Patrol's ability to effectively patrol its assigned number of highway miles with the same levels of funding.

Inadequate line item authority for fleet replacement and other necessary equipment purchases could also significantly diminish the ability to perform duties and compromise officer safety. The inability to allocate funds to necessary purchases could be a serious burden to the agency and its mission.

#### Mission Redirection

The agency's mission could be changed during this timeframe because of changes in state statutes or regulations. These changes could be mandates that are unfunded, which would in turn impact the delivery of current services. Other changes in state statutes could reduce or eliminate funding for programs necessary for the safety of the citizens of Mississippi.

#### Changes in Technology

The one constant in technology seems to be change. These changes could prove to provide the agency with new tools or processes to enhance its mission. However, they could also provide lawbreakers with new methods to escape detection as well as lower the cost barrier for such methods, serving to increase criminal activities.



### Changes in Federal Regulations and/or Funding

The federal landscape is likely to change during this time, with little predictability on the availability of funds traditionally used to assist the Highway Patrol's mission. Changes in federal regulations could restrict the use or access of these funds, requiring supplement or modifications to the mission. A decrease in federal funding could reduce the DUI and seatbelt/child restraint enforcement or could require utilizing MHSP funds, which could be insufficient at the time.

### Internal Assessment

#### Recruitment and Retention of Staff

Resource constraints during this period will likely affect the agency's ability to provide for the safety of our citizens. Attrition, especially from retirement of our large number of older troopers, will seriously impact the agency. Increased levels of manpower over the next five years will be needed to offset the attrition rates. Continued funding for four-year reclassifications (career ladders) and educational benchmarks is necessary to retain our trained staff.

### Management Systems

#### Enforcement

The MHP Enforcement command staff utilizes multiple assets to monitor performance. From a proactive perspective, it utilizes measures to increase public awareness of such issues as seat belt compliance and Driving under the Influence (DUI) enforcement. The Troop commanders utilize monthly meetings to evaluate performance through activity logs and analyze trends. They further utilize the ReportBeam Crash Reporting System to analyzing crash data to determine trends and subsequently focus enforcement efforts in those areas. E-Citation, the newly deployed automated ticket writing software, provides data to analyze trends with respect to the locations where tickets are written by type of ticket. They also maintain situational awareness through various sources of information to concentrate forces for significant events such as athletic meets, rallies, etc.

The Mississippi Bureau of Investigation (MBI) developed an automated case management system, which allows agents to work from remote crime scenes and negates the necessity of being bound to an office. This case management system also allows supervisors to exercise oversight of agents' activities and provide quality assurance in real time fashion. MBI utilizes weekly and monthly reports of activity by the agents on all types of cases. They also monitor the number of polygraph tests administered. Both of these contribute to increasing the conviction rate on cases. In addition, MBI conducts liaison visits with local law enforcement agencies to build and maintain relationships. A link on the DPS Website allows local law enforcement agencies to access information about MBI and determine if the MBI can be of assistance to them.

#### Driver Services

Driver Services currently utilizes legacy agency applications housed on the ITS mainframe for producing statistical data related to its activities performed for the public. This will transition to a SQL server-based solution with enhanced reporting capabilities designed specifically for Driver



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Services. Driver Services also utilizes third-party software to produce financial reports related to its activities.



## 6. Goals, Objectives, Strategies and Measures

### FY2019

#### Program1: Law Enforcement

**Goal A: To promote traffic safety through the consistent enforcement of all of the traffic laws, rules and regulations of the State of Mississippi upon all highways and right-of-ways of the state highway system (MS Code § 45-3-21)**

**OBJECTIVE: A.1. Enforce rules and regulations regarding the safe operation of motor vehicles on Mississippi highways**

*Outcome:* Increase in enforcement citations

*Outcome:* Increase in DUI arrests

*Outcome:* Increase in seatbelt/child restraint citations

*Outcome:* Decrease in traffic investigations

*Outcome:* Decrease in fatality investigations

**A.1.1. STRATEGY:** Effectively and efficiently operate a 24/7/365 patrol of all Mississippi highways

*Outcome:* Improvement in highway safety

*Outcome:* Reduction in accidents and deaths on highway

**A.1.2. STRATEGY:** Maintain District structure to localize deployment of patrols

*Outcome:* Improvement in highway safety

*Outcome:* Reduction in accidents and deaths on highway

*Efficiency:* Reduction in Dispatch time

**A.1.3. STRATEGY:** Add dispatchers to each District

*Outcome:* Improvement in highway safety

*Outcome:* Reduction in accidents and deaths on highway

*Efficiency:* Reduction in Dispatch time

**A.1.4. STRATEGY:** Acquire a new substation for Troop G (Starkville)

*Outcome:* Improvement in highway safety

*Outcome:* Reduction in accidents and deaths on highway

*Efficiency:* Calls awaiting the availability of patrol units in service area

*Explanatory:* Existing Starkville substation is owned by Mississippi State University. It is anticipated that this property will be reclaimed by MSU for their own development. Thus, a planned acquisition of a new facility is required to mitigate the significant risk an unplanned move would entail. In addition, a new facility could serve to enhance the efficiency and effectiveness of this Troop, reducing the number of complaints, reducing calls awaiting the availability of patrol units and decreasing service time.



**A.1.5. STRATEGY:** Implement Sobriety Checkpoints as an additional deterrent to motor vehicle operators violating Mississippi's impaired driving statute (MS Code § 63-11-30)

*Output:* Number of DUI arrests

*Efficiency:* Cost per Drivers Suspended (DUI/Drug)

*Efficiency:* Cost per Driver Suspended (Other)

*Explanatory:* Possible reduction of federal funding that support many of these efforts

**A.1.6. STRATEGY:** Emphasize Seatbelt enforcement to reduce the incidence of unbelted drivers, occupants, and children unrestrained in vehicles (MS Code § 63-7-309).

*Output:* Percentage of seatbelt and child restraint citations issued

*Efficiency:* Cost per Citation

*Explanatory:* Possible reduction of federal funding that support many of these efforts if compliance does not increase.

**OBJECTIVE A.2.** Attain MSLEAC and CALEA Standards Compliance

*Outcome:* Provides for a more comprehensive, uniform set of written directives that provide clear direction to personnel to reach administrative and operational goals

*Outcome:* Provides necessary reports and analysis for management decisions

*Outcome:* Provides for an in-depth Preparedness Program for agency response to natural or man-made unusual occurrences

*Outcome:* Improves agency's relationship with the public, and provides to government officials the agency's commitment to excellence in leadership, resource management, and public service

*Outcome:* Strengthens agency's accountability through a continuum of standards that clearly define authority, performance, and responsibilities

*Outcome:* Reduced agency's liability and risk exposure

*Outcome:* Better trained troopers to improve public service

**A.2.1. STRATEGY:** Implement general orders and/or policies agency-wide that meet the required standards

*Output:* New general orders and/or policy for sworn and non-sworn personnel

*Output:* Updated existing general orders/policies and procedures

*Efficiency:* Manpower and hours needed to write/update policies

*Explanatory:* The vast number of policies that will need to be written or revised

*Explanatory:* Lack of Accreditation staff members due to overall agency manpower shortage

**A.2.2. STRATEGY:** Increase training and education for sworn and non-sworn personnel to meet the required standards

*Output:* Deliver more training to enforcement troopers during In-Service training and disseminate training to all personnel via PowerDMS

*Efficiency:* Manpower, funding, and hours needed to design and deliver training



*Explanatory:* Unexpected changes to MSLEAC or CALEA standards

*Explanatory:* Lack of funding for mandated training that must be conducted by persons other than agency personnel

**A.2.3. STRATEGY:** Gather MSLEAC and CALEA required documentation and proofs of compliance of standards

*Output:* Records of training, policy adherence, and compliance are maintained in an orderly, professional manner by Accreditation staff members

*Efficiency:* Vast number of documents that need to be gathered to support compliance and Accreditation efforts

*Explanatory:* Lack of Accreditation staff members due to overall agency manpower shortage

**A.2.4. STRATEGY:** Apply for MSLEAC formal inspection and accreditation

*Output:* MSLEAC Accreditation

*Explanatory:* Division should be ready to seek and obtain MSLEAC Accreditation before the end of FY2019

**Goal B: To respond to calls for assistance and/or to keep the peace when requested by civilian authorities (MS Code § 45-3-21)**

**Objective B.1.:** Maintain preparedness to respond effectively to unplanned calls for assistance

*Outcome:* Increase in enforcement actions

**B.1.1. STRATEGY:** Maintain Special Weapons and Tactics (SWAT) Team equipped to respond to critical localized and time-limited incidents throughout the state.

*Output:* Availability of sufficient personnel and equipment to respond to intense localized events where standard law enforcement does not have the personnel or specialized capabilities.

*Efficiency:* Average cost per response

**B.1.2. STRATEGY:** Maintain the Special Operations Group (SOG) equipped to respond to large extended civil disturbances in the state.

*Output:* Availability of sufficient personnel and equipment to handle major unplanned events

*Efficiency:* Average cost per response

*Explanatory:* SOG responds to civil disturbances, prison/jail uprisings, hurricane disasters or emergency situations that require more resources than the SWAT team could provide.

*Explanatory:* SOG is comprised of approximately 80 troopers from all nine districts.

**B.1.3. STRATEGY:** Provide Air Operations for Highway Patrol, other law enforcement and approved civilian support missions

*Output:* Availability of aircraft and personnel for air missions

*Efficiency:* Average cost per hour of operation





**B.1.4. STRATEGY:** Add additional helipad at Troop F (New Albany) for Air Operations

*Output:* Availability of aircraft for extended operations in area

*Efficiency:* Average cost per hour of operation

*Explanatory:* Helipad will provide the ability for MHP helicopter to work the area more efficiently with both less downtime and travel time to area

**Goal C: Maintain and enhance sufficient law enforcement personnel to effectively patrol the highways of Mississippi (MS Code § 45-3-7)**

**Objective C.1.** Replace personnel lost through attrition or retirement

**C.1.1. STRATEGY:** Conduct Trooper School to partially refill trooper ranks

*Output:* Number of troopers

*Efficiency:* Cost to conduct/graduate a trooper school (Cost per Graduate)

*Explanatory:* Continued decrease in enforcement personnel will result in escalated traffic-related investigation and possible endangerment of our citizens if left unchecked.

*Explanatory:* MHP is woefully under strength at the time of this writing and anticipates significant retirements by 2020.

*Explanatory:* Training new troopers is a time- and labor-intensive practice with some significant costs that needs to be spread over time given the overall need for fiscal restraint.

**Objective C.2.** Increase effectiveness and motivation of existing law enforcement personnel

**C.2.1. STRATEGY:** Increase in in-service training/education

*Output:* Number of in-service events

*Output:* Number of troopers attending in-service events

*Efficiency:* Cost to conduct in-service training

*Explanatory:* Decrease in training will limit troopers to substandard levels of performance

**C.2.2. STRATEGY:** Provide Benchmarks for law enforcement personnel

*Output:* Number of troopers

*Efficiency:* Cost of additional pay vs. cost to replace trained officer

*Explanatory:* To effectively motivate and retain our troopers in hazardous positions, MHP would like to encourage continuing education in areas relevant to their profession, thereby improving moral and performance.

**C.2.3. STRATEGY:** Maintain Pay scale funding

*Output:* Number of troopers

*Efficiency:* Cost of additional pay vs. cost to replace trained officer

*Explanatory:* To effectively motivate and retain our troopers in hazardous positions, MHP would like to continue to provide the pay scale originally funded through SB 2858/SB 2500.



**Goal D: Safeguard the public interest by investigating, reporting, solving and preventing criminal activities, thereby reducing crime and the fear of crime (MS Code § 45-3-21)**

**Objective D.1. Maintain and staff the Mississippi Bureau of Investigation**

*Outcome:* Increase in the number of solved criminal investigations

**D.1.1. STRATEGY:** Maintain District structure to localize deployment of agents

*Output:* Number of solved criminal investigations

*Efficiency:* Reduction in time to investigate criminal activities

*Efficiency:* Reduction in travel costs and lost time

*Efficiency:* Knowledge of area and the law enforcement personnel in that area

**D.1.2. STRATEGY:** Recruit additional MBI agents from MHP ranks

*Output:* Number of MBI agents

*Output:* Increase in solved criminal investigations

*Explanatory:* MBI has effectively maximized the number of investigations it can conduct with the personnel currently available. Anticipated increases in criminal activities, missions, and attrition will necessitate the recruitment of additional investigators

**D.1.3. STRATEGY:** Operate and staff the Investigative division. This division investigates crimes across the state, and assists federal, county sheriff's office and city police department detectives.

*Output:* Number of solved criminal investigations

**D.1.4. STRATEGY:** Operate and staff the Special Ops division The Special Operations and Major Crimes Division coordinates MBI's covert operations; provides technical assistance and surveillance to MBI and local law enforcement agencies; aides in fugitive apprehension, anti-terrorism and special investigations; and coordinates Mississippi's Most Wanted Fugitives. Anyone having information on a featured fugitive or wishing to report criminal activity may call Crime Stoppers at 1-888-8CRIMES.

*Output:* Number of solved criminal investigations

**D.1.5. STRATEGY:** Operate and staff the Protective Services Unit, which provides executive security for the Governor and Lieutenant Governor, Speaker, their families, as well as visiting dignitaries.

*Output:* Number of protective service events

**D.1.6. STRATEGY:** Operate and staff the Salvage Inspection Unit. Title 35 Part VII of Mississippi Admin. Code specifies inspection of salvage and rebuilt vehicles by this unit of the Department of Public Safety.

*Output:* Number of inspections

**D.1.7. STRATEGY:** Operate and staff the Victim Assistance Program. This program offers direct services to violent crime victims as their case progresses through the investigative and criminal justice process.

*Output:* Number of cases served



**D.1.8. STRATEGY:** Conduct yearly Investigative School to train agents

*Output:* Number of agents properly trained/refreshed in investigative techniques used by MBI

*Efficiency:* Cost to conduct a two-week school (Cost per Graduate)

*Explanatory:* Agents need to be periodically trained in best practices and new technologies to stay abreast of the changes in investigations

**D.1.9. STRATEGY:** Deploy Mobile Office Strategy to Taskforce/Salvage/Inspection/Crime Scene Units

*Output:* Mobile investigatory equipment and processes available to larger group of agents

*Efficiency:* A larger group of personnel who can quickly and efficiently conduct Investigations on-site

**OBJECTIVE D.2.** Maintain Major Crime Unit

*Outcome:* Draw on MBI agents from other districts/regions to support investigation of major crimes

**D.2.1. STRATEGY:** Maintain roster of Major Crime Unit members.

*Output:* Maintain at least one Major Crime Unit member per district.

*Efficiency:* Instances of use of Major Crime Unit members.

*Explanatory:* Provides support for MBI agents in the face of extensive or complex criminal events

**D.2.2. STRATEGY:** Obtain and Maintain Major Crime Unit Vehicles

*Output:* Availability of Major Crime Unit vehicles.

*Efficiency:* Instances of use of Major Crime Unit vehicles to support on-site criminal investigations.

*Explanatory:* Provides support for MBI agents in the face of extensive or complex criminal events

**OBJECTIVE D.3.** Create Cybercrime Unit

*Output:* Number of solved criminal investigations

*Efficiency:* Ability to forensically investigate electronic instruments increasingly used in the commission of criminal activities.

*Explanatory:* MBI needs the ability to effectively and efficiently investigate the use of computers and electronic devices as weapons or tools in attacks, agencies of traditional crime and repositories of evidence.

**Goal E: To coordinate activities between federal, state, and local authorities involved in crime prevention and criminal investigations**

**OBJECTIVE E.1.** Develop/Maintain Human Trafficking Prevention Initiative

*Outcome:* Provide training in human trafficking detection for MBI agents, MHP enforcement, and other agencies

*Outcome:* Increase apprehension of human traffickers.



*Outcome:* Connect human trafficking victims with appropriate assistance.

**E.1.1. STRATEGY:** Provide training in human trafficking.

*Output:* Conduct seminars for MBI agents, MHP enforcement, and other agencies.

*Efficiency:* Cost of seminar participation per attendee

*Explanatory:* Provides MBI agents, MHP enforcement, and representatives of other agencies a knowledgebase and skill set

**E.1.2. STRATEGY:** Coordinate “sting” operations involving MBI/MHP and other state and local agencies

*Output:* Increased apprehension of human traffickers

*Efficiency:* Number of arrests made

*Explanatory:* Prevent human traffickers from transporting victims into/through Mississippi

**E.1.3. STRATEGY:** Partner with agencies able to assist human trafficking victims

*Output:* Place human trafficking victims with Department of Health & Human Services, Mississippi Children’s Home Society, and local shelters

*Efficiency:* Number of trafficking victims placed.

*Explanatory:* Provide resources and support for victims.

**OBJECTIVE E.2.** Promote Missing/Endangered Child Policy

*Outcome:* Inform local law enforcement agencies about the difference between Amber Alert criteria and Missing/Endangered Child alert criteria and procedures.

**E.2.1. STRATEGY:** Conduct training sessions with other agencies.

*Output:* Visit other agencies to clarify policies.

*Efficiency:* Number of agencies visited.

*Explanatory:* Eliminate confusion about the criteria required for Amber Alert vs. Missing/Endangered Child, the requirements for implementing alerts, and the notices sent out during alerts

**Goal F: To coordinate, share, and exchange information with other agencies concerning intelligence and other criminal activities (MS Code § 45-27-7)**

**Objective F.1.** Operate and staff the Criminal Information Center to manage the communication of vital information relating to crimes, criminals, and criminal activities.

*Outcome:* Availability and accuracy of the state’s criminal records repository as well as fingerprint-based identification services for the State of Mississippi

**F.1.1. STRATEGY:** Operate and staff the sections of the CIC in order to support the communication of vital information such as applicant status and sex offenders registered in the state

*Output:* Availability and access to critical information to law enforcement and concerned entities about the status of individuals and their potential relationship to criminal activities.

*Efficiency:* Timeliness of search retrievals



*Efficiency:* Accuracy of information in maintained systems

**F.1.2. STRATEGY:** Support the rollout of a new Automated Fingerprint Identification System (AFIS)

*Output:* Number of applicant fingerprint searches

*Output:* Number of criminal arrest matches

*Explanatory:* The Automated Fingerprint Identification System (AFIS) is scheduled to be replaced by Support Services during FY2018 and FY2019. CIC personnel will be required to train and support the conversion to this system as well as operate the current system.

**F.1.3. STRATEGY:** Support the development of Uniform Crime Reporting through the National Incident-Based Reporting System (NIBRS) at the state level

*Output:* Crime statistics at the state level

*Explanatory:* The objective of this reporting is to generate a reliable set of crime statistics for use in law enforcement administration, operation, and management, as the data has become a social indicator for monitoring and evaluating policies as well as regulating staffing levels. Indiana, Mississippi, and New Mexico are the only states that do not have State UCR Programs (participating agencies within these states submit their data directly to the FBI). CIC personnel will be required to assist in the requirements, development, and deployment of this system over a multi-year development cycle.

## Program 2: Driver Services

### Goal A: Promote compliance with the laws, ordinances and administrative rules and regulations relating to the operation of motor vehicles (MS Code § 63-1-103)

**Objective A.1.** Provide for the efficient and effective licensing of both regular and commercial drivers

*Outcome:* Percentage increase in Regular and Commercial Driver's Licenses Issued

*Outcome:* Percentage change in complaints

*Outcome:* Percentage change in wait time

**A.1.1. STRATEGY:** Staff and Operate regional DL stations for customers needing credentials

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Average wait time for Driver Services' customers

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Regular 8 Year License Produced

*Efficiency:* Cost per Commercial Driver License Produced

*Efficiency:* Cost per Identification Card Produced

**A.1.2. STRATEGY:** Operate mobile travel teams to provide additional temporary Driver's License stations



*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Average wait time for Driver Services' customers

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Regular 8 Year License Produced

*Efficiency:* Cost per Identification Card Produced

**A.1.3. STRATEGY:** Deploy additional kiosk stations at County Seats to provide automated renewals for Mississippi citizens

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Identification Card Produced

**A.1.4. STRATEGY:** Provide reinstatement capability to all districts

*Output:* Eliminate inconvenience to public

*Efficiency:* Cost of training and decrease drive time for card holders

*Explanatory:* Currently only Jackson, Hattiesburg, and Batesville have this capability. Customers must travel to one of these three locations in the state to reinstate their license. Deployment of this capability to other districts will reduce the delays that citizens requiring these services can face

**A.1.5. STRATEGY:** Create the position of Office Manager for each DL Station to provide office continuity and an additional authority for issuance issues

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Number of credentials issued

*Explanatory:* Having an authority on issuance in each office will enhance the customer experience and provide swift resolution to a majority of complaints

*Explanatory:* This addition will also provide another credentialed and experienced examiner to assist customers

**A.1.6. STRATEGY:** Retain Civilian Resources through enhancements to pay and benefits

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular/Commercial Driver License Produced

*Explanatory:* Applicants experience significant delays in obtaining credentials because of insufficient trained and certified staff

**A.1.7. STRATEGY:** Employ additional Regular and Commercial Driver's License Examiners

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular/Commercial Driver License Produced



*Explanatory:* Applicants experience significant delays in obtaining credentials because of insufficient trained and certified staff

**A.1.8. STRATEGY:** Construct a CDL Testing pad at the Batesville DL Station

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Number of documented complaints by Driver Services' customers

*Output:* Average wait time for Driver Services' customers

*Efficiency:* Number of credentials issued

*Efficiency:* Time to produce a Commercial Driver License

*Explanatory:* CDL applicants can face significant delays for skills testing given the paucity of facilities. A CDL pad at the Batesville DL station will provide an additional structured area for testing.

**A.1.9. STRATEGY:** Complete the CDL Testing pad at the Meridian DL Station

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Number of documented complaints by Driver Services' customers

*Output:* Average wait time for Driver Services' customers

*Efficiency:* Number of credentials issued

*Efficiency:* Time to produce a Commercial Driver License

*Explanatory:* CDL applicants can face significant delays for skills testing given the paucity of facilities. A CDL pad at the Meridian DL station will provide an additional structured area for testing.

**A.1.10. STRATEGY:** Develop Call Center strategy to serve as Tier 1 Customer Support

*Output:* Number of answered queries from public

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Number of credentials issued at DL Stations

**A.1.11. STRATEGY:** Reopen U.S. 49 DL Station

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Number of documented complaints by Driver Services' customers

*Output:* Average wait time for Driver Services' customers

*Efficiency:* Number of credentials issued

*Efficiency:* Time to produce a Driver License

*Explanatory:* Reopening station will reduce customer load on DL stations in the surrounding areas

**A.1.12. STRATEGY:** Establish DL Station in Canton/Madison Area

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Number of documented complaints by Driver Services' customers

*Output:* Average wait time for Driver Services' customers

*Efficiency:* Number of credentials issued

*Efficiency:* Time to obtain a Driver License



*Explanatory:* Current trends indication continuing population growth in this area. Opening an additional station in this area will provide a significant number of customers with nearby services

**A.1.13. STRATEGY:** DL Station Security and Efficiency Enhancements

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Number of documented complaints by Driver Services' customers

*Output:* Average wait time for Driver Services' customers

*Efficiency:* Number of credentials issued

*Efficiency:* Time to obtain a credential

*Explanatory:* DL Stations will require upgrades and enhancements to remain effective, efficient and secure in the credentialing of the citizens of Mississippi.

**Goal B: Participate in the reciprocal recognition of licenses to drive and operator's compliance with motor vehicle laws, ordinances and administrative rules and regulations (MS Code § 63-1-103)**

**Objective B.1.** Maintain and report on court actions affecting the privilege to drive (MS Code § 63-1-111)

*Outcome:* An accurate and accessible record of Mississippi Drivers' History

**B.1.1. STRATEGY:** Collect and store the results of court actions that affect a person's driving privilege

*Output:* Number of drivers suspended from driving due to a court action

*Output:* Motor vehicle records sold

*Efficiency:* Cost per driver suspended (DUI/Drug)

*Efficiency:* Cost per driver suspended (Other)

*Efficiency:* Cost per motor vehicle record sold

**B.1.2. STRATEGY:** Maintain operational responsibility for eCite system

*Output:* Number of electronic citations issued

*Efficiency:* Cost per issued citation

*Explanatory:* eCite has been a pilot project to develop and deploy an electronic solution to the issuance of citations in Mississippi. The pilot phase has wound down with MHP and a significant number of other law enforcement agencies in the state are either using or planning to use the system. It now needs to be maintained in-house as an operational system.

**Objective B.2.** Maintain and tabulate accident reports for the State of Mississippi (MS Code § 63-3-415)

*Output:* Number of accident reports processed

*Efficiency:* Cost per accident reports processed

**B.2.1. STRATEGY:** Operate and maintain the current system used by Mississippi law enforcement entities to electronically file accident reports

*Output:* Accident Reports Processed





*Efficiency:* Cost per Accident Report processed

**B.2.2. STRATEGY:** Support the replacement of the accident reporting system for the State of Mississippi

*Output:* Accident Reports Processed

*Efficiency:* Cost per Accident Report processed

*Explanatory:* Current system is antiquated and company is no longer providing enhancements, as it is sunsetting the application. New system should be acquired by Support services in FY2018 and deployed in FY2019. Subject matter expert support is required to deploy an effective solution.



## FY2020

### Program1: Law Enforcement

**Goal A: To promote traffic safety through the consistent enforcement of all of the traffic laws, rules and regulations of the State of Mississippi upon all highways and right-of-ways of the state highway system (MS Code § 45-3-21)**

**OBJECTIVE: A.1. Enforce rules and regulations regarding the safe operation of motor vehicles on Mississippi highways**

*Outcome:* Increase in enforcement citations

*Outcome:* Increase in DUI arrests

*Outcome:* Increase in seatbelt/child restraint citations

*Outcome:* Decrease in traffic investigations

*Outcome:* Decrease in fatality investigations

**A.1.1. STRATEGY:** Effectively and efficiently operate a 24/7/365 patrol of all Mississippi highways

*Outcome:* Improvement in highway safety

*Outcome:* Reduction in accidents and deaths on highway

**A.1.2. STRATEGY:** Maintain District structure to localize deployment of patrols

*Outcome:* Improvement in highway safety

*Outcome:* Reduction in accidents and deaths on highway

*Efficiency:* Dispatch time

**A.1.4. STRATEGY:** Implement Sobriety Checkpoints as an additional deterrent to motor vehicle operators violating Mississippi's impaired driving statute (MS Code § 63-11-30)

*Output:* Number of DUI arrests

*Efficiency:* Cost per Drivers Suspended (DUI/Drug)

*Efficiency:* Cost per Driver Suspended (Other)

*Explanatory:* Possible reduction of federal funding that support many of these efforts

**A.1.5. STRATEGY:** Emphasize Seatbelt enforcement to reduce the incidence of unbelted drivers, occupants, and children unrestrained in vehicles (MS Code § 63-7-309).

*Output:* Percentage of seatbelt and child restraint citations issued

*Efficiency:* Cost per Citation

*Explanatory:* Possible reduction of federal funding that support many of these efforts if compliance does not increase.



**OBJECTIVE A.2. Maintain MSLEAC and CALEA Standards Compliance**

*Outcome:* Provides for a more comprehensive, uniform set of written directives that provide clear direction to personnel to reach administrative and operational goals

*Outcome:* Provides necessary reports and analysis for management decisions

*Outcome:* Provides for an in-depth Preparedness Program for agency response to natural or man-made unusual occurrences

*Outcome:* Improves agency's relationship with the public, and provides to government officials the agency's commitment to excellence in leadership, resource management, and public service

*Outcome:* Strengthens agency's accountability through a continuum of standards that clearly define authority, performance, and responsibilities

*Outcome:* Reduced agency's liability and risk exposure

*Outcome:* Better trained troopers to improve public service

**A.2.1. STRATEGY:** Maintain general orders and/or policies agency-wide that meet the required standards

*Output:* New general orders and/or policy for sworn and non-sworn personnel

*Output:* Updated existing general orders/policies and procedures

*Efficiency:* Manpower and hours needed to write/update policies

*Explanatory:* Lack of Accreditation staff members due to overall agency manpower shortage

**A.2.2. STRATEGY:** Maintain training and education for sworn and non-sworn personnel to meet the required standards

*Output:* Deliver sufficient training to enforcement troopers during In-Service training and disseminate training to all personnel via PowerDMS

*Efficiency:* Manpower, funding, and hours needed to design and deliver training

*Explanatory:* Unexpected changes to MSLEAC or CALEA standards

*Explanatory:* Lack of funding for mandated training that must be conducted by persons other than agency personnel

**A.2.3. STRATEGY:** Gather CALEA required documentation and proofs of compliance of standards

*Output:* Records of training, policy adherence, and compliance are maintained in an orderly, professional manner by Accreditation staff members

*Efficiency:* Vast number of documents that need to be gathered to support compliance and Accreditation efforts

*Explanatory:* Lack of Accreditation staff members due to overall agency manpower shortage

**A.2.4. STRATEGY:** Apply for CALEA formal inspection and accreditation

*Output:* CALEA Accreditation

*Explanatory:* Division should be ready to seek and obtain CALEA Accreditation before the end of FY2020



**Goal B: To respond to calls for assistance and/or to keep the peace when requested by civilian authorities (MS Code § 45-3-21)**

**Objective B.1.:** Maintain preparedness to respond effectively to unplanned calls for assistance

*Outcome:* Increase in enforcement actions

**B.1.1. STRATEGY:** Maintain Special Weapons and Tactics (SWAT) Team equipped to respond to critical localized and time-limited incidents throughout the state.

*Output:* Availability of sufficient personnel and equipment to respond to intense localized events where standard law enforcement does not have the personnel or specialized capabilities.

*Efficiency:* Average cost per response

**B.1.2. STRATEGY:** Maintain the Special Operations Group (SOG) equipped to respond to large extended civil disturbances in the state.

*Output:* Availability of sufficient personnel and equipment to handle major unplanned events

*Efficiency:* Average cost per response

*Explanatory:* SOG responds to civil disturbances, prison/jail uprisings, hurricane disasters or emergency situations that require more resources than the SWAT team could provide.

*Explanatory:* SOG is comprised of approximately 80 troopers from all nine districts.

**B.1.3. STRATEGY:** Provide Air Operations for Highway Patrol, other law enforcement and approved civilian support missions

*Output:* Availability of aircraft and personnel for air missions

*Efficiency:* Average cost per hour of operation

**B.1.4 STRATEGY:** Acquire additional helicopter for Air Operations

*Output:* Availability of aircraft and personnel for air missions

*Efficiency:* Number of aircraft available to cover law enforcement and support missions

*Explanatory:* Additional helicopter will provide both an additional resource for multiple events requiring air support and an alternative when currently sole helicopter is down for maintenance

**Goal C: Maintain and enhance sufficient law enforcement personnel to effectively patrol the highways of Mississippi (MS Code § 45-3-7)**

**Objective C.1.** Replace personnel lost through attrition or retirement

**C.1.1. STRATEGY:** Conduct Trooper School to partially refill trooper ranks

*Output:* Number of troopers

*Efficiency:* Cost to conduct/graduate a trooper school (Cost per Graduate)



*Explanatory:* Continued decrease in enforcement personnel will result in escalated traffic-related investigation and possible endangerment of our citizens if left unchecked.

*Explanatory:* MHP is woefully under strength at the time of this writing and anticipates significant retirements by 2020.

*Explanatory:* Training new troopers is a time- and labor-intensive practice with some significant costs that needs to be spread over time given the overall need for fiscal restraint.

**Objective C.2.** Increase effectiveness and motivation of existing law enforcement personnel

**C.2.1. STRATEGY:** Increase in in-service training/education

*Output:* Number of in-service events

*Output:* Number of troopers attending in-service events

*Efficiency:* Cost to conduct in-service training

*Explanatory:* Decrease in training will limit troopers to substandard levels of performance

**C.2.2. STRATEGY:** Provide Benchmarks for law enforcement personnel

*Output:* Number of troopers

*Efficiency:* Cost of additional pay vs. cost to replace trained officer

*Explanatory:* To effectively motivate and retain our troopers in hazardous positions, MHP would like to encourage continuing education in areas relevant to their profession.

**C.2.3. STRATEGY:** Maintain Pay scale funding

*Output:* Number of troopers

*Efficiency:* Cost of additional pay vs. cost to replace trained officer

*Explanatory:* To effectively motivate and retain our troopers in hazardous positions, MHP would like to continue to provide the pay scale originally funded through SB 2858/SB 2500.

**Goal D: Safeguard the public interest by investigating, reporting, solving and preventing criminal activities, thereby reducing crime and the fear of crime (MS Code § 45-3-21)**

**Objective D.1.** Maintain and staff the Mississippi Bureau of Investigation

*Outcome:* Increase in the number of solved criminal investigations

**D.1.1. STRATEGY:** Maintain District structure to localize deployment of agents

*Output:* Number of solved criminal investigations

*Efficiency:* Reduction in time to investigate criminal activities

*Efficiency:* Reduction in travel costs and lost time

*Efficiency:* Knowledge of area and the law enforcement personnel in that area

**D.1.2. STRATEGY:** Recruit additional MBI agents from MHP ranks

*Output:* Number of MBI agents

*Output:* Increase in solved criminal investigations



*Explanatory:* MBI has effectively maximized the number of investigations it can conduct with the personnel currently available. Anticipated increases in criminal activities, missions, and attrition will necessitate the recruitment of additional investigators

**D.1.3. STRATEGY:** Operate and staff the Investigative division. This division investigates crimes across the state, and assists federal, county sheriff's office and city police department detectives.

*Output:* Number of solved criminal investigations

**D.1.4. STRATEGY:** Operate and staff the Special Ops division. The Special Operations and Major Crimes Division coordinates MBI's covert operations; provides technical assistance and surveillance to MBI and local law enforcement agencies; aides in fugitive apprehension, anti-terrorism and special investigations; and coordinates Mississippi's Most Wanted Fugitives. Anyone having information on a featured fugitive or wishing to report criminal activity may call Crime Stoppers at 1-888-8CRIMES.

*Output:* Number of solved criminal investigations

**D.1.5. STRATEGY:** Operate and staff the Protective Services Unit, which provides executive security for the Governor and Lieutenant Governor, Speaker, their families, as well as visiting dignitaries.

*Output:* Number of protective service events

**D.1.6. STRATEGY:** Operate and staff the Salvage Inspection Unit. Title 35 Part VII of Mississippi Administrative Code specifies inspection of salvage and rebuilt vehicles by this unit of the Department of Public Safety.

*Output:* Number of inspections

**D.1.7. STRATEGY:** Operate and staff the Victim Assistance Program. This program offers direct services to violent crime victims as their case progresses through the investigative and criminal justice process.

*Output:* Number of cases served

**D.1.8. STRATEGY:** Conduct yearly Investigative School to train agents

*Output:* Agents properly trained/refreshed in investigative techniques used by MBI

*Efficiency:* Cost to conduct a two-week school (Cost per Graduate)

*Explanatory:* Agents need to be periodically trained in best practices and new technologies to stay abreast of the changes in investigations

## **OBJECTIVE D.2. Maintain Major Crime Unit**

*Outcome:* Draw on MBI agents from other districts/regions to support investigation of major crimes

**D.2.1. STRATEGY:** Maintain roster of Major Crime Unit members.

*Output:* Maintain at least one Major Crime Unit member per district.

*Efficiency:* Instances of use of Major Crime Unit members.

*Explanatory:* Provides support for MBI agents in the face of extensive or complex criminal events



**OBJECTIVE D.3. Maintain Cybercrime Unit**

*Output:* Number of solved criminal investigations

*Efficiency:* Ability to forensically investigate electronic instruments increasingly used in the commission of criminal activities.

*Explanatory:* Once created, MBI will need to maintain this unit to provide the ability to effectively and efficiently investigate the use of computers and electronic devices as weapons or tools in attacks, agencies of traditional crime and repositories of evidence.

**Goal E: To coordinate activities between federal, state, and local authorities involved in crime prevention and criminal investigations**

**OBJECTIVE E.1. Develop/Maintain Human Trafficking Prevention Initiative**

*Outcome:* Provide training in human trafficking detection for MBI agents, MHP enforcement, and other agencies

*Outcome:* Increase apprehension of human traffickers.

*Outcome:* Connect human trafficking victims with appropriate assistance.

**E.1.1. STRATEGY:** Provide training in human trafficking.

*Output:* Conduct seminars for MBI agents, MHP enforcement, and other agencies.

*Efficiency:* Cost of seminar participation per attendee

*Explanatory:* Provides MBI agents, MHP enforcement, and representatives of other agencies a knowledgebase and skill set

**E.1.2. STRATEGY:** Coordinate “sting” operations involving MBI/MHP and other state and local agencies

*Output:* Increased apprehension of human traffickers

*Efficiency:* Number of arrests made

*Explanatory:* Prevent human traffickers from transporting victims into/through Mississippi

**E.1.3. STRATEGY:** Partner with agencies able to assist human trafficking victims

*Output:* Place human trafficking victims with Department of Health & Human Services, Mississippi Children’s Home Society, and local shelters

*Efficiency:* Number of trafficking victims placed.

*Explanatory:* Provide resources and support for victims.

**OBJECTIVE E.2. Promote Missing/Endangered Child Policy**

*Outcome:* Inform local law enforcement agencies about the difference between Amber Alert criteria and Missing/Endangered Child alert criteria and procedures.

**E.2.1. STRATEGY:** Conduct training sessions with other agencies.

*Output:* Visit other agencies to clarify policies.

*Efficiency:* Number of agencies visited.



*Explanatory:* Eliminate confusion about the criteria required for Amber Alert vs. Missing/Endangered Child, the requirements for implementing alerts, and the notices sent out during alerts

**Goal F: To coordinate, share, and exchange information with other agencies concerning intelligence and other criminal activities (MS Code § 45-27-7)**

**Objective F.1.** Operate and staff the Criminal Information Center to manage the communication of vital information relating to crimes, criminals, and criminal activities.

*Outcome:* Availability and accuracy of the state's criminal records repository as well as fingerprint-based identification services for the State of Mississippi

**F.1.1. STRATEGY:** Operate and staff the sections of the CIC in order to support the communication of vital information such as applicant status and sex offenders registered in the state

*Output:* Availability and access to critical information to law enforcement and concerned entities about the status of individuals and their potential relationship to criminal activities.

*Efficiency:* Timeliness of search retrievals

*Efficiency:* Accuracy of information in maintained systems

**F.1.2. STRATEGY:** Support the development of Uniform Crime Reporting through the National Incident-Based Reporting System (NIBRS) at the state level

*Output:* Crime statistics at the state level

*Explanatory:* The objective of this reporting is to generate a reliable set of crime statistics for use in law enforcement administration, operation, and management, as the data has become a social indicator for monitoring and evaluating policies as well as regulating staffing levels. Indiana, Mississippi, and New Mexico are the only states that do not have State UCR Programs (participating agencies within these states submit their data directly to the FBI). CIC personnel will be required to assist in the requirements, development and deployment of this system over a multi-year development cycle.

**Program 2: Driver Services**

**Goal A: Promote compliance with the laws, ordinances and administrative rules and regulations relating to the operation of motor vehicles (MS Code § 63-1-103)**

**Objective A.1.** Provide for the efficient and effective licensing of both regular and commercial drivers

*Outcome:* Percentage increase in Regular and Commercial Driver's Licenses Issued

*Outcome:* Percentage change in complaints

*Outcome:* Percentage change in wait time

**A.1.1. STRATEGY:** Staff and Operate regional DL stations for customers needing credentials

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)





*Output:* Cost per license document produced

*Output:* Average wait time for Driver Services' customers

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Regular 8 Year License Produced

*Efficiency:* Cost per Commercial Driver License Produced

*Efficiency:* Cost per Identification Card Produced

**A.1.2. STRATEGY:** Operate mobile travel teams to provide additional temporary Driver's License stations

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Average wait time for Driver Services' customers

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Regular 8 Year License Produced

*Efficiency:* Cost per Identification Card Produced

**A.1.3. STRATEGY:** Deploy additional kiosk stations in high traffic retail locations to provide automated renewals for Mississippi citizens

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Identification Card Produced

**A.1.4. STRATEGY:** Provide reinstatement capability to remaining districts

*Output:* Eliminate inconvenience to public

*Efficiency:* Cost of training and decrease drive time for card holders

*Explanatory:* At the time of writing, only Jackson, Hattiesburg, and Batesville have this capability. Other locations should receive this capability in FY2019, but not all locations in the state will receive it in that timeframe. Access from any DL Station will prevent customers from having to travel to a distant location in the state to reinstate their license.

**A.1.5. STRATEGY:** Create the position of Office Manager for any remaining DL Station without the position to provide office continuity and an additional authority for issuance issues

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Number of credentials issued

*Explanatory:* Having an authority on issuance in each office will enhance the customer experience and provide swift resolution to a majority of complaints



*Explanatory:* This addition will also provide another credentialed examiner to assist customers

**A.1.6. STRATEGY:** Employ additional Regular and Commercial Driver's License Examiners

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular/Commercial Driver License Produced

*Explanatory:* Applicants experience significant delays in obtaining credentials because of insufficient trained and certified staff

**A.1.7. STRATEGY:** DL Station Security and Efficiency Enhancements

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Number of documented complaints by Driver Services' customers

*Output:* Average wait time for Driver Services' customers

*Efficiency:* Number of credentials issued

*Efficiency:* Time to obtain a credential

*Explanatory:* DL Stations will require upgrades and enhancements to remain effective and efficient in the credentialing of the citizens of Mississippi.

**Goal B: Participate in the reciprocal recognition of licenses to drive and operator's compliance with motor vehicle laws, ordinances and administrative rules and regulations (MS Code § 63-1-103)**

**Objective B.1.** Maintain and report on court actions affecting the privilege to drive (MS Code § 63-1-111)

*Outcome:* An accurate and accessible record of Mississippi Drivers' History

**B.1.1. STRATEGY:** Collect and store the results of court actions that affect a person's driving privilege

*Output:* Number of drivers suspended from driving due to a court action

*Output:* Motor vehicle records sold

*Efficiency:* Cost per driver suspended (DUI/Drug)

*Efficiency:* Cost per driver suspended (Other)

*Efficiency:* Cost per motor vehicle record sold

**B.1.2. STRATEGY:** Maintain operational responsibility for eCite system

*Output:* Number of electronic citations issued

*Efficiency:* Cost per issued citation

*Explanatory:* eCite has been a pilot project to develop and deploy an electronic solution to the issuance of citations in Mississippi. The pilot phase is winding down with MHP and a significant number of other law enforcement agencies in the state either using or planning to use the system. It now needs to be brought in-house as an operational system.

**Objective B.2.** Maintain and tabulate accident reports for the State of Mississippi (MS Code § 63-3-415)



*Output:* Number of accident reports processed

*Efficiency:* Cost per accident reports processed

**B.2.1. STRATEGY:** Operate and maintain the current system used by Mississippi law enforcement entities to electronically file accident reports

*Output:* Accident Reports Processed

*Efficiency:* Cost per Accident Report processed

**B.2.2. STRATEGY:** Support the replacement of the accident reporting system for the State of Mississippi

*Output:* Accident Reports Processed

*Efficiency:* Cost per Accident Report processed

*Explanatory:* ReportBeam system is antiquated and company is no longer providing enhancements, as it is sunsetting the application. Acquisition and deployment of a replacement is anticipated to be a multi-year project.



## FY2021

### Program1: Law Enforcement

**Goal A: To promote traffic safety through the consistent enforcement of all of the traffic laws, rules and regulations of the State of Mississippi upon all highways and right-of-ways of the state highway system (MS Code § 45-3-21(1)a)**

**OBJECTIVE: A.1.** Enforce rules and regulations regarding the safe operation of motor vehicles on Mississippi highways

*Outcome:* Increase in enforcement citation

*Outcome:* Increase in DUI arrests

*Outcome:* Increase in seatbelt/child restraint citations

*Outcome:* Decrease in traffic investigations

*Outcome:* Decrease in fatality investigations

**A.1.1. STRATEGY:** Effectively and efficiently operate a 24/7/365 patrol of all Mississippi highways

*Outcome:* Improvement in highway safety

*Outcome:* Reduction in accidents and deaths on highway

**A.1.2. STRATEGY:** Maintain District structure to localize deployment of patrols

*Outcome:* Improvement in highway safety

*Outcome:* Reduction in accidents and deaths on highway

*Efficiency:* Effective and efficient placement of limited patrol resources

**A.1.3 STRATEGY:** Implement Sobriety Checkpoints as an additional deterrent to motor vehicle operators violating Mississippi's impaired driving statute (MS Code 63-11-30)

*Output:* Number of DUI arrests

*Efficiency:* Cost per Drivers Suspended (DUI/Drug)

*Efficiency:* Cost per Driver Suspended (Other)

*Explanatory:* Possible reduction of federal funding that support many of these efforts

**A.1.4 STRATEGY:** Emphasis Seatbelt enforcement to reduce the incidence of unbelted drivers, occupants, and children unrestrained in vehicles (MS Code 63-7-309).

*Output:* Percentage of seatbelt and child restraint citations issued

*Efficiency:* Cost per Citation

*Explanatory:* Possible reduction of federal funding that support many of these efforts if compliance does not increase.

**OBJECTIVE A.2.** Maintain MSLEAC and CALEA Standards Compliance

*Outcome:* Consistently maintains current and updated policies, training, records maintenance, and professionalism



*Outcome:* Demonstrates the agency's continued pursuit of excellence

**A.2.1. STRATEGY:** Maintain agency policy to meet MSLEAC and CALEA standards

*Output:* New policies and updated existing policies as needed

*Efficiency:* Man-hours required to complete task

*Explanatory:* Lack of accreditation staff members due to overall agency personnel shortage

**A.2.2. STRATEGY:** Continue to meet training requirements to meet standards

*Output:* Deliver agency-wide training, adhering to the guidelines and time requirements for required training

*Efficiency:* Man-hours and funding needed to deliver the training

*Explanatory:* Lack of personnel and funding could hinder efforts

**A.2.3. STRATEGY:** Continue to maintain records and compliance documents

*Output:* An orderly and efficient system of records maintenance by accreditation staff

*Efficiency:* Man-hours required to maintain records

*Explanatory:* Lack of personnel and funding could hinder efforts

**Goal B: To respond to calls for assistance and/or to keep the peace when requested by civilian authorities (MS Code 45-3-21)**

**Objective B.1:** Maintain preparedness to respond effectively to unplanned calls for assistance

*Outcome:* Increase in enforcement actions

**B.1.1. STRATEGY:** Maintain Special Weapons and Tactics (SWAT) Team equipped to respond to critical localized and time-limited incidents throughout the state.

*Output:* Availability of sufficient personnel and equipment to respond to intense localized events where standard law enforcement does not have the personnel or specialized capabilities.

*Efficiency:* Average cost per response

**B.1.2. STRATEGY:** Maintain the Special Operations Group (SOG) equipped to respond to large extended civil disturbances in the state.

*Output:* Availability of sufficient personnel and equipment to handle major unplanned events

*Efficiency:* Average cost per response

*Explanatory:* SOG responds to civil disturbances, prison/jail uprisings, hurricane disasters or emergency situations that require more resources than the SWAT team could provide.

*Explanatory:* SOG is comprised of approximately 80 troopers from all nine districts.

**B.1.3. STRATEGY:** Provide Air Operations for Highway Patrol, other law enforcement and approved civilian support missions

*Output:* Availability of aircraft and personnel for air missions

*Efficiency:* Average cost per hour of operation



**Goal C: Maintain and enhance sufficient law enforcement personnel to effectively patrol the highways of Mississippi (MS Code 45-3-7)**

**Objective C.1.** Replace personnel lost through attrition or retirement

**C.1.1. STRATEGY:** Conduct Trooper School to partially refill trooper ranks

*Output:* Number of troopers

*Efficiency:* Cost to conduct/graduate a trooper school (Cost per Graduate)

*Explanatory:* Continued decrease in enforcement personnel will result in escalated traffic-related investigation and possible endangerment of our citizens if left unchecked.

*Explanatory:* MHP is woefully under strength at the time of this writing and anticipates significant retirements by 2020.

*Explanatory:* Training new troopers is a time- and labor-intensive practice with some significant costs that needs to be spread over time given the overall need for fiscal restraint.

**Objective C.2.** Increase effectiveness of existing law enforcement personnel

**C.2.1 STRATEGY:** Increase in in-service training/education

*Output:* Number of in-service events

*Output:* Number of troopers attending in-service events

*Efficiency:* Cost to conduct in-service training

*Explanatory:* Decrease in training will limit troopers to substandard levels of performance

**C.2.2. STRATEGY:** Provide Benchmarks for law enforcement personnel

*Output:* Number of troopers

*Efficiency:* Cost of additional pay vs. cost to replace trained officer

*Explanatory:* To effectively motivate and retain our troopers in hazardous positions, MHP would like to encourage continuing education in areas relevant to their profession.

**C.2.3. STRATEGY:** Maintain Pay scale funding

*Output:* Number of troopers

*Efficiency:* Cost of additional pay vs. cost to replace trained officer

*Explanatory:* To effectively motivate and retain our troopers in hazardous positions, MHP would like to continue to provide the pay scale originally funded through SB 2858/SB 2500.

**Goal D: Safeguard the public interest by investigating, reporting, solving and preventing criminal activities, thereby reducing crime and the fear of crime (MS Code § 45-3-21)**

**Objective D.1.** Maintain and staff the Mississippi Bureau of investigation

*Outcome:* Increase in the number of solved criminal investigations

**D.1.1. STRATEGY:** Maintain District structure to localize deployment of agents



*Output:* Number of solved criminal investigations

*Efficiency:* Reduction in time to investigate criminal activities

*Efficiency:* Reduction in travel costs and lost time

*Efficiency:* Knowledge of area and the law enforcement personnel in that area

**D.1.2. STRATEGY:** Operate and staff the Investigative division. This division investigates crimes across the state, and assists federal, county sheriff's office and city police department detectives.

*Output:* Number of solved criminal investigations

**D.1.3. STRATEGY:** Operate and staff the Special Ops division. The Special Operations and Major Crimes Division coordinates MBI's covert operations; provides technical assistance and surveillance to MBI and local law enforcement agencies; aides in fugitive apprehension, anti-terrorism and special investigations; and coordinates Mississippi's Most Wanted Fugitives. Anyone having information on a featured fugitive or wishing to report criminal activity may call Crime Stoppers at 1-888-8CRIMES.

*Output:* Number of solved criminal investigations

**D.1.4. STRATEGY:** Operate and staff the Protective Services Unit, which provides executive security for the Governor and Lieutenant Governor, Speaker, their families, as well as visiting dignitaries.

*Output:* Number of protective service events

**D.1.5. STRATEGY:** Operate and staff the Salvage Inspection Unit. Title 35 Part VII of Mississippi Administrative Code specifies inspection of salvage and rebuilt vehicles by this unit of the Department of Public Safety.

*Output:* Number of inspections

**D.1.6. STRATEGY:** Operate and staff the Victim Assistance Program. This program offers direct services to violent crime victims as their case progresses through the investigative and criminal justice process.

*Output:* Number of cases served

**D.1.7. STRATEGY:** Recruit additional MBI agents from MHP ranks

*Output:* Number of MBI agents

*Output:* Increase in solved criminal investigations

*Explanatory:* MBI has maximized the number of investigations it can conduct with the personnel currently available. Anticipated increases in criminal activities, missions, and attrition will necessitate the recruitment of additional investigators

**D.1.8. STRATEGY:** Conduct yearly Investigative School to train agents

*Output:* Agents properly trained/refreshed in investigative techniques used by MBI

*Efficiency:* Cost to conduct a two-week school (Cost per Graduate)

*Explanatory:* Agents need to be periodically trained in best practices and new technologies to stay abreast of the changes in investigations

**OBJECTIVE D.2.** Maintain Major Crime Unit



*Outcome:* Draw on MBI agents from other districts/regions to support investigation of major crimes

**D.2.1. STRATEGY:** Maintain roster of Major Crime Unit members.

*Output:* Maintain at least one Major Crime Unit member per district.

*Efficiency:* Instances of use of Major Crime Unit members.

*Explanatory:* Provides support for MBI agents in the face of extensive or complex criminal events

**D.2.2. STRATEGY:** Obtain and Maintain Major Crime Unit Vehicles.

*Output:* Availability of Major Crime Unit vehicles.

*Efficiency:* Instances of use of Major Crime Unit vehicles to support on-site criminal investigations.

*Efficiency:* Replacement of high-mileage Major Crime Unit vehicles will be necessary to maintain readiness of resources for criminal investigations.

*Explanatory:* Provides support for MBI agents in the face of extensive or complex criminal events

**OBJECTIVE D.3. Maintain Cybercrime Unit**

*Output:* Number of solved criminal investigations

*Efficiency:* Ability to forensically investigate electronic instruments increasingly used in the commission of criminal activities.

*Explanatory:* Once created, MBI will need to maintain this unit to provide the ability to effectively and efficiently investigate the use of computers and electronic devices as weapons or tools in attacks, agencies of traditional crime and repositories of evidence.

**Goal E: To coordinate activities between federal, state, and local authorities involved in crime prevention and criminal investigations**

**OBJECTIVE E.1. Develop/Maintain Human Trafficking Prevention Initiative**

*Outcome:* Provide training in human trafficking detection for MBI agents, MHP enforcement, and other agencies

*Outcome:* Increase apprehension of human traffickers.

*Outcome:* Connect human trafficking victims with appropriate assistance.

**E.1.1. STRATEGY:** Provide training in human trafficking.

*Output:* Conduct seminars for MBI agents, MHP enforcement, and other agencies.

*Efficiency:* Cost of seminar participation per attendee

*Explanatory:* Provides MBI agents, MHP enforcement, and representatives of other agencies a knowledgebase and skill set

**E.1.2. STRATEGY:** Coordinate “sting” operations involving MBI/MHP and other state and local agencies

*Output:* Increased apprehension of human traffickers

*Efficiency:* Number of arrests made





*Explanatory:* Prevent human traffickers from transporting victims into/through Mississippi

**E.1.3. STRATEGY:** Partner with agencies able to assist human trafficking victims

*Output:* Place human trafficking victims with Department of Health & Human Services, Mississippi Children’s Home Society, and local shelters

*Efficiency:* Number of trafficking victims placed.

*Explanatory:* Provide resources and support for victims.

**OBJECTIVE E.2. Promote Missing/Endangered Child Policy**

*Outcome:* Inform local law enforcement agencies about the difference between Amber Alert criteria and Missing/Endangered Child alert criteria and procedures.

**E.2.1. STRATEGY:** Conduct training sessions with other agencies.

*Output:* Visit other agencies to clarify policies.

*Efficiency:* Number of agencies visited.

*Explanatory:* Eliminate confusion about the criteria required for Amber Alert vs. Missing/Endangered Child, the requirements for implementing alerts, and the notices sent out during alerts

**Goal F: To coordinate, share, and exchange information with other agencies concerning intelligence and other criminal activities (MS Code § 45-27-7)**

**Objective F.1.** Operate and staff the Criminal Information Center to manage the communication of vital information relating to crimes, criminals, and criminal activities.

*Outcome:* Availability and accuracy of the state’s criminal records repository as well as fingerprint-based identification services for the State of Mississippi

**F.1.1. STRATEGY:** Operate and staff the sections of the CIC in order to support the communication of vital information such as applicant status and sex offenders registered in the state

*Output:* Availability and access to critical information to law enforcement and concerned entities about the status of individuals and their potential relationship to criminal activities.

*Efficiency:* Timeliness of search retrievals

*Efficiency:* Accuracy of information in maintained systems

**F.1.3. STRATEGY:** Support the development of Uniform Crime Reporting through the National Incident-Based Reporting System (NIBRS) at the state level

*Output:* Crime statistics at the state level

*Explanatory:* The objective of this reporting is to generate a reliable set of crime statistics for use in law enforcement administration, operation, and management, as the data has become a social indicator for monitoring and evaluating policies as well as regulating staffing levels. Indiana, Mississippi, and New Mexico are the only states that do not have State UCR Programs (participating agencies within these states submit their data directly to the FBI). CIC personnel will be required to assist in the



requirements, development, and deployment of this system over a multi-year development cycle.

## Program 2: Driver Services

### Goal A: Promote compliance with the laws, ordinances and administrative rules and regulations relating to the operation of motor vehicles (MS Code § 63-1-103)

**Objective A.1.** Provide for the efficient and effective licensing of both regular and commercial drivers

*Outcome:* Percentage increase in Regular and Commercial Driver's Licenses Issued

*Outcome:* Percentage change in complaints

*Outcome:* Percentage change in wait time

**A.1.1. STRATEGY:** Staff and Operate regional DL stations for customers needing credentials

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Average wait time for Driver Services' customers

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Regular 8 Year License Produced

*Efficiency:* Cost per Commercial Driver License Produced

*Efficiency:* Cost per Identification Card Produced

**A.1.2 STRATEGY:** Operate mobile travel teams to provide additional temporary Driver's License stations

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Average wait time for Driver Services' customers

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Regular 8 Year License Produced

*Efficiency:* Cost per Identification Card Produced

**A.1.3. STRATEGY:** Deploy additional kiosk stations in high traffic retail locations to provide automated renewals for Mississippi citizens

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Identification Card Produced



**Goal B: Participate in the reciprocal recognition of licenses to drive and operator's compliance with motor vehicle laws, ordinances and administrative rules and regulations (MS Code § 63-1-103)**

**Objective B.1.** Maintain and report on court actions affecting the privilege to drive (MS Code § 63-1-111)

*Outcome:* An accurate and accessible record of Mississippi Drivers' History

**B.1.1. STRATEGY:** Collect and store the results of court actions that affect a person's driving privilege

*Output:* Number of drivers suspended from driving due to a court action

*Output:* Motor vehicle records sold

*Efficiency:* Cost per driver suspended (DUI/Drug)

*Efficiency:* Cost per driver suspended (Other)

*Efficiency:* Cost per motor vehicle record sold

**Objective B.2.** Maintain and tabulate accident reports for the State of Mississippi (MS Code § 63-3-415)

*Output:* Number of accident reports processed

*Efficiency:* Cost per accident reports processed

**B.2.1. STRATEGY:** Provide state law enforcement entities with the ability to electronically file accident reports

*Output:* Accident Reports Processed

*Efficiency:* Cost per Accident Report processed



## FY2022

### Program1: Law Enforcement

**Goal A: To promote traffic safety through the consistent enforcement of all of the traffic laws, rules and regulations of the State of Mississippi upon all highways and right-of-ways of the state highway system (MS Code § 45-3-21(1)a)**

**OBJECTIVE: A.1.** Enforce rules and regulations regarding the safe operation of motor vehicles on Mississippi highways

*Outcome:* Increase in enforcement citation

*Outcome:* Increase in DUI arrests

*Outcome:* Increase in seatbelt/child restraint citations

*Outcome:* Decrease in traffic investigations

*Outcome:* Decrease in fatality investigations

**A.1.1 STRATEGY:** Effectively and efficiently operate a 24/7/365 patrol of all Mississippi highways

*Outcome:* Improvement in highway safety

*Outcome:* Reduction in accidents and deaths on highway

**A.1.2. STRATEGY:** Maintain District structure to localize deployment of patrols

*Outcome:* Improvement in highway safety

*Outcome:* Reduction in accidents and deaths on highway

*Efficiency:* Effective and efficient placement of limited patrol resources

**A.1.3. STRATEGY:** Implement Sobriety Checkpoints as an additional deterrent to motor vehicle operators violating Mississippi's impaired driving statute (MS Code 63-11-30)

*Output:* Number of DUI arrests

*Efficiency:* Cost per Drivers Suspended (DUI/Drug)

*Efficiency:* Cost per Driver Suspended (Other)

*Explanatory:* Possible reduction of federal funding that support many of these efforts

**A.1.4 STRATEGY:** Emphasis Seatbelt enforcement to reduce the incidence of unbelted drivers, occupants, and children unrestrained in vehicles (MS Code § 63-7-309).

*Output:* Percentage of seatbelt and child restraint citations issued

*Efficiency:* Cost per Citation

*Explanatory:* Possible reduction of federal funding that support many of these efforts if compliance does not increase.

**OBJECTIVE A.2.** Maintain and Renew MSLEAC and CALEA Standards Compliance

*Outcome:* Consistently maintains current and updated policies, training, records maintenance, and professionalism



*Outcome:* Demonstrates the agency's continued pursuit of excellence

**A.2.1. STRATEGY:** Maintain agency policy to meet MSLEAC and CALEA standard

*Output:* New policies and updated existing policies as needed

*Efficiency:* Man-hours required to complete task

*Explanatory:* Lack of accreditation staff members due to overall agency personnel shortage

**A.2.2. STRATEGY:** Continue to meet training requirements to meet standards

*Output:* Deliver agency-wide training, adhering to the guidelines and time requirements for required training

*Efficiency:* Man-hours and funding needed to deliver the training

*Explanatory:* Lack of personnel and funding could hinder efforts

**A.2.3. STRATEGY:** Continue to maintain records and compliance documents

*Output:* An orderly and efficient system of records maintenance by accreditation staff

*Efficiency:* Man-hours required to maintain records

*Explanatory:* Lack of personnel and funding could hinder efforts

**Goal B: To respond to calls for assistance and/or to keep the peace when requested by civilian authorities (MS Code § 45-3-21)**

**Objective B.1:** Maintain preparedness to respond effectively to unplanned calls for assistance

*Outcome:* Increase in enforcement actions

**B.1.1. STRATEGY:** Maintain Special Weapons and Tactics (SWAT) Team equipped to respond to critical localized and time-limited incidents throughout the state.

*Output:* Availability of sufficient personnel and equipment to respond to intense localized events where standard law enforcement does not have the personnel or specialized capabilities.

*Efficiency:* Average cost per response

**B.1.2. STRATEGY:** Maintain the Special Operations Group (SOG) equipped to respond to large extended civil disturbances in the state.

*Output:* Availability of sufficient personnel and equipment to handle major unplanned events

*Efficiency:* Average cost per response

*Explanatory:* SOG responds to civil disturbances, prison/jail uprisings, hurricane disasters or emergency situations that require more resources than the SWAT team could provide.

*Explanatory:* SOG is comprised of approximately 80 troopers from all nine districts.

**B.1.3. STRATEGY:** Provide Air Operations for Highway Patrol, other law enforcement and approved civilian support missions

*Output:* Availability of aircraft and personnel for air missions

*Efficiency:* Average cost per hour of operation



**Goal C: Maintain and enhance sufficient law enforcement personnel to effectively patrol the highways of Mississippi (MS Code § 45-3-7)**

**Objective C.1.** Replace personnel lost through attrition or retirement

**C.1.1. STRATEGY:** Conduct Trooper School to partially refill trooper ranks

*Output:* Number of troopers

*Efficiency:* Cost to conduct/graduate a trooper school (Cost per Graduate)

*Explanatory:* Continued decrease in enforcement personnel will result in escalated traffic-related investigation and possible endangerment of our citizens if left unchecked.

*Explanatory:* MHP is woefully under strength at the time of this writing and anticipates significant retirements by 2020.

*Explanatory:* Training new troopers is a time- and labor-intensive practice with some significant costs that needs to be spread over time given the overall need for fiscal restraint.

**Objective C.2.** Increase effectiveness of existing law enforcement personnel

**C.2.1. STRATEGY:** Increase in in-service training/education

*Output:* Number of in-service events

*Output:* Number of troopers attending in-service events

*Efficiency:* Cost to conduct in-service training

*Explanatory:* Decrease in training will limit troopers to substandard levels of performance

**Goal D: Safeguard the public interest by investigating, reporting, solving and preventing criminal activities, thereby reducing crime and the fear of crime (MS Code § 45-3-21)**

**Objective D.1.** Maintain and staff the Mississippi Bureau of Investigation

*Outcome:* Increase in the number of solved criminal investigations

**D.1.1. STRATEGY:** Maintain District structure to localize deployment of agents

*Output:* Number of solved criminal investigations

*Efficiency:* Reduction in time to investigate criminal activities

*Efficiency:* Reduction in travel costs and lost time

*Efficiency:* Knowledge of area and the law enforcement personnel in that area

**D.1.2. STRATEGY:** Operate and staff the Investigative division. This division investigates crimes across the state, and assists federal, county sheriff's office and city police department detectives.

*Output:* Number of solved criminal investigations

**D.1.3. STRATEGY:** Operate and staff the Special Ops division The Special Operations and Major Crimes Division coordinates MBI's covert operations; provides technical assistance and surveillance to MBI and local law enforcement agencies; aides in fugitive apprehension, anti-terrorism and special



investigations; and coordinates Mississippi's Most Wanted Fugitives. Anyone having information on a featured fugitive or wishing to report criminal activity may call Crime Stoppers at 1-888-8CRIMES.

*Output:* Number of solved criminal investigations

**D.1.4. STRATEGY:** Operate and staff the Protective Services Unit, which provides executive security for the Governor and Lieutenant Governor, Speaker, their families, as well as visiting dignitaries.

*Output:* Number of protective service events

**D.1.5. STRATEGY:** Operate and staff the Salvage Inspection Unit. Title 35 Part VII of Mississippi Admin. Code specifies inspection of salvage and rebuilt vehicles by this unit of the Department of Public Safety.

*Output:* Number of inspections

**D.1.5. STRATEGY:** Operate and staff the Victim Assistance Program offer direct services to violent crime victims as their case progresses through the investigative and criminal justice process.

*Output:* Number of cases served

**D.1.7. STRATEGY:** Conduct yearly Investigative School to train agents

*Output:* Agents properly trained/refreshed in investigative techniques used by MBI

*Efficiency:* Cost to conduct a two-week school (Cost per Graduate)

*Explanatory:* Agents need to be periodically trained in best practices and new technologies to stay abreast of the changes in investigations

#### **OBJECTIVE D.2. Maintain Major Crime Unit**

*Outcome:* Draw on MBI agents from other districts/regions to support investigation of major crimes

**D.2.1. STRATEGY:** Maintain roster of Major Crime Unit members.

*Output:* Maintain at least one Major Crime Unit member per district.

*Efficiency:* Instances of use of Major Crime Unit members.

*Explanatory:* Provides support for MBI agents in the face of extensive or complex criminal events

**D.2.2. STRATEGY:** Obtain and Maintain Major Crime Unit Vehicles.

*Output:* Availability of Major Crime Unit vehicles.

*Efficiency:* Instances of use of Major Crime Unit vehicles to support on-site criminal investigations.

*Explanatory:* Provides support for MBI agents in the face of extensive or complex criminal events

#### **OBJECTIVE D.3. Maintain Cybercrime Unit**

*Output:* Number of solved criminal investigations

*Efficiency:* Ability to forensically investigate electronic instruments increasingly used in the commission of criminal activities.



*Explanatory:* Once created, MBI will need to maintain this unit to provide the ability to effectively and efficiently investigate the use of computers and electronic devices as weapons or tools in attacks, agencies of traditional crime and repositories of evidence.

**Goal E: To coordinate activities between federal, state, and local authorities involved in crime prevention and criminal investigations**

**OBJECTIVE E.1. Develop/Maintain Human Trafficking Prevention Initiative**

*Outcome:* Provide training in human trafficking detection for MBI agents, MHP enforcement, and other agencies

*Outcome:* Increase apprehension of human traffickers.

*Outcome:* Connect human trafficking victims with appropriate assistance.

**E.1.1. STRATEGY:** Provide training in human trafficking.

*Output:* Conduct seminars for MBI agents, MHP enforcement, and other agencies.

*Efficiency:* Cost of seminar participation per attendee

*Explanatory:* Provides MBI agents, MHP enforcement, and representatives of other agencies a knowledgebase and skill set

**E.1.2. STRATEGY:** Coordinate “sting” operations involving MBI/MHP and other state and local agencies

*Output:* Increased apprehension of human traffickers

*Efficiency:* Number of arrests made

*Explanatory:* Prevent human traffickers from transporting victims into/through Mississippi

**E.1.3. STRATEGY:** Partner with agencies able to assist human trafficking victims

*Output:* Place human trafficking victims with Department of Health & Human Services, Mississippi Children’s Home Society, and local shelters

*Efficiency:* Number of trafficking victims placed.

*Explanatory:* Provide resources and support for victims.

**OBJECTIVE E.2. Promote Missing/Endangered Child Policy**

*Outcome:* Inform local law enforcement agencies about the difference between Amber Alert criteria and Missing/Endangered Child alert criteria and procedures.

**E.2.1. STRATEGY:** Conduct training sessions with other agencies.

*Output:* Visit other agencies to clarify policies.

*Efficiency:* Number of agencies visited.

*Explanatory:* Eliminate confusion about the criteria required for Amber Alert vs. Missing/Endangered Child, the requirements for implementing alerts, and the notices sent out during alerts

**Goal F: To coordinate, share, and exchange information with other agencies concerning intelligence and other criminal activities (MS Code Ann. 45-27-7)**





**Objective F.1.** Operate and staff the Criminal Information Center to manage the communication of vital information relating to crimes, criminals, and criminal activities.

*Outcome:* Availability and accuracy of the state’s criminal records repository as well as fingerprint-based identification services for the State of Mississippi

**F.1.1. STRATEGY:** Operate and staff the sections of the CIC in order to support the communication of vital information such as applicant status and sex offenders registered in the state

*Output:* Availability and access to critical information to law enforcement and concerned entities about the status of individuals and their potential relationship to criminal activities.

*Efficiency:* Timeliness of search retrievals

*Efficiency:* Accuracy of information in maintained systems

## Program 2: Driver Services

**Goal A: Promote compliance with the laws, ordinances and administrative rules and regulations relating to the operation of motor vehicles (MS Code § 63-1-103)**

**Objective A.1.** Provide for the efficient and effective licensing of both regular and commercial drivers

*Outcome:* Percentage increase in Regular and Commercial Driver’s Licenses Issued

*Outcome:* Percentage change in complaints

*Outcome:* Percentage change in wait time

**A.1.1. STRATEGY:** Staff and Operate regional DL stations for customers needing credentials

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Average wait time for Driver Services’ customers

*Output:* Number of documented complaints by Driver Services’ customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Regular 8 Year License Produced

*Efficiency:* Cost per Commercial Driver License Produced

*Efficiency:* Cost per Identification Card Produced

**A.1.2. STRATEGY:** Operate mobile travel teams to provide additional temporary Driver’s License stations

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Average wait time for Driver Services’ customers

*Output:* Number of documented complaints by Driver Services’ customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Regular 8 Year License Produced

*Efficiency:* Cost per Identification Card Produced



**A.1.3. STRATEGY:** Maintain remote kiosk stations to provide automated renewals for Mississippi citizens

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Identification Card Produced

**Goal B: Participate in the reciprocal recognition of licenses to drive and operator's compliance with motor vehicle laws, ordinances and administrative rules and regulations (MS Code § 63-1-103)**

**Objective B.1.** Maintain and report on court actions affecting the privilege to drive (MS Code § 63-1-111)

*Outcome:* An accurate and accessible record of Mississippi Drivers' History

**B.1.1. STRATEGY:** Collect and store the results of court actions that affect a person's driving privilege

*Output:* Number of drivers suspended from driving due to a court action

*Output:* Motor vehicle records sold

*Efficiency:* Cost per driver suspended (DUI/Drug)

*Efficiency:* Cost per driver suspended (Other)

*Efficiency:* Cost per motor vehicle record sold

**Objective B.2.** Maintain and tabulate accident reports for the State of Mississippi (MS Code § 63-3-415)

*Output:* Number of accident reports processed

*Efficiency:* Cost per accident reports processed

**B.2.1. STRATEGY:** Provide state law enforcement entities with the ability to electronically file accident reports

*Output:* Accident Reports Processed

*Efficiency:* Cost per Accident Report processed



## FY2023

### Program1: Law Enforcement

**Goal A: To promote traffic safety through the consistent enforcement of all of the traffic laws, rules and regulations of the State of Mississippi upon all highways and right-of-ways of the state highway system (MS Code § 45-3-21(1)a)**

**OBJECTIVE: A.1.** Enforce rules and regulations regarding the safe operation of motor vehicles on Mississippi highways

*Outcome:* Increase in enforcement citation

*Outcome:* Increase in DUI arrests

*Outcome:* Increase in seatbelt/child restraint citations

*Outcome:* Decrease in traffic investigations

*Outcome:* Decrease in fatality investigations

**A.1.1 STRATEGY:** Effectively and efficiently operate a 24/7/365 patrol of all Mississippi highways

*Outcome:* Improvement in highway safety

*Outcome:* Reduction in accidents and deaths on highway

**A.1.2. STRATEGY:** Maintain District structure to localize deployment of patrols

*Outcome:* Improvement in highway safety

*Outcome:* Reduction in accidents and deaths on highway

*Efficiency:* Effective and efficient placement of limited patrol resources

**A.1.3. STRATEGY:** Implement Sobriety Checkpoints as an additional deterrent to motor vehicle operators violating Mississippi's impaired driving statute (MS Code 63-11-30)

*Output:* Number of DUI arrests

*Efficiency:* Cost per Drivers Suspended (DUI/Drug)

*Efficiency:* Cost per Driver Suspended (Other)

*Explanatory:* Possible reduction of federal funding that support many of these efforts

**A.1.4 STRATEGY:** Emphasis Seatbelt enforcement to reduce the incidence of unbelted drivers, occupants, and children unrestrained in vehicles (MS Code § 63-7-309).

*Output:* Percentage of seatbelt and child restraint citations issued

*Efficiency:* Cost per Citation

*Explanatory:* Possible reduction of federal funding that support many of these efforts if compliance does not increase.

**OBJECTIVE A.2.** Maintain and Renew MSLEAC and CALEA Standards Compliance

*Outcome:* Consistently maintains current and updated policies, training, records maintenance, and professionalism



*Outcome:* Demonstrates the agency's continued pursuit of excellence

**A.2.1. STRATEGY:** Maintain agency policy to meet MSLEAC and CALEA standard

*Output:* New policies and updated existing policies as needed

*Efficiency:* Man-hours required to complete task

*Explanatory:* Lack of accreditation staff members due to overall agency personnel shortage

**A.2.2. STRATEGY:** Continue to meet training requirements to meet standards

*Output:* Deliver agency-wide training, adhering to the guidelines and time requirements for required training

*Efficiency:* Man-hours and funding needed to deliver the training

*Explanatory:* Lack of personnel and funding could hinder efforts

**A.2.3. STRATEGY:** Continue to maintain records and compliance documents

*Output:* An orderly and efficient system of records maintenance by accreditation staff

*Efficiency:* Man-hours required to maintain records

*Explanatory:* Lack of personnel and funding could hinder efforts

**Goal B: To respond to calls for assistance and/or to keep the peace when requested by civilian authorities (MS Code § 45-3-21)**

**Objective B.1:** Maintain preparedness to respond effectively to unplanned calls for assistance

*Outcome:* Increase in enforcement actions

**B.1.1. STRATEGY:** Maintain Special Weapons and Tactics (SWAT) Team equipped to respond to critical localized and time-limited incidents throughout the state.

*Output:* Availability of sufficient personnel and equipment to respond to intense localized events where standard law enforcement does not have the personnel or specialized capabilities.

*Efficiency:* Average cost per response

**B.1.2. STRATEGY:** Maintain the Special Operations Group (SOG) equipped to respond to large extended civil disturbances in the state.

*Output:* Availability of sufficient personnel and equipment to handle major unplanned events

*Efficiency:* Average cost per response

*Explanatory:* SOG responds to civil disturbances, prison/jail uprisings, hurricane disasters or emergency situations that require more resources than the SWAT team could provide.

*Explanatory:* SOG is comprised of approximately 80 troopers from all nine districts.

**B.1.3. STRATEGY:** Provide Air Operations for Highway Patrol, other law enforcement and approved civilian support missions

*Output:* Availability of aircraft and personnel for air missions

*Efficiency:* Average cost per hour of operation



**Goal C: Maintain and enhance sufficient law enforcement personnel to effectively patrol the highways of Mississippi (MS Code § 45-3-7)**

**Objective C.1.** Replace personnel lost through attrition or retirement

**C.1.1. STRATEGY:** Conduct Trooper School to partially refill trooper ranks

*Output:* Number of troopers

*Efficiency:* Cost to conduct/graduate a trooper school (Cost per Graduate)

*Explanatory:* Continued decrease in enforcement personnel will result in escalated traffic-related investigation and possible endangerment of our citizens if left unchecked.

*Explanatory:* MHP is woefully under strength at the time of this writing and anticipates significant retirements by 2020.

*Explanatory:* Training new troopers is a time- and labor-intensive practice with some significant costs that needs to be spread over time given the overall need for fiscal restraint.

**Objective C.2.** Increase effectiveness of existing law enforcement personnel

**C.2.1. STRATEGY:** Increase in in-service training/education

*Output:* Number of in-service events

*Output:* Number of troopers attending in-service events

*Efficiency:* Cost to conduct in-service training

*Explanatory:* Decrease in training will limit troopers to substandard levels of performance

**Goal D: Safeguard the public interest by investigating, reporting, solving and preventing criminal activities, thereby reducing crime and the fear of crime (MS Code § 45-3-21)**

**Objective D.1.** Maintain and staff the Mississippi Bureau of Investigation

*Outcome:* Increase in the number of solved criminal investigations

**D.1.1. STRATEGY:** Maintain District structure to localize deployment of agents

*Output:* Number of solved criminal investigations

*Efficiency:* Reduction in time to investigate criminal activities

*Efficiency:* Reduction in travel costs and lost time

*Efficiency:* Knowledge of area and the law enforcement personnel in that area

**D.1.2. STRATEGY:** Operate and staff the Investigative division. This division investigates crimes across the state, and assists federal, county sheriff's office and city police department detectives.

*Output:* Number of solved criminal investigations

**D.1.3. STRATEGY:** Operate and staff the Special Ops division The Special Operations and Major Crimes Division coordinates MBI's covert operations; provides technical assistance and surveillance to MBI and local law enforcement agencies; aides in fugitive apprehension, anti-terrorism and special



investigations; and coordinates Mississippi's Most Wanted Fugitives. Anyone having information on a featured fugitive or wishing to report criminal activity may call Crime Stoppers at 1-888-8CRIMES.

*Output:* Number of solved criminal investigations

**D.1.4. STRATEGY:** Operate and staff the Protective Services Unit, which provides executive security for the Governor and Lieutenant Governor, Speaker, their families, as well as visiting dignitaries.

*Output:* Number of protective service events

**D.1.5. STRATEGY:** Operate and staff the Salvage Inspection Unit. Title 35 Part VII of Mississippi Admin. Code specifies inspection of salvage and rebuilt vehicles by this unit of the Department of Public Safety.

**D.1.5. STRATEGY:** Operate and staff the Victim Assistance Program offer direct services to violent crime victims as their case progresses through the investigative and criminal justice process.

*Output:* Number of cases served

**D.1.6. STRATEGY:** Conduct yearly Investigative School to train agents

*Output:* Agents properly trained/refreshed in investigative techniques used by MBI

*Efficiency:* Cost to conduct a two-week school (Cost per Graduate)

*Explanatory:* Agents need to be periodically trained in best practices and new technologies to stay abreast of the changes in investigations

#### **OBJECTIVE D.2. Maintain Major Crime Unit**

*Outcome:* Draw on MBI agents from other districts/regions to support investigation of major crimes

**D.2.1. STRATEGY:** Maintain roster of Major Crime Unit members.

*Output:* Maintain at least one Major Crime Unit member per district.

*Efficiency:* Instances of use of Major Crime Unit members.

*Explanatory:* Provides support for MBI agents in the face of extensive or complex criminal events

**D.2.2. STRATEGY:** Obtain and Maintain Major Crime Unit Vehicles.

*Output:* Availability of Major Crime Unit vehicles.

*Efficiency:* Instances of use of Major Crime Unit vehicles to support on-site criminal investigations.

*Explanatory:* Provides support for MBI agents in the face of extensive or complex criminal events

#### **OBJECTIVE D.3. Maintain Cybercrime Unit**

*Output:* Number of solved criminal investigations

*Efficiency:* Ability to forensically investigate electronic instruments increasingly used in the commission of criminal activities.



*Explanatory:* Once created, MBI will need to maintain this unit to provide the ability to effectively and efficiently investigate the use of computers and electronic devices as weapons or tools in attacks, agencies of traditional crime and repositories of evidence.

**Goal E: To coordinate activities between federal, state, and local authorities involved in crime prevention and criminal investigations**

**OBJECTIVE E.1. Develop/Maintain Human Trafficking Prevention Initiative**

*Outcome:* Provide training in human trafficking detection for MBI agents, MHP enforcement, and other agencies

*Outcome:* Increase apprehension of human traffickers.

*Outcome:* Connect human trafficking victims with appropriate assistance.

**E.1.1. STRATEGY:** Provide training in human trafficking.

*Output:* Conduct seminars for MBI agents, MHP enforcement, and other agencies.

*Efficiency:* Cost of seminar participation per attendee

*Explanatory:* Provides MBI agents, MHP enforcement, and representatives of other agencies a knowledgebase and skill set

**E.1.2. STRATEGY:** Coordinate “sting” operations involving MBI/MHP and other state and local agencies

*Output:* Increased apprehension of human traffickers

*Efficiency:* Number of arrests made

*Explanatory:* Prevent human traffickers from transporting victims into/through Mississippi

**E.1.3. STRATEGY:** Partner with agencies able to assist human trafficking victims

*Output:* Place human trafficking victims with Department of Health & Human Services, Mississippi Children’s Home Society, and local shelters

*Efficiency:* Number of trafficking victims placed.

*Explanatory:* Provide resources and support for victims.

**OBJECTIVE E.2. Promote Missing/Endangered Child Policy**

*Outcome:* Inform local law enforcement agencies about the difference between Amber Alert criteria and Missing/Endangered Child alert criteria and procedures.

**E.2.1. STRATEGY:** Conduct training sessions with other agencies.

*Output:* Visit other agencies to clarify policies.

*Efficiency:* Number of agencies visited.

*Explanatory:* Eliminate confusion about the criteria required for Amber Alert vs. Missing/Endangered Child, the requirements for implementing alerts, and the notices sent out during alerts

**Goal F: To coordinate, share, and exchange information with other agencies concerning intelligence and other criminal activities (MS Code Ann. 45-27-7)**



**Objective F.1.** Operate and staff the Criminal Information Center to manage the communication of vital information relating to crimes, criminals, and criminal activities.

*Outcome:* Availability and accuracy of the state’s criminal records repository as well as fingerprint-based identification services for the State of Mississippi

**F.1.1. STRATEGY:** Operate and staff the sections of the CIC in order to support the communication of vital information such as applicant status and sex offenders registered in the state

*Output:* Availability and access to critical information to law enforcement and concerned entities about the status of individuals and their potential relationship to criminal activities.

*Efficiency:* Timeliness of search retrievals

*Efficiency:* Accuracy of information in maintained systems

## Program 2: Driver Services

**Goal A: Promote compliance with the laws, ordinances and administrative rules and regulations relating to the operation of motor vehicles (MS Code § 63-1-103)**

**Objective A.1.** Provide for the efficient and effective licensing of both regular and commercial drivers

*Outcome:* Percentage increase in Regular and Commercial Driver’s Licenses Issued

*Outcome:* Percentage change in complaints

*Outcome:* Percentage change in wait time

**A.1.1. STRATEGY:** Staff and Operate regional DL stations for customers needing credentials

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Average wait time for Driver Services’ customers

*Output:* Number of documented complaints by Driver Services’ customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Regular 8 Year License Produced

*Efficiency:* Cost per Commercial Driver License Produced

*Efficiency:* Cost per Identification Card Produced

**A.1.2. STRATEGY:** Operate mobile travel teams to provide additional temporary Driver’s License stations

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Average wait time for Driver Services’ customers

*Output:* Number of documented complaints by Driver Services’ customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Regular 8 Year License Produced

*Efficiency:* Cost per Identification Card Produced





**A.1.3. STRATEGY:** Maintain remote kiosk stations to provide automated renewals for Mississippi citizens

*Output:* Number of credentials issued (e.g., Driver Licenses and ID Cards)

*Output:* Cost per license document produced

*Output:* Number of documented complaints by Driver Services' customers

*Efficiency:* Cost per Regular 4 Year License Produced

*Efficiency:* Cost per Identification Card Produced

**Goal B: Participate in the reciprocal recognition of licenses to drive and operator's compliance with motor vehicle laws, ordinances and administrative rules and regulations (MS Code § 63-1-103)**

**Objective B.1.** Maintain and report on court actions affecting the privilege to drive (MS Code § 63-1-111)

*Outcome:* An accurate and accessible record of Mississippi Drivers' History

**B.1.1. STRATEGY:** Collect and store the results of court actions that affect a person's driving privilege

*Output:* Number of drivers suspended from driving due to a court action

*Output:* Motor vehicle records sold

*Efficiency:* Cost per driver suspended (DUI/Drug)

*Efficiency:* Cost per driver suspended (Other)

*Efficiency:* Cost per motor vehicle record sold

**Objective B.2.** Maintain and tabulate accident reports for the State of Mississippi (MS Code § 63-3-415)

*Output:* Number of accident reports processed

*Efficiency:* Cost per accident reports processed

**B.2.1. STRATEGY:** Provide state law enforcement entities with the ability to electronically file accident reports

*Output:* Accident Reports Processed

*Efficiency:* Cost per Accident Report processed



**5 Year Strategic Plan for  
the Fiscal Years of  
2019-2023**

# Mississippi Office of Highway Safety

## Year Strategic Plans for the Fiscal Years 2018-2022

### 1. Comprehensive Mission Statement:

The mission of the Mississippi Office of Highway Safety (MOHS) is to encourage and assist State and local agencies, institutions and the private sector in establishing or expanding cooperative highway safety programs based on specifically identified traffic safety problems.

### 2. Philosophy:

To reduce traffic crashes which result in death, injury and economic loss in the State of Mississippi. In order to accomplish this, activities are carried out in the areas of; alcohol/drug countermeasures, police traffic services including speed, occupant protection, traffic records, driver education, funded through the National Highway Traffic Safety Administration (NHTSA).

### 3. Relevant Statewide Goals and Bench Marks

Statewide Goal #1: To make Mississippi roadways safer for all citizens.

Relevant Benchmark #1: Reduce the number of traffic fatalities, crashes and injuries.

Relevant Benchmark #2: Measure the trends of fatalities, crashes and injuries through problem identification and data analysis to create target areas DUI, Occupant Protection and Child Restraints enforcement.

Relevant Benchmark #3: Measure the citations for DUI, Occupant Protection and Child Restraints and measure the trends through problem identification and data analysis.

### 4. Overview of the Agency 5-Year Strategic Plan

The MOHS program operates under the provisions of the Federal Highway Safety Act of 1966, 23 Chapter 4, Section 402, along with left over incentive grant program funds under the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). Section 402 funds can be used for a variety of highway traffic safety initiatives.

The MOHS also operates under the provisions of the national priority grant program codified in a single section of the United States Code (23 U.S.C. 405 (Section 405)), Moving Ahead for Progress in the 21st Century Act (MAP-21) and the Fixing America's Surface Transportation Act (FAST Act). Section 405 funds can be used for occupant protection, state traffic safety information systems, impaired driving countermeasures, motorcycle safety, distracted driving and state graduated drivers licensing.

The MOHS will continue to utilize federal grant funds to reduce crashes, fatalities, injuries and property damage by addressing road user behavioral issues in police traffic services, motorcycle safety, traffic records improvements, impaired driving, adjudication, occupant protection, and public information and enforcement during FY19-FY23.

The MOHS will continue to use during FY19-FY23 processes to develop its problem identification, data analysis and strategic planning in order to determine focus for the upcoming years and establish how projects are selected. The MOHS looks at different forms of data to establish what the performance measures will be for upcoming grant year, along with where the data shows that the targets for the MOHS should be established.

The MOHS has targeted two activity areas as priorities for the next 5 years, which are the decrease alcohol/impaired driving fatalities, crashes and injuries and decrease unrestrained passengers, which includes increasing seatbelt usage across the State of Mississippi.

The MOHS will continue to seek federal funds annually through the National Highway Traffic Safety Administration (NHTSA) to fund its current and future projects that may be implemented during FY18-FY22. Without federal funds from NHTSA, the funding that the MOHS gives to law enforcement and public service sub-grantees, would no longer be able to be given to sub-grantees and would have a detrimental effect on the State's fatalities, crashes and injuries.

5. Agency's External/Internal Assessment:

The MOHS has participated in several external and internal assessments for program areas in recent years.

**5.1 External Assessments:**

The MOHS has participated in several external assessments in recent years which include the Traffic Records Assessment (2013), Occupant Protection Assessment (2016), Impaired Driving Assessment (2014) and a NHTSA Management Review Assessment (2016), that was provided by the National Highway Traffic Safety Administration (NHTSA).

These assessments are provided by a panel of experts in the field of the program and at the end of the assessment a full report is given to the agency with program strengths, challenges and recommendations that the State can use in strategic planning for the program. A copy of the assessment listed above, can be provided.

**5.2 Internal Assessments:**

1. Management Policies: The MOHS staff adheres to the Mississippi handbook, DPS handbooks and the MOHS policy and procedure manual for management policies. A copy can be provided, upon request.

2. Operational Procedures/Tracking Procedures:

Project Problem Identification Assessments: The MOHS staff prepares an annual problem identification assessment of the sub-grantee projects for the previous three years. This assessment provided a clear picture of how the sub-grantee projects had performed during those years.

Information contained in the assessments were citation numbers; budget v. expended amounts; cost per citation; total fatalities; total crashes; total injury and total property damage data.

The information for each project was then compiled into spreadsheets broken out into program areas, which showed the top performing projects and projects with the highest crashes and fatalities. This expanded review provides statistical information on each project and shows the direction, needs and issues in the areas that are serviced. The information for each project was then compiled into spreadsheets broken out into program areas that showed the top performing projects, projects with the highest numbers in the categories above and for the first time gave a more complete picture of MOHS projects.

Year End Sub-Grantee Assessments: MOHS program managers compile the yearly statistical information into a year-end grant review. The grant review provides information on the following areas of interest for the MOHS:

- |                               |                       |                            |
|-------------------------------|-----------------------|----------------------------|
| •Number of Safety Checkpoints | •Hours Spent Overtime | •DUI Other Arrests         |
| •Hours at Checkpoints         | •DUI Arrest           | •Felony Arrests            |
|                               | •DUI Assists          | •Child Restraint Citations |

- |                            |                             |                           |
|----------------------------|-----------------------------|---------------------------|
| •Seatbelt Citations        | •Suspended Driver's License | •Other Traffic Violations |
| •Number of DRE Evaluations | •Speeding                   | •Drug Arrests             |
| •No Driver's License       | •Reckless/Careless Driving  | •Fugitive Arrests         |
|                            | •Warnings                   | •Stolen Vehicles          |
|                            |                             | •No Insurance             |

**Risk Assessments:** During the grant review process, MOHS staff reviews, assesses risk, budget review, performance review to assess the fundability of a proposed grant that will be funded with grant funds. As part of federal regulation with the MAP-21 and FAST Act regulations, each program must be reviewed for program and financial risk, along with performance measurement.

**Strategic Planning Meetings:** MOHS holds strategic planning meetings as an assessment tool, with individuals, partners and stakeholders to discuss the concerns, issues and achievements of the previous grant year and where the focus should be for the upcoming grant year and for future planning.

Notes were taken during each meeting and were compiled in a strategic planning meeting report book. The book contains agendas, sign-in sheets, handout and other pertinent information that was provided during the meetings, so that a complete record of the strategic planning meetings could be used through the grant year and for planning purposes.

During the year strategic planning meetings, the following planning sessions are held quarterly:

- Youth;
- Alcohol/Impaired Driving;
- Partnership Meetings (FHWA, FMCSA, MDOT, MCSD)
- Traffic Safety Resource Prosecutor (TSRP);
- LEL & District Coordinators;
- Public Information and Education;
- Traffic Records; and
- Occupant Protection (Adult and Child Restraint)

3. Organizational structure: A copy of the MOHS can be provided upon request.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY2018 through FY2022.

**Program 1: Impaired and Alcohol Related Fatalities, Crashes and Injuries**

**GOAL A:** The MOHS's primary goal is to assist State, local, non-profit organizations, community groups, institutions, colleges and universities in developing and implementing innovative highway safety programs which will in turn reduce the total number of fatal and serious injury crashes, including those that are alcohol/drug related.

**OBJECTIVE A.1 Alcohol/Impaired Driving:**

- To decrease the number of fatalities in crashes involving a driver or motorcycle operator with a BAC of .08 and above by 1.0% from five year average (2010-2014) of 182 to 180 by the end of FY17.
- To decrease the number of fatalities in crashes involving a driver or motorcycle operator with a BAC of .08 and above by an additional 5% for a long term target of (171) by the end of 2018.
- To decrease the number of fatalities in crashes involving a driver or motorcycle operator with a BAC of .08 and above by an additional 5% for a long term target of (163) by the end of 2019.
- To decrease the number of fatalities in crashes involving a driver or motorcycle operator with a BAC of .08 and above by an additional 5% for a long term target of (155) by the end of 2020.

- To decrease the number of fatalities in crashes involving a driver or motorcycle operator with a BAC of .08 and above by an additional 5% for a long term target of (148) by the end of 2021.
- To decrease the number of fatalities in crashes involving a driver or motorcycle operator with a BAC of .08 and above by an additional 5% for a long term target of (141) by the end of 2022.

**Strategy for Goal A.1.1: Impaired Driving Task Force:** Continue to use the Impaired Driving sub-committee of MAHSL, established in September 1995, been active since then. The current alcohol committee has 31 standing committee members, along with a chairman that calls for meetings and reports from the committee members.

Output: Hold up to (4) meetings a year to conduct the Impaired Driving Task Force

Output: Educate task force on trends in alcohol and impaired driving during the (4) meetings

Output: Gather information to use in strategic planning for impaired driving program during the (4) meetings.

Output: Increase the number of participation in the task force.

Explanatory: Availability of participants due to other job responsibilities.

**Strategy for Goal A.1.2: Impaired Driving Coordinated Program:** Continue to provide a comprehensive statewide ID coordinated program; Fund law enforcement programs for Impaired Driving enforcement; Assign MOHS staff to manage Impaired Driving enforcement and PI & E grants; provide for earned and paid media to discourage impaired driving; and Provide technical assistance when needed for the Impaired Driving Program.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.3: Selective Traffic Enforcement Programs:** Continue the use of the Selective Traffic Enforcement Program (STEP) - include projects which pay for traffic enforcement overtime activities (above and beyond agency's current enforcement activities). All STEP programs must either have established written STEP operating policies and procedures, or will develop written policies and procedures before STEP grants can be executed.

- Fund impaired driving checkpoints and/or saturation patrol training;
- Impaired project agencies within a high risk location will conduct at least one special impaired driving enforcement operation per month;
- Distribute National Impaired Driving Campaign Blitz information/reporting packets;
- MHP will conduct at least two safety checkpoints per month within each of the areas ranked highest for alcohol related fatalities in the State; and
- Each local project will generate earned media and shall utilize the earned media before, during and after planned high visibility enforcement efforts conducted during the National Impaired Driving Blitz Campaigns and State holiday campaigns

Output: Increase the number of agencies that participate in the STEP program.

Output: Increase the number of agencies that participate in the Selective Traffic Enforcement program.

Output: Continue to perform (12) grant reviews on activities, monthly cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Perform (4) quarterly grant reviews on activities, cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Continue to conduct at least (1) on-site monitoring visit per sub-grantee of \$100k and above; perform at least (1) monitoring visit for grants with conditional status and perform all additional sub-grantees visits as needed

Output: Increase the number of agencies that participate in the HVE program.

Output: Hold (4) meetings a year to conduct meetings with law enforcement

Output: Educate law enforcement on trends in alcohol and impaired driving during the (4) meetings

Output: Gather information to use in strategic planning for impaired driving program during the (4) meetings.

Efficiency: Continue to reduce the amount of cost per citation for DUI Arrests (Amount of Budget/Number of Citations) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.4: Selective Traffic Enforcement Program Periods:** Continue to work with Law Enforcement agencies and have agencies participate in the following required State and national campaigns for impaired driving campaigns during the grant period as follows:

- National Campaigns: Must conduct minimum of four (4) checkpoints and/or saturation patrols during these campaigns/blitz periods.
  - Christmas/New Year's Impaired Driving Campaign; and
  - Labor Day Impaired Driving Campaign
- State Holiday Campaigns: Must conduct minimum of two (2) checkpoints and/or saturation patrols during these holiday campaigns/blitz periods.
  - Thanksgiving Holiday period;
  - Super Bowl Sunday (at least one checkpoint/saturation for one day event);
  - Memorial Day Holiday period; and
  - 4<sup>th</sup> of July weekend

Output: Increase the number of agencies that participate in the Selective Traffic Enforcement program.

Output: Hold (4) meetings a year to conduct meetings with law enforcement

Output: Educate law enforcement on trends in alcohol and impaired driving during the (4) meetings

Output: Gather information to use in strategic planning for impaired driving program during the (4) meetings.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.5: High Visibility Enforcement:** Continue to have State police and local law enforcement be involved in conducting high visibility enforcement blitz efforts which will include checkpoints, saturation patrols and other detailed activities in a joint effort to reduce the numbers of alcohol-related fatalities in Mississippi.

MOHS, along with all awarded agencies, will implement activities in support of national highway safety targets to reduce fatalities (according to their specific funding source). All awarded contract are required to complete the HVE Compliance form at implementation which defines the mobilizations and sustained enforcement activities.

Enforcement agencies will be strongly advised to ensure the site itself has maximum visibility from each direction and has sufficient illumination to ensure safety during night inspection along with the use of reflective vest (use of vest outlined by MDOT).

Enforcement efforts from county, local law enforcement and the Mississippi Highway Patrol will be concentrated in areas that have been identified as high driving fatality and severe injury crash locations in Mississippi.

The MOHS will continuously seek to expand in the areas of enforcement, training, public awareness and community outreach, etc. in an effort to address impaired highway safety issues identified. The implementation of these programs will assist the State in meeting the impaired driving highway safety targets and performance measures for FY18-FY22.

Output: Continue to perform (12) grant reviews on activities, monthly cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Perform (4) quarterly grant reviews on activities, cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Continue to conduct at least (1) on-site monitoring visit per sub-grantee of \$100k and above; perform at least (1) monitoring visit for grants with conditional status and perform all additional sub-grantees visits as needed

Output: Increase the number of agencies that participate in the HVE program.

Output: Hold (4) meetings a year to conduct meetings with law enforcement

Output: Educate law enforcement on trends in alcohol and impaired driving during the (4) meetings

Output: Gather information to use in strategic planning for impaired driving program during the (4) meetings.

Efficiency: Continue to reduce the amount of cost per citation for DUI Arrests (Amount of Budget/Number of Citations) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.6: National Blitz:** Continue to participate in participate in the National Impaired Driving Crackdowns. Distribute education and public information and education materials; Fund enforcement to multiple agencies (checkpoints/saturation patrols); Fund full time DUI Officers; Fund STEP high visibility enforcement activities; Issue press releases and participate in earned media; and Fund paid media.

Output: Increase the number of agencies that participate in the National Blitz program.

Efficiency: Continue to reduce the amount of cost per citation for DUI Arrests (Amount of Budget /Number of Citations) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.7: Training:** Provide statewide training for Standardized Field Sobriety Training, Advanced Roadside Impaired Driving Enforcement, Drug Recognition Expert, Mobile Video Courses, and Complete Traffic Stops. Continue funding the Mississippi Law Enforcement (LE) Training Program; Provide classes free of cost for law enforcement; and Provide technical support for law enforcement agencies thru statewide LEL and LEL coordinators.

Output: Increase the number of participates in Standardized Field Sobriety Training, Advanced Roadside Impaired Driving Enforcement, Drug Recognition Expert, Mobile Video Courses, and Complete Traffic Stops. Continue funding the Mississippi Law Enforcement (LE) Training Program

Efficiency: Continue to reduce the amount of training (Amount of Budget/Number of Trainings and trainings performed) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.8: Survey:** Conduct an attitudinal survey based on the NHTSA/GHSA agreed upon questions to track driver attitude and awareness related to impaired driving. Contract with a Research Group to perform Behavioral Measures Survey; Participate in statewide Behavioral Measures Survey for Youth (Smart Track); Conduct Survey within final quarter of grant period; and Generate final analysis report to include in the Annual Report.

Output: Continue to perform (1) attitudinal survey per year.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.



**Strategy for Goal A.1.9: Evaluation:** Continue to evaluate grant funded impaired driving activities; Review monthly cost report; Review monthly activity reports; Review quarterly progress reports; Conduct in-house monitoring; Conduct on-site monitoring visits; and Review all surveys and analysis of data collected.

Output: Continue to perform (12) grant reviews on activities, monthly cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Perform (4) quarterly grant reviews on activities, cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Continue to conduct at least (1) on-site monitoring visit per sub-grantee of \$100k and above; perform at least (1) monitoring visit for grants with conditional status and perform all additional sub-grantees visits as needed.

Efficiency: Continue to reduce the amount of cost per citation for DUI Arrests (Amount of Budget/Number of Citations) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.10: DUI-(Judicial Outreach. TSRP,)** Continue funding a Judicial Outreach Liaison to address the decline in DUI convictions throughout the State; Increase Judicial training; Continue funding a TSRP to assist with training for prosecutors and law enforcement; Work in conjunction with other impaired driving programs; and Address the decline in impaired driving (DUI) conviction rate throughout the State.

Output: Hold (4) meetings a year to conduct the DUI/Judicial Committee, if necessary

Output: Educate task force on trends in alcohol and impaired driving during the (4) meetings

Output: Gather information to use in strategic planning for impaired driving program during the (4) meetings.

Explanatory: Availability of participants due to other job responsibilities.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.11: Public Information and Enforcement:** Continue to implement educational alcohol/drug programs aimed at reducing the number of impaired drivers under the age of 21, to include parent education; Continue funding DREAM youth programs to reach youth through peer to peer education, conferences and programs across the State.

Continue funding the MOHS Safety Training and Recognition Symposium, which provides training to law enforcement, partners and other groups through a 3 day educational conference on highway safety issues, including alcohol and drug programs; Fund and conduct internal and external public information and enforcement programs; and Provide driver education materials and information.

Output: Continue to perform (12) grant reviews on activities, monthly cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Perform (4) quarterly grant reviews on activities, cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Continue to conduct at least (1) on-site monitoring visit per sub-grantee of \$100k and above; perform at least (1) monitoring visit for grants with conditional status and perform all additional sub-grantees visits as needed.

Output: Educate task force on trends in alcohol and impaired driving during the (4) meetings

Output: Gather information to use in strategic planning for impaired driving program during the (4) meetings.

Efficiency: Continue to reduce the amount of cost per presentation for DUI presentations (Amount of Budget/Number of presentation) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds

**Strategy for Goal A.1.12: Education:** Improve education on new and/or updated laws related to alcohol/drug impaired driving; Supply services through the LEL Program and TSRP Program; Provide information through MAHSL Meetings and special MOHS Task Forces; Enforce Underage Drinking Laws (EUDL) thru enforcement and education; Provide education information on alcohol and impaired driving to law enforcement, community providers through the Mississippi Office of Highway Safety Resource Center. Work in conjunction with Alcoholic Beverage Control (ABC) on underage drinking and server training programs;

- Provide Prosecutorial and Judicial Training through the following programs:
- JOL;
- TSRP;
- Proposed Alcoholic Beverage Control Server Training (ABC);
- Conferences; and
- Judicial College; and MASEP.

Output: Hold (4) meetings a year to conduct the DUI Committee

Output: Educate task force on trends in alcohol and impaired driving during the (4) meetings

Output: Gather information to use in strategic planning for impaired driving program during the (4) Meetings.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds

## **Program 2: Occupant Protection**

**GOAL A:** The MOHS's primary goal is to assist State, local, non-profit organizations, community groups, institutions, colleges and universities in developing and implementing innovative highway safety programs which will in turn reduce the total number of fatal and serious injury crashes, including those that are unrestrained related.

### **OBJECTIVE A.1.1 Seatbelt Usage and Unrestrained Fatalities, Crashes and Injuries:**

- To decrease the number of unrestrained passenger vehicle occupant fatalities in all seating positions by 2.5% from a five year average (2009-2013) of 301 to 293 by the end of FY17.
- To decrease the number of unrestrained passenger vehicle occupant fatalities by an additional 5% for a long term target of (279) by the end of 2018.
- To decrease the number of unrestrained passenger vehicle occupant fatalities by an additional 5% for a long term target of (265) by the end of 2019.
- To decrease the number of unrestrained passenger vehicle occupant fatalities by an additional 5% for a long term target of (252) by the end of 2020.
- To decrease the number of unrestrained passenger vehicle occupant fatalities by an additional 5% for a long term target of (240) by the end of 2021.
- To decrease the number of unrestrained passenger vehicle occupant fatalities by an additional 5% for a long term target of (228) by the end of 2022.

**Strategy for Goal A.1: Occupant Protection Coordinated Program:** Provide a comprehensive statewide Occupant Protection Coordinated Program. Conduct pre and post seatbelt surveys for FY2017; Fund law enforcement programs for day and night enforcement; Assign MOHS staff to manage Occupant Protection enforcement and outreach grants; Promote seatbelt safety through earned and paid media; and Provide technical assistance when needed for the Occupant Protection Program.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.2: Statewide Child Passenger Safety Coordination program:** Provide a comprehensive Statewide Child Passenger Safety Coordination program; Conduct Child Passenger Seat Safety Surveys for

FY2017; Fund the Mississippi Department of Health, to provide child passenger seats; Provide funding for law enforcement programs to conduct specific high visibility seat belt and child passenger seat enforcement checkpoints and saturation patrols; and Assign MOHS staff to manage enforcement and outreach grants, promote seatbelt safety and provide assistance where needed for the Occupant Protection Program.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.3: Child Passenger Seat Technician Training:** Increase training opportunities and retention of child passenger safety (CPS) technicians and instructors; Continue to provide assistance to Safe Kids Mississippi, to provide training opportunities to individuals and agencies, to obtain Child Passenger Safety Seat Technician certification; Provide the NHTSA approved CPS training for local law enforcement and the Mississippi Highway Patrol in an effort to build the base for Child Passenger Safety Seat Technicians in the State; Increase the number of Emergency Medical service and Fire Department that are CPS fitting stations; and Increase number of CPS checkpoint locations across Mississippi and in target areas identified with low usage rates.

Output: Increase the number of participates in Child Passenger Seat Technician Courses

Efficiency: Continue to reduce the amount of training (Amount of Budget/Number of Trainings and trainings performed) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.4: Child Passenger Seat Enforcement:** Increase proper use of CPS in motor vehicles; Increase CPS checkpoint locations throughout the State; Conduct pre and post seatbelt surveys for FY2018-2022; Fund law enforcement programs for day and night enforcement; Assign MOHS staff to manage Occupant Protection enforcement and outreach grants; Promote seatbelt safety through earned and paid media; and Provide technical assistance when needed for the Occupant Protection Program.

Output: Increase the number of agencies that participate in the Child Passenger Seat Enforcement program.

Output: Hold (4) meetings a year to conduct meetings with law enforcement

Output: Educate law enforcement on trends in Child Passenger Seat during the (4) meetings

Output: Gather information to use in strategic planning for Child Passenger Seat Enforcement program during the (4) meetings.

Efficiency: Continue to reduce the amount of cost per citation for child restraint citations (Amount of Budget/Number of Citations) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.5: Impoverished Seat Belt Program:** Provide seatbelt focus on impoverished areas across the State. Provide funds to law enforcement to focus on impoverished areas across the State, with a focus in the Delta region; and Assign MOHS staff to manage enforcement and outreach grants, promoting seatbelt safety and provide assistance where needed for the Occupant Protection Program.

Output: Increase the number of agencies that participate in the Impoverished Seat Belt program.

Output: Hold (4) meetings a year to conduct meetings with law enforcement

Output: Educate law enforcement on trends in occupant protection during the (4) meetings

Output: Gather information to use in strategic planning for Impoverished Seat Belt program during the (4) meetings.

Efficiency: Continue to reduce the amount of cost per citation for occupant protection child restraint citations (Amount of Budget/Number of Citations) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.6: High Visibility Enforcement:** Support sustained high visibility enforcement of occupant protection laws which includes supporting the National Occupant Protection Enforcement Campaign, *Click It or Ticket*. Fund law enforcement programs; Fund special wave grants for law enforcement; Fund law enforcement program with emphasis in night time enforcement; Provide public information and education programs with an emphasis in occupant protection; Develop and promote a comprehensive media campaign for the *Click It or Ticket* mobilization; and Develop and promote a comprehensive media campaign for a night time enforcement mobilization.

Output: Increase the number of agencies that participate in the Child Passenger and Occupant Protection Seat Enforcement program.

Output: Hold (4) meetings a year to conduct meetings with law enforcement

Output: Continue to perform (12) grant reviews on activities, monthly cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Perform (4) quarterly grant reviews on activities, cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Continue to conduct at least (1) on-site monitoring visit per sub-grantee of \$100k and above; perform at least (1) monitoring visit for grants with conditional status and perform all additional sub-grantees visits as needed.

Output: Educate law enforcement on trends in Child Passenger and Occupant Protection Seat Enforcement during the (4) meetings

Output: Gather information to use in strategic planning for Child Passenger and Occupant Protection Seat Enforcement program during the (4) meetings.

Efficiency: Continue to reduce the amount of cost per citation for child restraint citations and occupant protection (Amount of Budget/Number of Citations) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.7: Public Information and Enforcement:** Improve education on new and/or updated laws related to Occupant Protection and Child Restraints; Supply services through the LEL Program; Provide information through MAHSL Meetings and special MOHS Task Forces; and Provide education information on occupant protection and child restraints to law enforcement, community providers through the Mississippi Office of Highway Safety Resource Center.

Output: Continue to perform (12) grant reviews on activities, monthly cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Perform (4) quarterly grant reviews on activities, cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Continue to conduct at least (1) on-site monitoring visit per sub-grantee of \$100k and above; perform at least (1) monitoring visit for grants with conditional status and perform all additional sub-grantees visits as needed.

Output: Hold (4) meetings a year to conduct the OP/Child Restraint Committee

Output: Educate task force on trends in Child Passenger and Occupant Protection Seat Enforcement during the (4) meetings

Output: Gather information to use in strategic planning for Child Passenger and Occupant Protection Seat Enforcement during the (4) meetings.

Efficiency: Continue to reduce the amount of cost per presentation for Occupant Protection and Child Passenger Citations (Amount of Budget/Number of presentation) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds

**Strategy for Goal A.1.8: Teen Driver Seatbelt Program:** Develop and promote a statewide education campaign that will focus on teen seatbelt use and increasing seatbelt usage rates among teens; Develop and promote a

statewide media campaign that will focus on teen seatbelt use and increasing seatbelt usage rates among teens; Provide public information and enforcement programs with an emphasis in teen occupant protection; and Fund law enforcement programs to focus on teen seatbelt use.

Output: Continue to perform (12) grant reviews on activities, monthly cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Perform (4) quarterly grant reviews on activities, cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Continue to conduct at least (1) on-site monitoring visit per sub-grantee of \$100k and above; perform at least (1) monitoring visit for grants with conditional status and perform all additional sub-grantees visits as needed.

Output: Hold (4) meetings a year to conduct the OP/Child Restraint Committee, with emphasis on teen drivers.

Output: Educate task force on trends in Child Passenger and Occupant Protection Seat Enforcement, with an emphasis on teen drivers during the (4) meetings

Output: Gather information to use in strategic planning for Child Passenger and Occupant Protection Seat Enforcement, with an emphasis on teen drivers during the (4) meetings.

Efficiency: Continue to reduce the amount of cost per presentation for Occupant Protection and Child Passenger Citations (Amount of Budget/Number of presentation) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds

**Strategy for Goal A.1.9:** Surveys: MOHS will utilize the NHTSA/GHSA questions to track driver attitude and awareness related to seat belt issues by conducting surveys during the fourth quarter of FY 2018-2022. Conduct Seatbelt and Child Restraint Survey to track seatbelt usage across the State.

Output: Continue to perform (1) attitudinal survey per year.

Output: Continue to perform (1) seatbelt and child restraint survey per year,

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

### **Program 3: Police Traffic Services-Speed**

**GOAL A:** The MOHS's primary goal is to assist State, local, non-profit organizations, community groups, institutions, colleges and universities in developing and implementing innovative highway safety programs which will in turn reduce the total number of fatal and serious injury crashes, including those that are speed related.

#### **OBJECTIVE A.1 Seatbelt Usage and Unrestrained Fatalities, Crashes and Injuries:**

- **To decrease the number of speeding-related fatalities by 4% from five year average (2009-2013) of 109 to 105 by the end of FY16.**
- To decrease the number of unrestrained passenger vehicle occupant fatalities by an additional 5% for a long term target of (100) by the end of 2018.
- To decrease the number of unrestrained passenger vehicle occupant fatalities by an additional 5% for a long term target of (95) by the end of 2019.
- To decrease the number of unrestrained passenger vehicle occupant fatalities by an additional 5% for a long term target of (91) by the end of 2020.
- To decrease the number of unrestrained passenger vehicle occupant fatalities by an additional 5% for a long term target of (87) by the end of 2021.
- To decrease the number of unrestrained passenger vehicle occupant fatalities by an additional 5% for a long term target of (83) by the end of 2022.

**Strategy for Goal A.1.1: Police Traffic Services Coordinated Program:** Assign MOHS staff to manage enforcement, promote seatbelt safety and provide assistance where needed for the Occupant Protection Program; Fund law enforcement programs that provide high visibility enforcement of speed, occupant protection, impaired driving, distracted driving and other moving violations; Participate in Click It or Ticket and Drive Sober or Get Pulled Over National Mobilization periods; Provide training for law enforcement by conducting SFST training, Complete Traffic Stops, the DRE-ARIDE, Speed Management Workshops, and TOPS; and Strategic Meetings and Monthly Information Meetings: Attend monthly MAHSL Meetings at least (1) per quarter to stay up to date on the latest information. Attend quarterly meetings to strategic plan enforcement efforts through data trends, performance measures and strategies.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.2: Speed Enforcement:** Assign MOHS staff to manage Police traffic service enforcement and outreach grants; Promote speed safety through earned and paid media; and Provide technical assistance when needed for the Police Traffic Service program.

Output: Increase the number of agencies that participate in the Police Traffic Service Enforcement programs.

Output: Hold (4) meetings a year to conduct meetings with law enforcement

Output: Educate law enforcement on trends in speed during the (4) meetings

Output: Gather information to use in strategic planning for speed Enforcement program during the (4) meetings.

Efficiency: Continue to reduce the amount of cost per citation for speed citations (Amount of Budget/Number of Citations) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.3: High Visibility Enforcement:** Support sustained high visibility enforcement of speed protection laws which includes supporting the National Occupant Protection and Alcohol Enforcement Campaigns, *Click It or Ticket and Drive Sober get Pulled Over*. Fund law enforcement programs; Fund special wave grants for law enforcement; Fund law enforcement program with emphasis in night time enforcement; Provide public information and education programs with an emphasis in speed, impaired driving and occupant protection; Develop and promote a comprehensive media campaign for the *Click It or Ticket It and Drive Sober get Pulled Over* mobilization; and Develop and promote a comprehensive media campaign for a night time enforcement mobilization.

Output: Increase the number of agencies that participate in the Police Traffic Services Enforcement program.

Output: Hold (4) meetings a year to conduct meetings with law enforcement

Output: Continue to perform (12) grant reviews on activities, monthly cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Perform (4) quarterly grant reviews on activities, cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Continue to conduct at least (1) on-site monitoring visit per sub-grantee of \$100k and above; perform at least (1) monitoring visit for grants with conditional status and perform all additional sub-grantees visits as needed.

Output: Educate law enforcement on trends in Police Traffic Services Enforcement during the (4) meetings

Output: Gather information to use in strategic planning for Police Traffic Services Enforcement program during the (4) meetings.

Efficiency: Continue to reduce the amount of cost per citation for child restraint citations and occupant protection (Amount of Budget/Number of Citations) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Strategy for Goal A.1.4: Public Information and Enforcement:** Improve education on new and/or updated laws related to speed, child restraints and alcohol; Supply services through the LEL Program; Provide information through MAHSL Meetings and special MOHS Task Forces; and Provide education information on occupant protection and child restraints to law enforcement, community providers through the Mississippi Office of Highway Safety Resource Center.

Output: Continue to perform (12) grant reviews on activities, monthly cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Perform (4) quarterly grant reviews on activities, cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Continue to conduct at least (1) on-site monitoring visit per sub-grantee of \$100k and above; perform at least (1) monitoring visit for grants with conditional status and perform all additional sub-grantees visits as needed.

Output: Hold (4) meetings a year to conduct the law enforcement Committee

Output: Educate task force on trends in Police Traffic Services Enforcement during the (4) meetings

Output: Gather information to use in strategic planning for Police Traffic Services Enforcement during the (4) meetings.

Efficiency: Continue to reduce the amount of cost per presentation for Police Traffic Services Enforcement Citations (Amount of Budget/Number of presentation) to show program cost efficiency.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds

**Strategy for Goal A1.5: Surveys:** MOHS will utilize the NHTSA/GHSA questions to track driver attitude and awareness related to seat belt issues by conducting surveys during the fourth quarter of FY 2018-2022.

Output: Continue to perform (1) attitudinal survey per year.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

**Action Plan:** The MOHS action plan or Highway Safety Plan is prepared and approved by the National Traffic Safety Administration annually. A copy of the MOHS HSP can be provided upon request.

**Mississippi Leadership Council on Aging  
Five Year Strategic Plan  
Fiscal Years 2019-2023**



## **1. Comprehensive Mission Statement:**

The mission of the Mississippi Leadership Council on Aging is to promote a coordinated effort among Law Enforcement, social services and local communities to reduce crimes against senior citizens.

## **2. Philosophy**

The Leadership Council on Aging is committed to serving the public in pursuit of safety for the senior citizens of Mississippi.

## **3. Relevant Statewide Goals and Benchmarks**

Statewide Goal #1: To promote a coordinated effort among law enforcement, social service agencies, and local communities to reduce crime against senior citizens.

Relevant Benchmarks#1: Administer the TRIAD concept, the agreement of law enforcement agencies in a county (sheriff's office, police departments, etc.) and the older or retired persons in the community working together, in a partnership to address crime issues which affect older citizens—and the enhanced delivery of law enforcement services to these mature persons.

Relevant Benchmarks #2: Develop more programs throughout the state of Mississippi. Currently, there are fifty-two (52) TRIAD programs in operation in Mississippi that are being funded through grants from the MLCOA. This represents 60% of the total counties toward the goal of the Mississippi Leadership Council on Aging having a TRIAD program in all 82 counties.

## **4. Overview of Agency Five 5- Year Strategic Plan:**

The Mississippi Leadership Council on Aging (MLCOA) will continue to address the problem of crime against senior citizens in a systematic and effective manner by promoting and expanding collaborative crime prevention programs, such as the TRIAD model that assist law enforcement agencies and senior citizens in implementing specific strategies for crime prevention, victim assistance, citizen involvement and public education. MLCOA will work to establish two new TRIADs during each of the next five years adding to our current fifty-two established TRIADs to eventually reach our goal of one in each county.

MLCOA will continue to provide grant funding to these programs as revenues from its funding source allows. MLCOA is funded from a \$1.00 assessment on moving traffic fines which brings in approximately \$360,000 per year. Total expenditures are beginning to exceed revenues requiring drawing against reserves and will necessitate a reduction in the grant amounts along with asking the legislature to increase the assessment from \$1.00 to \$2.00.

MLCOA has been providing training for law enforcement and non-law enforcement personnel in the areas of senior crime, police sensitivity, Alzheimer and the Vulnerable

Adult's Law. This program will continue to provide more direct training to municipal officers as a result of recent legislation requiring mandated training hours on a yearly basis. MLCOA will continue to publish and disseminate information and materials both directly and through the TRIADs to increase public understanding of the problem of crimes against the elderly.

## **5. Agency's External/ Assessment**

The Division of Public Safety Planning, Office of Leadership Council on Aging has a strategic plan in place to provide direction over five years.

The establishment of TRIAD programs within a county is dependent on several factors including: volunteers to work in program and law enforcement agency to request and handle grant funds. The revenue source from assessment of traffic fines would limit the amount of funds available for disbursement to TRIAD's and training purposes.

The Mississippi Leadership Council on Aging meets on a quarterly basis, and more often as deemed necessary, to establish and monitor direction of the agency. Management policies are in place to address any problems that may arise in meeting requirements of the law. Budgetary constraints are considered when new projects are proposed and with the continuation of any existing projects.

## **6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2019 through FY 2023:**

### **Program: TRIAD**

**GOAL A:** To promote a coordinated effort among law enforcement, social service agencies, and local communities to reduce crime against senior citizens.

#### **OBJECTIVE A.1.** Reduction of crime against the senior population

**A.1.1. STRATEGY:** Reduction of crime against senior: Reduce the crime rate by continuing to provide funding to educate senior citizens through crime prevention materials and training, safety and protection projects and raise awareness about crimes against the elderly. Triad programs represent 60% of all 82 counties toward the goal of the Mississippi Leadership Council on Aging. Expand additional programs in counties that are not yet funded. Conduct quality training for law enforcement and non-law enforcement on crimes against the elderly. Provide on-site technical assistance for established TRIAD programs and potential programs about the purpose of the organization process, and funding of Triad. Collaborate with other senior services such as; RSVP, AARP, Agency on Aging, emergency response and other individuals interested in the welfare of seniors safety.

**The Mississippi Leadership Council on Aging received \$67,700.00 in state funds to reduce the crime against the senior population.**

**Outcome:** Change in operations via quarterly board meetings to review processes and procedures

**Outcome:** Change in the number of operational Triad programs

**Outcome:** Enhance law enforcement and non-law enforcement understanding of crimes against the elderly by conducting trainings

**Outcome:** Increase funding opportunities to counties to educate senior citizens

**1.1 Strategy:** Board members reviewed programs, expenditures, objectives and continued protection of senior population.

**Outputs:** 4 Board Meetings

**Efficiency:** Average cost per meeting is \$300.00 per quarter.

**Explanatory:** Reduction of special fund converted to general funds by

Senate Bill 2968

**1.2 Strategy:** Established new Triad programs in counties and municipalities to coordinate efforts to educate and protect senior citizens from crimes, criminals an better provide needed services.

**Outputs:** Expand Triad Programs by 4 each year

**Efficiency:** Cost per initial program \$3,000.00

**Explanatory:** Reduction of special fund converted to general funds by

Senate Bill 2968

**1.3 Strategy:** Conducting training to law enforcement and non-law Enforcement about crimes against the elderly, police sensitivity, Alzheimer's an issues that affect the elderly and police officers.

**Outputs:** Conduct 1 training programs per year

**Efficiency:** The cost per training is estimated at \$3,000.00 per class x 6 classes equals \$18,000. This is based on attendees.

**Explanatory:** Reduction of special fund converted to general funds by

Senate Bill 2968

**1.4 Strategy:** Provide on-site-technical assistance for established Triad programs and potential programs

**Outputs:** Provide on-site-trainings about the purpose of, organization process, and funding of such a program.

**1.5 Strategy:** Fund Triad programs to educate senior citizens through crime prevention materials and training, safety and protection projects and raise awareness about crimes against the elderly.

**Output:** Provide grant funding for 45 Triad programs

**Explanatory:** Reduction of special fund converted to general funds by

Senate Bill 2968

# The Mississippi Forensics Laboratory Strategic Plan for Fiscal Years 2019-2023

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## I. **Mission Statement**

The mission of the Mississippi Forensics Laboratory is to provide the highest quality, objective services in the recognition, collection, preservation, scientific analysis and interpretation of physical evidence in the pursuit of truth within the criminal justice system. Mississippi Forensics Laboratory management is committed to good professional practice and to the quality of testing in serving its customers.

## II. **Agency Philosophy**

### ***Professionalism:***

Ethical and professionally responsible forensic scientists and laboratory managers . . .

- 1) Are independent, impartial, detached, and objective, approaching all examinations with due diligence and an open mind.
- 2) Conduct full and fair examinations. Conclusions are based on the evidence and reference material relevant to the evidence, not on extraneous information, political pressure, or other outside influences.
- 3) Are aware of their limitations and only render conclusions within their area of expertise and about matters which they have given formal consideration.
- 4) Honestly communicate with all parties (the investigator, prosecutor, defense, and other expert witnesses) about all information relating to their analyses, when communications are permitted by law and agency practice.
- 5) Report to the appropriate legal or administrative authority unethical, illegal, or scientifically questionable conduct of other laboratory employees or managers. Laboratory management will take appropriate action if there is potential for, or there has been, a miscarriage of justice due to circumstances that have come to light, incompetent practice or malpractice.
- 6) Report conflicts between their ethical/professional responsibilities and applicable agency policy, law, regulation, or other legal authority, and attempt to resolve them.

- 7) Do not accept or participate in any case on a contingency fee basis or in which they have any other personal financial conflict of interest or an appearance of such a conflict.

***Competency and Proficiency:***

Ethical and professionally responsible forensic scientists and laboratory managers . . .

- 8) Are committed to career-long learning in the forensic disciplines which they practice and stay abreast of new equipment and techniques, while guarding against the misuse of methods that have not been validated. Conclusions and opinions are based on generally accepted tests and procedures.
- 9) Are properly trained and determined to be competent through testing prior to undertaking the examination of the evidence.
- 10) Honestly, fairly and objectively administer and complete regularly scheduled:
  - relevant proficiency tests;
  - comprehensive technical reviews of examiners' work;
  - verifications of conclusions.
- 11) Give utmost care to the treatment of any samples or items of potential evidentiary value to avoid tampering, adulteration, loss or unnecessary consumption.
- 12) Use appropriate controls and standards when conducting examinations and analyses.

***Clear Communications:***

Ethical and professionally responsible forensic scientists and laboratory managers . . .

- 13) Accurately represent their education, training, experience, and area of expertise.
- 14) Present accurate and complete data in reports, testimony, publications and oral presentations.
- 15) Make and retain full, contemporaneous, clear and accurate records of all examinations and tests conducted and conclusions drawn, in sufficient detail to allow meaningful review and assessment of the conclusions by an independent person competent in the field. Reports are prepared in which facts, opinions and interpretations are clearly distinguishable, and which clearly describe limitations on the methods, interpretations and opinions presented.
- 16) Do not alter reports or other records, or withhold information from reports for strategic tactical litigation advantage.

- 17) Support sound scientific techniques and practices and do not use their positions to pressure an examiner or technician to arrive at conclusions or results that are not supported by data.
- 18) Testify to results obtained and conclusions reached only when they have confidence that the opinions are based on good scientific principles and methods. Opinions are to be stated so as to be clear in their meaning. Wording should not be such that invalid inferences may be drawn or opinions may be slanted.
- 19) Attempt to qualify their responses while testifying when asked a question with the requirement of a simple “yes” or “no” answer, if answering “yes” or “no” would be misleading to the judge or the jury.

### **III. Statewide Goals and Benchmarks**

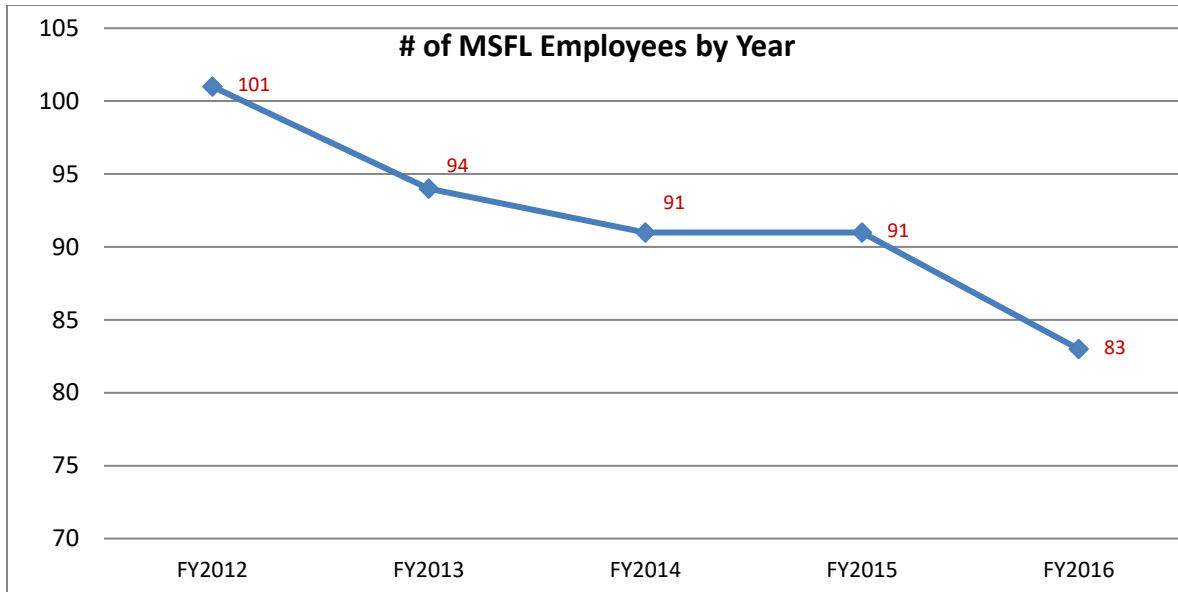
Statewide Goal #1: To protect the public’s safety, including providing timely and appropriate responses to emergencies and disasters and to operate a fair and effective system of justice.

Benchmarks #1:

- Crimes per 100,000 population (includes the crimes of murder, rape, robbery, aggravated assault, burglary, larceny-theft, and motor vehicle theft)
- Reported arrests for drug abuse violations per 100,000 population
- Driving under the Influence (DUI) arrests per 100,000 population
- Case clearance rates (the number of outgoing cases as a percentage of the number of incoming cases)
- Time to case disposition (percentage of cases disposed within the time standard set for each case type)
- Alcohol- and drug-impaired driving fatalities per 100,000 population

### **IV. Overview of the Agency’s 5-Year Strategic Plan:**

The Mississippi Forensics Laboratory has consistently experienced a dramatic increase in the backlog of cases over the past 4 years, and current numbers indicate that this trend will continue. This is due to the steady loss of trained personnel and our inability to keep up with our incoming caseload.



The professional scientists on staff are the most valuable asset of the agency. The MSFL is at the lowest number of trained forensic scientists since 2004-2005. This will be the eleventh year that MSFL employees have not been realigned nor had a significant pay increase. Our ability to retain employees competitively with this special skill set is paramount. There is no “pool” of trained forensic scientists waiting for us to tap into. Over the last few years the MSFL has primarily lost staffing due to the elimination of 14 un-budgeted PINS, retirement, and the loss of analysts to other higher paying jobs. Even with one of the highest levels of productivity in our history the MSFL cannot keep up with the rate of incoming requests with the current staffing. The backlog of requests over 90 days old has increased from 23 in FY 2013 to over 6,000 this past FY which directly coincides with the steady loss of PINS and increase in caseload over the corresponding years.

In particular, in the past year, MSFL has seen a dramatic increase in gun crimes and in the number of synthetic cannabinoid and designer opioid drug cases. This increase in these types of cases, which may have large numbers of submissions, has put a strain on the resources of the MSFL Drug and Firearms Sections. MSFL has lost several trained analysts through attrition, which has had a negative impact on the ability of the these Sections to maintain its case load. MSFL plans to request additional positions as funding allows this fiscal year.

The MSFL upgraded the Intoxilyzer breath instruments statewide in 2003 and maintains control of the system and all remote locations through a centralized computer system. It is time the MSFL, once again, upgrades the existing 250 Intoxilyzer breath instruments as well as ensures computer connectivity with the Central Office for accurate monitoring and quality control. The DUI/Implied consent program has grown to 11 employees and now is no longer supported by a \$25 assessment on DUI convictions. The MSFL is statutorily responsible for operation of the State’s Implied Consent program; however, the MSFL special fund was eliminated July 01, 2016 and repurposed it to the general fund.

The MSFL is planning to expand its computer video conferencing, currently used for training, and offer remote testimony to court rooms. The District Attorneys of the state have indicated initial support for this concept. Due to the small number of analysts serving the entire state, it is not uncommon for a scientist to be subpoenaed for court in more than one jurisdiction on the same day.



Replacement of the rented Meridian Regional Forensics Lab with a permanent facility is also a priority. The goal is to add on to the new District 6 MHP Substation a small facility to offer latent print examination and controlled substance analysis, which are in high demand. The new Gulf Coast Forensics Lab, replacing the lab lost to Hurricane Katrina, was completed in early 2011, and the facility was occupied in April of 2011.

The MSFL will maintain ANSI-ASQ National Accreditation Board (ANAB). Initial accreditation was obtained December 2003 and was valid for five years. While the MSFL evaluates compliance with ANAB standards routinely, during FY08 the MSFL applied for re-accreditation, was inspected in December 2008, and received re-accreditation in January 2009. Additional international accreditation standards were required by 2012 and were incorporated in order to maintain compliance and accreditation. MSFL has acquired accreditation status under the ISO 17025 standards as of April 2014. The MSFL is the only full-service accredited forensic laboratory system in Mississippi. Many states have already implemented legislation mandating that any forensic lab examining evidence for criminal courts must be accredited.

The Mississippi Forensics Laboratory, with the appropriate resources, has expanded the DNA CODIS Database to include all arrestees. The database currently includes convicted felons and sex offenders. The MSFL was awarded a federal grant to compliment the State's new legislation for set up and implementation of this program. This will be a substantial addition to our existing program, and we hope to add additional permanent personnel to be able to utilize this tool in an expeditious manner to assist law enforcement with identification of criminals. The State will have to fund this program in order to maintain it. In addition to our forensic caseload, the CODIS program will be responsible for the analysis of 500-600 DNA samples per month and management of the State's database. Currently this includes fingerprint verification of all hits as well as expungement of profiles from the database. Additional staffing resources will be critical for maintenance of this program. Convicted felons are charged \$100 to defray the cost of the DNA Program, however this special fund was abolished and re-purposed to the general fund.

Over the next three to five years the MSFL plans to offer computer forensics analysis. There has been high interest from the law enforcement community for us to make available this service. The MSFL plans to first offer audio and visual enhancement to include digital video images from cameras. This will be about a two-year process to acquire equipment, personnel, and to validate the methodology in use. Currently there is no accredited laboratory available in this state with that service capability.

The MSFL, in order to make up for the lack of personnel, hopes to invest in the latest in automated technology to expand the capabilities of the personnel in place. This will be especially useful in high throughput areas such as toxicology and drug analysis. The MSFL plays a significant role in the State's DUI enforcement by analyzing all the breath alcohol samples in the State as well as the blood alcohols and other impairing substances. The MSFL Toxicology Department continues to see a significant rise in the number DUI cases submitted to the laboratory and is constantly adapting to new compounds such as the synthetic cannabinoids (spice), cathinone derivatives (bath salts) and new synthetic opiates. The implementation of automated technology and instrumentation, albeit initially a financial investment,

will be the most cost-effective approach to an ever-increasing caseload. The MSFL plans to spread out this financial request for equipment over the next five years.

## **V. Agency's External/Internal Assessment**

The Mississippi Forensics Laboratory is influenced by a number of external and internal factors, many of which are listed here.

- 1) Changes in State Statutes and Regulations:
  - a. The MSFL is intimately involved in the administration of the DUI statutes as defined by M.C.A. § 63-11-19, and almost any modification to such statute has the potential to affect our operation. The MSFL controls and regulates the breath and blood analyses for the presence of alcohol and drugs that may influence a driver. The MSFL has also had to develop and implement the ignition interlock program without any directed funding.
  - b. Any change in Mississippi Code Title 97 (Crimes) has the potential to affect evidence collected and examined as it relates to proof of crime or identification of individuals involved in a crime.
  - c. Changes in the Controlled Substances Act affect operation and analysis of drugs as this statute is updated annually. Addition of new controlled substances, such as synthetic cannabinoid, bath salts, and pseudo-LSD type drugs involves addition of new analyses, validation, and standard operating procedures.
  - d. Implementation of CODIS and the addition of collecting samples on all-arrestees will double the number of DNA profiles analyzed by the MSFL for upload into the DNA database. The MSFL has not been funded and does not have the personnel or equipment to respond to this task.
- 2) Court Rulings:
  - a. Court rulings and interpretations have had a significant impact on the Mississippi Forensics Laboratory. Recent US Supreme Court Rulings and MS Appellate Court Rulings involving confrontation of the analyst in court have increased our court and testimony time, leaving less time in the Laboratory for analysis and ultimately affecting our turn-around time on cases.
  - b. Courts, prosecutors, defense attorneys, and juries request and expect more scientific analysis of evidence be presented than ever, resulting in an inflated laboratory workload. The numbers of specific types of requests for analysis of evidence have steadily increased every year for the past 5 years amounting to a 15% rise in some cases. Demands for the production of data for review by other experts have also increased.

3) Demographic Effects

- a. Changes in criminal patterns such as methamphetamine clandestine laboratories, use of new drugs, and increased use of drugs, such as heroin, challenge both our Toxicology Departments and Drug Analysis Sections to adapt analytical methods to identify and report use to law enforcement agencies, health care providers, courts, and coroners.
- b. An increase in property crimes has rapidly increased the use of newer “touch” DNA technologies, which impacts cost due to increase of reagents, turn-around time of analysis, and time available for analysis of major crimes without additional resources.

4) Operational Procedures:

- a. The MSFL is an internationally accredited laboratory (ISO 17025) and must comply with all the requirements of accreditation. These requirements and quality control measures are subject to modification that subsequently results in additional work to ensure compliance.
- b. Any disaster, major crime spree, terror activity, etc., can affect prioritization of personnel and resources to be re-directed as needed and ultimately result in the modification of normal daily operations, including personnel and funds.

5) Changes in Technology:

- a. The MSFL is obligated to offer the latest forensic techniques available to provide the most discriminate information in the inclusion or exclusion of individuals as suspects and in the analysis of physical evidence. As newer technology is developed and accepted as the standard in forensic analysis, the MSFL has to be able to acquire, validate, and offer these techniques. Failure to offer the best available analysis could ultimately result in reversal of cases in the future by courts.
- b. The MSFL must comply with federally mandated guidelines by the FBI in the administration of the CODIS DNA database. The MSFL is currently aware that new standards are going to be implemented requiring technology changes in-house with equipment to produce the required 16 Loci (up from 13 current) for every DNA profile developed.
- c. The MSFL has received over 100,000 convicted offender biological samples for analysis and upload to the DNA CODIS database. In FY 2010 and FY 2011, convicted parolee offenders were added. The MSFL DNA section continues to receive 500 new felon samples per month for analysis. The challenge will be to incorporate this operation, which has historically been federally funded through grants but will now fall on the State to continue. The MSFL is both statutorily and federally responsible for maintenance and operation of the DNA database and connection to the national DNA database.

6) Dependence Upon Federal Grant Support:

- a. The MSFL has become increasingly dependent upon federal resources (grants) to fund new equipment and technology due to the absence of funding from the State. The State has never adequately funded our DNA program and now federal support is dwindling.
  - b. Increased Grant Reporting Requirements: Requirements for grant accounting and reporting have increased, and time spent responding to these requirements has increased. The MSFL has no dedicated in-house personnel to oversee and manage millions of dollars' worth of grants and must rely on a part-time contractual person for compliance.
- 7) Loss of Trained Personnel:
- a. The MSFL has failed to compete with other government forensic agencies and private industry in salaries for trained personnel. The MSFL invests 1 ½ years minimum of training in each college graduate hired. When fully trained, these employees seek higher paying jobs. The State cannot afford to continue to train personnel for other agencies in other states. Some mechanism needs to be created to evaluate and retain specialized forensic scientists.
  - b. Loss of management personnel has also dramatically affected current organizational structure and efficiency, taxing available resources to comply with state, federal, and accreditation requirements.
- 8) Independent audits:
- a. The MSFL is the only publicly funded accredited forensic laboratory in the State and the only full service forensic laboratory in the State. International Accreditation has been acquired through the ANSI-ASQ National Accreditation Board (ANAB) enforcing internationally recognized ISO-17025 laboratory standards. The MSFL is externally and internally assessed utilizing a set of over 200 standards for compliance.

**Internal Management Systems utilized to evaluate performance achievements in relationship to targeted performance levels.**

- 1) The MSFL maintains a management system, as required by the ANSI-ASQ National Accreditation Board (ANAB) accreditation standards, which is appropriate to the scope of its activities. The MSFL Quality Manual contains documented and controlled policies and procedures to assure the quality of the results and the needs of our customers. A key member of the management staff is the Quality Manager, who is responsible for ensuring that the management system, as related to quality, is implemented and followed at all times. Internal audits are performed on a yearly basis, and external audits conducted every two years for DNA and at the end of the accreditation cycle for the entire laboratory system.
- 2) *JusticeTrax*® is the forensic laboratory information management system (LIMS) and evidence management software used at the MSFL to record and track the evidence that is submitted for forensic analysis. After the analysis is completed and a report is generated, these reports are

available to our customers via *iResults*<sup>®</sup>, an internet web-based portal. Also, the *JusticeTrax* software documents the entire process from the point of submission until the disposal of the evidence or return to the submitting agency. Through crystal reports, this data may be queried and reports generated to provide production and efficiency statistics.

Additionally, the MSFL uses *Qualtrax*<sup>®</sup>, a quality assurance compliance software system to provide electronic control of documented operational procedures and process management.

- 3) The MSFL is the scientific division of the Department of Public Safety. The Laboratory Director is the highest ranking manager of the central laboratory and the three regional laboratories and bears all control of the laboratory's testing and budgetary activities. Two Assistant Directors, one technical assistant director and the other administrative assistant director are top management positions. Each of the three regional laboratories is administratively supervised by an Associate Director. Key management is made up of the Section Chiefs and the Bioscience Technical Leader. The forensic scientists are supervised by their respective section chiefs/technical leader. Support staff consists of one administrative assistant, one purchasing agent and a part-time grants manager.
- 4) An annual review of the laboratory's management system and testing activities is conducted to ensure their continuing suitability and effectiveness and to introduce necessary changes or improvements.

**VI. Agency's Goals, Objectives, Strategies and Measures by Program for FY2018 through FY 2022:**

**PROGRAM 1: Forensic Analysis**

**FY 2019**

**GOAL A: Provide forensic services for the criminal justice system** (Miss. Code Ann. § 45-1--17).

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

*Outcome:* Production of analytical results for the adjudication of cases

A.1.1. STRATEGY: Monitor casework production

*Output:* Reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time

*Efficiency:* Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

*Output:* Number of court testimonies

*Efficiency:* Cost per testimony

*Explanatory:* Increase use of the confrontational rights of the accused as a result of national and state court rulings

OBJECTIVE A.2: Provide the highest quality services to our customers

*Outcome:* Maintain high quality product

A.2.1. STRATEGY: Monitor quality of case reports

*Output:* Amended reports issued

*Efficiency:* Number issued due to administrative error(s)

*Efficiency:* Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

*Output:* Number of proficiency samples analyzed

*Output:* Percentage tested/and successful

OBJECTIVE A.3: Provide Mississippi law enforcement agencies with needed services

*Outcome:* Meet the forensic services needs of our customers

A.3.1. STRATEGY: Seek feedback, both positive and negative from customers in order to improve services offered and the management system

*Output:* Distribute customer satisfaction surveys

*Efficiency:* Analysis of completed surveys

A.3.2. STRATEGY: Investigate additional service for computer crimes

*Output:* Estimated number of cases per year

*Efficiency:* Implementation cost

*Efficiency:* Cost per case

**PROGRAM 2: DNA Analysis**

**GOAL A: Provide forensic services for the criminal justice system** (Miss. Code Ann. § 45-1-17, §99-49-1, §45-33-37(4) and §47-5-183.

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

*Outcome:* Production of analytical results for the adjudication of cases

A.1.1. STRATEGY: Monitor casework production

*Output:* Reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time

*Efficiency:* Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

*Output:* Number of court testimonies

*Efficiency:* Cost per testimony

OBJECTIVE A.2: Provide the highest quality services to our customers

*Outcome:* Maintain high quality product

A.2.1. STRATEGY: Monitor quality of case reports

*Output:* Amended reports issued

*Efficiency:* Number issued due to administrative error(s)

*Efficiency:* Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

*Output:* Number of proficiency samples analyzed

*Output:* Percentage tested/and successful

OBJECTIVE A.3: Provide accurate and timely uploaded profiles to the CODIS database

*Outcome:* Maintain the integrity of the CODIS database

*Output:* Profiles uploaded

*Efficiency:* Number of profiles generated and uploaded

*Explanatory:* Federal funding for implementation but must transition to state funds

A.3.1. STRATEGY: Monitor the database

*Output:* Known Felony Offender samples in database

*Efficiency:* Cost per sample analyzed

*Efficiency:* Percentage of DNA database hits confirmed within 30 days

*Explanatory:* Anticipate expansion of DNA database to felons and all arrestees

## **FY 2020**

**GOAL A: Provide forensic services for the criminal justice system** (Miss. Code Ann. § 45-1--17).

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

*Outcome:* Production of analytical results for the adjudication of cases

A.1.1. STRATEGY: Monitor casework production

*Output:* Reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time; improve towards a 30-day turnaround time on all casework

*Efficiency:* Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

*Output:* Number of court testimonies

*Efficiency:* Cost per testimony

*Explanatory:* Increase use of the confrontational rights of the accused as a result of national and state court rulings

OBJECTIVE A.2: Provide the highest quality services to our customers

*Outcome:* Maintain high quality product

A.2.1. STRATEGY: Monitor quality of case reports

*Output:* Amended reports issued



*Efficiency:* Number issued due to administrative error(s)

*Efficiency:* Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

*Output:* Number of proficiency samples analyzed

*Output:* Percentage tested/and successful

OBJECTIVE A.3: Provide Mississippi law enforcement agencies with needed services

*Outcome:* Meet the forensic services needs of our customers

A.3.1. STRATEGY: Seek feedback, both positive and negative, from customers in order to improve services offered and the management system

*Output:* Distribute customer satisfaction surveys

*Efficiency:* Analysis of completed surveys

OBJECTIVE A.4: Construct permanent facility for the Meridian Regional Laboratory

*Outcome:* Regional laboratory housed in state-owned property

A.4.1. STRATEGY: Request bond issue for replacement of rented Meridian Regional Forensics Laboratory

*Output:* Meridian lab reports issued

*Efficiency:* Number of Meridian Regional lab evidence submissions

## **PROGRAM 2: DNA Analysis**

**GOAL A: Provide forensic services for the criminal justice system** (Miss. Code Ann. § 45-1-17, §99-49-1, §45-33-37(4) and §47-5-183.

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

*Outcome:* Production of analytical results for the adjudication of cases

A.1.1. STRATEGY: Monitor casework production

*Output:* Reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time

*Efficiency:* Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

*Output:* Number of court testimonies

*Efficiency:* Cost per testimony

OBJECTIVE A.2: Provide the highest quality services to our customers

*Outcome:* Maintain high quality product

A.2.1. STRATEGY: Monitor quality of case reports

*Output:* Amended reports issued

*Efficiency:* Number issued due to administrative error(s)

*Efficiency:* Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

*Output:* Number of proficiency samples analyzed

*Output:* Percentage tested/and successful

OBJECTIVE A.3: Provide accurate and timely uploaded profiles to the CODIS database

*Outcome:* Maintain the integrity of the CODIS database

*Output:* Profiles uploaded

*Efficiency:* Number of profiles generated and uploaded

*Explanatory:* Federal funding for implementation but must transition to state funds

A.3.1. STRATEGY: Monitor the database

*Output:* Known Felony Offender samples in database

*Efficiency:* Cost per sample analyzed

*Efficiency:* Percentage of DNA database hits confirmed within 30 days

*Explanatory:* Maintain DNA database to include all felons and arrestees.

**GOAL A: Provide forensic services for the criminal justice system** (Miss. Code Ann. § 45-1--17).

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

*Outcome:* Production of analytical results for the adjudication of cases

*Outcome:* Replace existing Intoxilyzer 8000 equipment statewide with new upgraded instruments.

*Outcome:* Investigate new automated technologies for forensic application

A.1.1. STRATEGY: Monitor casework production

*Output:* Reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time; improve towards a 30-day turnaround time on all casework

*Efficiency:* Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

*Output:* Number of court testimonies

*Efficiency:* Cost per testimony

A.1.3. STRATEGY: Provide computer aided video conferencing

*Efficiency:* Reduction of cost per testimony

*Output:* Number of video testimonies

*Explanatory:* Increase use of the confrontational rights of the accused as a result of national and state court rulings.

OBJECTIVE A.2: Provide the highest quality services to our customers

*Outcome:* Maintain high quality product; maintain ISO 17025 accreditation

*Outcome:* Investigate new automated technologies

A.2.1. STRATEGY: Monitor quality of case reports

*Output:* Amended reports issued

*Efficiency:* Number issued due to administrative error(s)

*Efficiency:* Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

*Output:* Number of proficiency samples analyzed

*Output:* Percentage tested/and successful

OBJECTIVE A.3: Provide Mississippi law enforcement agencies with needed services

*Outcome:* Meet the forensic services needs of our customers

A.3.1. STRATEGY: Seek feedback, both positive and negative, from customers in order to improve services offered and the management system

*Output:* Distribute customer satisfaction surveys

*Efficiency:* Analysis of completed surveys

*Explanatory:* Additional services dependent on availability of resources

## **PROGRAM 2: DNA Analysis**

**GOAL A: Provide forensic services for the criminal justice system** (Miss. Code Ann. § 45-1-17, §99-49-1, §45-33-37(4) and §47-5-183.

OBJECTIVE A.1.: Provide timely analysis of scientific evidence for our clients

*Outcome:* Production of analytical results for the adjudication of cases

A.1.1. STRATEGY: Monitor casework production

*Output:* Reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time

*Efficiency:* Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

*Output:* Number of court testimonies

*Efficiency:* Cost per testimony

OBJECTIVE A.2: Provide the highest quality services to our customers

*Outcome:* Maintain high quality product

A.2.1. STRATEGY: Monitor quality of case reports

*Output:* Amended reports issued

*Efficiency:* Number issued due to administrative error(s)

*Efficiency:* Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

*Output:* Number of proficiency samples analyzed

*Output:* Percentage tested/and successful

OBJECTIVE A.3.: Provide accurate and timely uploaded profiles to the CODIS database

*Outcome:* Maintain the integrity of the CODIS database

*Output:* Profiles uploaded

*Efficiency:* Number of profiles generated and uploaded

*Explanatory:* Federal funding for implementation but must transition to state funds

A.3.1. STRATEGY: Monitor the database

*Output:* Known Felony Offender samples in database

*Efficiency:* Cost per sample analyzed

*Efficiency:* Percentage of DNA database hits confirmed within 30 days

*Explanatory:* Maintain DNA database to include all felons and arrestees.

**FY 2022**

**GOAL A: Provide forensic services for the criminal justice system** (Miss. Code Ann. § 45-1--17).

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

*Outcome:* Production of analytical results for the adjudication of cases

*Outcome:* Purchase and install automated instrumentation

A.1.1. STRATEGY: Monitor casework production

*Output:* Reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time, Improve towards a 30-day turnaround time on all casework

*Efficiency:* Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

*Output:* Number of court testimonies

*Efficiency:* Cost per testimony

*Explanatory:* Increase use of the confrontational rights of the accused as a result of national and state court rulings

*Outcome:* Provide computer aided video conferencing

*Efficiency:* Reduction of cost per testimony

*Output:* Number of video testimonies

OBJECTIVE A.2: Provide the highest quality services to our customers

*Outcome:* Maintain high quality product; maintain ISO 17025 accreditation

A.2.1. STRATEGY: Monitor quality of case reports

*Output:* Amended reports issued

*Efficiency:* Number issued due to administrative error(s)

*Efficiency:* Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

*Output:* Number of proficiency samples analyzed

*Output:* Percentage tested/and successful

OBJECTIVE A.3: Provide Mississippi law enforcement agencies with needed services

*Outcome:* Meet the forensic services needs of our customers

A.3.1. STRATEGY: Seek feedback, both positive and negative, from customers in order to improve services offered and the management system

*Output:* Distribute customer satisfaction surveys

*Efficiency:* Analysis of completed surveys

**PROGRAM 2: DNA Analysis**

**GOAL A: Provide forensic services for the criminal justice system** (Miss. Code Ann. § 45-1-17, §99-49-1, §45-33-37(4) and §47-5-183.

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

*Outcome:* Production of analytical results for the adjudication of cases

*Outcome:* Purchase and install automated instrumentation

A.1.1. STRATEGY: Monitor casework production

*Output:* Reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time

*Efficiency:* Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

*Output:* Number of court testimonies

*Efficiency:* Cost per testimony

OBJECTIVE A.2: Provide the highest quality services to our customers

*Outcome:* Maintain high quality product

A.2.1. STRATEGY: Monitor quality of case reports

*Output:* Amended reports issued

*Efficiency:* Number issued due to administrative error(s)

*Efficiency:* Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

*Output:* Number of proficiency samples analyzed

*Output:* Percentage tested/and successful

OBJECTIVE A.3: Provide accurate and timely uploaded profiles to the CODIS database

*Outcome:* Maintain the integrity of the CODIS database

*Output:* Profiles uploaded

*Efficiency:* Number of profiles generated and uploaded

*Explanatory:* Federal funding for implementation but must transition to state funds

A.3.1. STRATEGY: Monitor and maintain the database

*Output:* Known Arrestees and Felony Offender samples in database

*Efficiency:* Cost per sample analyzed

*Efficiency:* Percentage of DNA database hits confirmed within 30 days

## **FY 2023**

**GOAL A: Provide forensic services for the criminal justice system** (Miss. Code Ann. § 45-1--17).

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

*Outcome:* Production of analytical results for the adjudication of cases

*Outcome:* Validate and place new technology in service

A.1.1. STRATEGY: Monitor casework production

*Output:* Reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time; improve towards a 30-day turnaround time on all casework

*Efficiency:* Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

*Output:* Number of court testimonies

*Output:* Number of video testimonies

*Efficiency:* Cost per testimony

*Explanatory:* Increase use of the confrontational rights of the accused as a result of national and state court rulings

OBJECTIVE A.2: Provide the highest quality services to our customers



*Outcome:* Maintain high quality product; maintain ISO 17025 accreditation

A.2.1. STRATEGY: Monitor quality of case reports

*Output:* Amended reports issued

*Efficiency:* Number issued due to administrative error(s)

*Efficiency:* Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

*Output:* Number of proficiency samples analyzed

*Output:* Percentage tested/and successful

OBJECTIVE A.3: Provide Mississippi law enforcement agencies with needed services

*Outcome:* Meet the forensic services needs of our customers

A.3.1. STRATEGY: Seek feedback, both positive and negative, from customers in order to improve services offered and the management system

*Output:* Distribute customer satisfaction surveys

*Efficiency:* Analysis of completed surveys

## **PROGRAM 2: DNA Analysis**

**GOAL A: Provide forensic services for the criminal justice system** (Miss. Code Ann. § 45-1-17, §99-49-1, §45-33-37(4) and §47-5-183.

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

*Outcome:* Production of analytical results for the adjudication of cases

A.1.1. STRATEGY: Monitor casework production

*Output:* Reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time

*Efficiency:* Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

*Output:* Number of court testimonies

*Efficiency:* Cost per testimony

OBJECTIVE A.2: Provide the highest quality services to our customers

*Outcome:* Maintain high quality product

A.2.1. STRATEGY: Monitor quality of case reports

*Output:* Amended reports issued

*Efficiency:* Number issued due to administrative error(s)

*Efficiency:* Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

*Output:* Number of proficiency samples analyzed

*Output:* Percentage tested/and successful

OBJECTIVE A.3: Provide accurate and timely uploaded profiles to the CODIS database

*Outcome:* Maintain the integrity of the CODIS database

*Output:* Profiles uploaded

*Efficiency:* Number of profiles generated and uploaded

*Explanatory:* Federal funding for implementation but must transition to state funds

A.3.1. STRATEGY: Monitor and maintain the database

*Output:* Known Arrestees and Felony Offender samples in database

*Efficiency:* Cost per sample analyzed

*Efficiency:* Percentage of DNA database hits confirmed within 30 days

STRATEGIC PLAN



Department of Public Safety,  
Division of Public Safety Planning  
Board of Emergency Telecommunications Standards & Training  
**2019-2023**

712-00

**Public Safety - Board of Emergency Telecommunications (712-00)**  
**Strategic Plan (2019-2023)**  
**BOARD OF EMERGENCY TELECOMMUNICATIONS STANDARDS AND**  
**TRAINING**  
**712-00**

**1. Comprehensive Mission Statement:**

The mission of the Board of Emergency Telecommunications Standards and Training is to establish and enforce standards to ensure that the people of Mississippi are served by highly trained and ethical emergency telecommunications personnel. In Mississippi Code, §19-5-301, the Legislature found it to be in the public interest to raise the level of competence of local public safety and 911 telecommunicators by establishing a minimum standard of training and certification for personnel involved in the answering and dispatching of calls to law enforcement, fire and emergency medical services. The purpose of the Board (Mississippi Code, §19-5-351 and §19-5-353) is to insure that emergency telecommunicators have the best preparation feasible to enable them to carry out their duties in a manner that protects the health, safety and welfare of the citizens of this state.

**2. Philosophy**

The Board of Emergency Telecommunications Standards and Training conducts agency business with fairness and conviction. We approach our responsibilities to all people of Mississippi with a deep sense of purpose and commitment. We believe in a state where we look to our laws for justice and equity, where calls for emergency service are responded to by well-qualified persons with the highest standards of ethics and accountability. Our core values are integrity, dedication, and quality responsive customer service.

**3. Relevant Statewide Goals and Benchmarks**

Statewide Goal #1.: To protect the public's safety, by providing timely and appropriate training for emergency telecommunicators that respond to the public's calls to emergencies and disasters.

Relevant Benchmarks #1.:

- Number of active telecommunicators providing public safety response.
- Number of new emergency telecommunicators in the state.

Statewide Goal #2.: To ensure Mississippians are efficiently served by high-quality

professionals in order to operate a fair and effective system of justice.

Relevant Benchmarks #2.:

- Percentage of new and renewed professional certifications issued.
- Number of administrative actions taken against professional certificates.

#### **4. Overview of the Agency 5-Year Strategic Plan:**

The Board of Emergency Telecommunications Standards and Training has identified several primary areas of activities for the next five years. The Board plans to train and certify newly hired telecommunicators as required by law, provide continuing education for re-certification, review/redesign telecommunications curriculum and provide accreditation and certification to telecommunications agencies. The Board plans to continue the reimbursement of 100% of training costs to the agencies governed by this program.

With growing awareness that there are many threats to the health, safety and welfare of all our citizens, the 911 emergency telecommunications community can have a significant impact on every aspect of public safety. The 911 coordinator at each county as well as 911 officials in each center can provide training to all participants in public safety. The Board has developed and implemented a public safety training program utilizing 911 personnel as trainers. Once selected personnel have completed their initial training program, they will be provided with curricula and other resources to provide needed training at every level. Many communities could benefit from the implementation of full service emergency medical dispatch and pre-arrival instructions. Promoting understanding of this lifesaving service would aid the implementation in every 911 center. Emergency planning and command incident programs will be directed toward key leadership in each community.

The Board has implemented an agency accreditation (selection, training, supervision and policy) and certification program that promotes a basic level of achievement and encourages agencies to seek higher levels. The accreditation program includes standards for 911 centers. The program begins with a two year period of self assessment and implementation of policy that addresses the accreditation standards. The Board has provided policy guidelines, obtained and developed to assure the current state of the art and best practices, at no cost to agencies. Agencies assess each guideline and make needed changes to develop and implement their local policy. Such participation will not only aid the agencies in overall management and operational functions but may also enable them to obtain a discount in insurance rates for high levels of accreditation.

The Board will continue to search for cost effective training aids which would be available to local agencies to augment the delivery of advanced and in-service training. Telecommunicators are required to complete six subject areas consisting of forty-eight hours per certification period.

As the telecommunicator community grows, the Board will need to expand the staff from two (2) to three (3) employees to properly provide the services required of the staff. The Board is requesting for FY 2019 to add an Operation Analyst Management Principal position. An increase in salaries is requested in the amount of \$50,687.76.

Due to the increasing demand for training reimbursements and cost of training, the Board plans to request an increase of \$20,000.00 per year for FY 2020 – FY 2023.

## **5. Agency's External/Internal Assessment**

1. It is anticipated that the majority of funds expended by the Board will be for mandated reimbursement for required training. The number of telecommunicators employed each year is not within the control of the Board but by individual, independent agencies. These agencies set their own hiring and training policies within legal parameters. The Board can educate, promote and encourage agencies to train their telecommunicators in a timelier manner.
2. Laws may be passed that change the scope of the mission of the Board (such as additional responsibilities given to the Board, etc.) and can have a negative impact.
3. Members of the Board consist of representatives of statutorily designated associations. The members serve a specific time after which new members are appointed. With changing times and members, the conceived priorities of the Board may dictate different or new goals.
4. In years following elections (state, city or county), law enforcement administrations may change. The new agency heads frequently need to be educated about the training requirements. In the process, they may take longer in getting their personnel trained in fully understanding all requirements of the law. The actions of new administrators are beyond the control of the Board; however, every effort will be made to inform them in a timely manner.

Policies and procedures have been established. The policies govern the overall operation of the agency. In addition, internal operational procedures guide the staff in the performance of its work. The Board meets on a quarterly basis during which time staff activities are discussed and any problem areas can be identified. Budgetary constraints are always considered when new or expanded projects are requested.

**6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2019 Through FY 2023:**

**Goal A: Certification and Standards Development – To develop, implement, and enforce professional standards, and to create new incentives and opportunities for the emergency telecommunicator community to grow in their professional competencies.**

**Objective A.1.** Contribute to continuing reduction in the threat of crime in Mississippi by ensuring the competencies of new and existing certified emergency telecommunicators through development and implementation of professional standards.

Outcome: Percent of appointed emergency telecommunicators obtaining certification

Outcome: Percent of appointed emergency telecommunicators obtaining recertification

Outcome: Insure Competency of Critical Skill Areas for 100% of Course Graduates

**A.1.1. Strategy:** Issue certificates to individuals who demonstrate required competencies; assist emergency telecommunicators and departments in the review and maintenance of their certificates.

Output: Emergency Telecommunicators Certified

Output: Certification Transactions

Efficiency: Average Certification Cost per Individual Telecommunicator Certificate Issued

Efficiency: Average Recertification Cost per Individual Telecommunicator Certificate Issued

Efficiency: Certification Transaction Cost per Student

Explanatory: Number of Certified Individual Appointed

Explanatory: Number of Individuals Meeting Training Requirement

**A.1.2 Strategy:** Set standards for training facilities to ensure the development, delivery, and quality of emergency telecommunicator's training and education; certify emergency telecommunicator's training facilities and instructors; approve and maintain continuing education requirements.

Output: Telecommunication's Instructors Approved

Output: Telecommunication's Curriculum Approved

Efficiency: Average Cost of Eight Hour In-Service Training Course

Efficiency: Emergency Telecommunicator Cost per Course

Explanatory: Number of Training Providers Certified

Explanatory: Number of Courses Approved

**Goal B: Regulate Emergency Telecommunicator Certification - To develop, implement, and enforce processes designed to ensure compliance with professional standards and state statutes, and to investigate violations.**

**Objective B.1.** Reduce the incidence of telecommunicator misconduct in Mississippi within the provisions of statutes and rules that govern the agency.

Outcome: Percent of administrative review actions taken within one year

**B.1.1. Strategy:** Investigate violations of administrative and criminal statutes relating to the Board's mission, and revoke certificates, suspend certificates, reprimand certificates or inactivate certificates for violations of statutes or policy.

Output: Number of Separation Reports Received and Processed

Efficiency: Average Cost per Complaint Resolved

Explanatory: Number of Reprimands Issued

Explanatory: Number of Certificates Suspended

Explanatory: Number of Certificates Revoked

Explanatory: Number of Certificates Inactivated

**B.1.2. Strategy:** Provide assistance to the emergency telecommunications community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions.

Output: Number of Field Service Monitoring Visits

Output: Number of Training Quality Monitoring – Documents

Output: Number of Emergency Telecommunicator's Files Maintained and Served

Efficiency: Average Cost per Services Action (Technical Assistance and Inspections)

Efficiency: Average Cost of Files Reviewed in One Year Period

Efficiency: Training Quality Monitoring Cost per Student

Explanatory: Evaluating and assisting agencies and training providers

Explanatory: Number of Telecommunicators Served



# STRATEGIC PLAN



Department of Public Safety,  
Division of Public Safety Planning  
Board on Jail Officer Standards & Training  
2019-2023

741-00

**Public Safety - Board on County Jail Officer Stds & Tng (741-00)**  
**Strategic Plan (2019-2023)**  
**BOARD ON JAIL OFFICER STANDARDS AND TRAINING**  
**741-00**

**1. Comprehensive Mission Statement:**

The mission of the Board on Jail Officer Standards and Training is to establish and enforce standards to ensure that the people of Mississippi are served by highly trained and ethical jail and youth detention personnel. In Mississippi Code, § 45-4-1, the Legislature found that the administration of jails and youth detention facilities is of statewide concern, and that the activities of jail officers are important to the health, safety and welfare of the people of this state and are of such nature as to require education and training of a professional nature of jail officers. It is the intent of the Legislature to provide for the coordination of training programs and the establishment of standards for jail officers. The purpose of the Board is to insure that jail officers are selected according to high standards. Once selected, the Board intends that jail officers have the best preparation feasible to enable them to carry out their duties in a manner that protects the health, safety and welfare of the citizens of this state.

**2. Philosophy**

The Board on Jail Officer Standards and Training conducts agency business with fairness and conviction. We approach our responsibilities to all people of Mississippi with a deep sense of purpose and commitment. We believe in a state where we look to our laws for justice and equity, where well-qualified persons with the highest standards of ethics and accountability serve in jail and youth detention facilities. Our core values are integrity, dedication, and quality responsive customer service.

**3. Relevant Statewide Goals and Benchmarks**

Statewide Goal #1.: To protect the public's safety, by providing timely and appropriate training for jail and youth detention officers that serve in jails and youth detention facilities.

Relevant Benchmarks #1.:

- Number of active jail and youth detention officers providing public safety duties in jail and youth detention facilities.
- Number of new jail and youth detention officers in the state.

Statewide Goal #2.: To ensure Mississippians are efficiently served by high-quality professionals in order to operate a fair and effective system of justice.

Relevant Benchmarks #2.:

- Percentage of new professional certifications issued.
- Number of administrative actions taken against professional certificates.

#### **4. Overview of the Agency 5-Year Strategic Plan:**

The Board on Jail Officer Standards and Training continues the process of fine-tuning the training program and the delivery system. The Board has accredited training facilities and certified instructors to serve the detention officer community. With the numbers of institutions and trainers needed to minimize travel and other expenses the Board faces considerable challenge in providing assessment and monitoring of training quality. The Board is constantly researching the upgrading of training for adult detention officers and juvenile detention officers.

The Board plans to train and certify newly hired detention officers as required by law and continue the reimbursement of training costs to the agencies governed by this program. Due to the increasing demand for training reimbursements and cost of training, the Board plans to request an increase of \$25,000.00 per year for FY 2019 – FY 2023.

The Board has developed and implemented an agency accreditation (selection, training, supervision and policy) and certification program that promotes a basic level of achievement and encourages agencies to seek higher levels. The accreditation program includes standards for detention centers. The program begins with a two year period of self assessment and implementation of policy that addresses the accreditation standards. The Board has provided policy guidelines, obtained and developed to assure the current state of the art and best practices, at no cost to agencies. Agencies assess each guideline and make needed changes to develop and implement their local policy. Such participation will not only aid the agencies in overall management and operational functions but may also enable them to obtain a discount in insurance rates for high levels of accreditation.

The Board plans to explore all avenues for available training aids in video format and computer based which would be available to local agencies to augment the delivery of advanced and in-service training.

## **5. Agency's External/Internal Assessment**

1. It is anticipated that the majority of funds expended by the Board will be for mandated reimbursement for required training. The number of jail officers employed each year is not within the control of the Board but by individual, independent agencies. These agencies set their own hiring and training policies within legal parameters.
2. Members of the Board consist of representatives of statutorily designated associations. The members serve a specific time after which new members are appointed. With changing times and members, the conceived priorities of the Board may dictate different or new goals.
3. Agencies often experience significant turnover in their detention officers. While larger centers may offer potential for promotion and advancement within the detention profession, many detention officers transfer to other activities.
4. In years following elections, law enforcement administrations may change. Often we see broad changes in personnel following the election cycle. As a result, the Board must tailor the certification program to deal with the turnover in this setting. The new agency heads frequently need to be educated about the training requirements. In the process, they may take longer in getting their personnel trained in fully understanding all requirements of the law. The actions of new administrators are beyond the control of the Board; however, every effort will be made to inform them in a timely manner.

The Board on Jail Officer Standards and Training is an organization with an established record of activities. Policies and procedures have been established and now must be thoroughly vetted to determine whether intended outcomes are achieved. In addition, internal operational procedures will guide the staff in the performance of its work. The Board meets during which time staff activities are discussed and any problem areas can be identified. Budgetary constraints are always considered when new or expanded projects are requested.

## **6. Agency's Goals, Objectives, Strategies and Measures by Program for FY 2019 through FY 2023:**

**Goal A: Certification and Standards Development – To develop, implement, and enforce professional standards, and to create new incentives and opportunities for the jail and detention officer community to grow in their professional competencies.**

**Objective A.1.** Contribute to continuing reduction in the threat of crime in Mississippi by ensuring the competencies of new and existing certified jail and youth detention officers

through development and implementation of professional standards.

Outcome: Percent of appointed jail and youth detention officers obtaining certification

Outcome: Insure Competency of Critical Skill Areas for 100 % of Graduates

**A.1.1. Strategy:** Issue certificates to individuals who demonstrate required competencies; assist jail and youth detention officers and departments in the review and maintenance of their certificates.

Output: Jail and Youth Detention Officers Certified

Efficiency: Average Certification Cost per Individual Jail and Youth Detention Officer Certificate Issued

Explanatory: Number of Individual Appointed

Explanatory: Number of Individuals Meeting Training Requirement

**A.1.2 Strategy:** Set standards for training facilities to ensure the development, delivery, and quality of training and education; certify training facilities and instructors.

Output: Jail and Youth Detention Instructors Approved

Output: Jail and Youth Detention Curriculum Approved

Efficiency: Average Cost of Basic Jail Officer Training Course

Explanatory: Number of Training Providers Certified

Explanatory: Number of Courses Approved

**Goal B: Regulate Jail Officer and Youth Detention Officer Certification - To develop, implement, and enforce processes designed to ensure compliance with professional standards and state statutes, and to investigate violations.**

**Objective B.1.** Reduce the incidence of jail and youth detention officer misconduct in Mississippi within the provisions of statutes and rules that govern the agency.

Outcome: Percent of administrative review actions taken within one year

**B.1.1. Strategy:** Investigate violations of administrative and criminal statutes relating to the Board's mission, and revoke certificates, suspend

certificates, reprimand certificates or inactivate certificates for violations of statutes or policy.

Output: Number of Separation Reports Received and Processed

Output: Number of Administrative Review Actions

Efficiency: Average Cost per Complaint Resolved

Explanatory: Number of Reprimands Issued

Explanatory: Number of Certificates Suspended

Explanatory: Number of Certificates Revoked

Explanatory: Number of Certificates Inactivated

**B.1.2. Strategy:** Provide assistance to the emergency telecommunications community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions.

Output: Number of Certification Transactions - Documents

Output: Number of Jail and Detention Officer Files Maintained and Served

Efficiency: Average Cost per Services Action (Technical Assistance and Inspections)

Efficiency: Average Cost of Files Reviewed in One Year Period

Explanatory: Evaluating and assisting agencies and training providers

Explanatory: Number of Officers Served

## 5- Year STRATEGIC PLAN



Office of Justice Programs Juvenile  
Justice Programs Division Juvenile  
Facility Monitoring Unit

745-00

FY 2019 - 2023

# **JUVENILE FACILITY MONITORING UNIT**

## **1. Comprehensive Mission Statement**

The mission of the Juvenile Facilities Monitoring Unit is to investigate, evaluate and secure the rights of children held in juvenile justice facilities to ensure that the people of Mississippi are served by a fair and effective system of justice. In Mississippi Code, § 43-21-323, the Legislature established the Juvenile Facilities Monitoring Unit to work in cooperation with the Juvenile Justice Advisory Committee. Juvenile justice facilities include detention centers, training schools and group homes throughout the state and the Unit is to ensure that the facilities operate in compliance with national best practices and state and federal law. The unit monitors only group homes that serve as dispositional placement for delinquent youth.

## **2. Philosophy**

The Juvenile Facilities Monitoring Unit conducts agency business with fairness and conviction. We approach our responsibilities to all people of Mississippi with a deep sense of purpose and commitment. We believe in a state where we look to our laws for justice and equity, where well-qualified persons with the highest standards of ethics and accountability serve in youth detention facilities. Our core values are integrity, dedication, and quality responsive customer service.

## **3. Relevant Statewide Goals and Benchmarks**

Statewide Goal #1.:

To protect the public's safety, by monitoring the timely and appropriate training for youth detention officers that serve in youth detention facilities. .

Relevant Benchmarks #1.:

- Number of active youth detention officers providing public safety duties in youth detention facilities.
- Number of new youth detention officers in the state.

Statewide Goal #2.: To ensure Mississippians are effectively and efficiently served by high-quality professionals in youth detention facilities that are in compliance with national best practices and state and federal law.

Relevant Benchmarks #2.:



- Number of facilities inspected for proper detention management and operations.
- Number of facilities inspected for emergency preparedness and mental health issues.

#### **4. Overview of the Agency 5-Year Strategic Plan**

The Juvenile Facility Monitoring Unit Strategic Plan involves inspecting facilities, training juvenile detention facilities' staff, investigating complaints concerning the treatment of children, providing technical assistance and conducting assessments of the level of compliance of the facilities. Under Mississippi Code § 43-21-321, the Juvenile Facilities Monitoring Unit (JFMU) is statutorily tasked with the following duties:

- To review and evaluate all procedures set by detention centers, training schools and group homes and all records containing information related to the operations of the detention centers, training schools and group homes;
- To review and investigate all complaints filed with the monitoring unit concerning children's treatment in detention centers, training schools and group homes;
- To conduct quarterly monitoring visits of all detention centers, training schools and group homes. The monitor shall have access to an entire facility and shall conduct confidential interviews with youth and facility staff;
- To advise a facility on how to meet the needs of children who require immediate attention;
- To provide technical assistance and advice to juvenile detention facilities, which will assist the facilities in complying with state and federal law.

However, with the passage of Senate Bill 2364 with what is now Mississippi Code § 43-21-901, the Mississippi Juvenile Detention Facilities Licensing Act, the Juvenile Facilities Monitoring Unit (JFMU) has two additional target areas as priorities for the next five years which include licensing and training/curriculum. The JFMU will continue to monitor facilities for conditions of confinement and provide technical assistance to facilities as needed.

The Juvenile Facilities Monitoring Unit is requesting an increase in funding for FY 2019. The JFMU will need additional funding for FY 2019 – FY 2023 to fulfill the requirements of Mississippi Code § 43-21-901 which identifies the Department of Public Safety as the Licensing and Certification agency for all juvenile detention centers. Mississippi Code § 43-21-901 adopts uniform juvenile justice standards as set forth in the Juvenile Detention and Alternatives Task Force: Report to the Mississippi Legislature 2014 which recommends that funding be made available for training of detention staff.

The Department of Public Safety staff has been in communication with the Center for Children’s Law and Policy concerning the development of a juvenile justice training curriculum for juvenile detention officers. An estimated cost of an appropriate training curriculum which provides training on relevant juvenile justice issues concerning adolescent brain development and Prison Rape Elimination Act is \$125,000.

Furthermore, the additional responsibilities will require the hiring of two Staff Officers II at a total cost of \$148,714 (includes support costs, travel, and, fringes). Additional staff will allow for more time in each facility thereby reducing the frequency of incidents, as well as allowing staff to quickly identify issues within the facility and work with detention staff to resolve them. A greater presence on behalf of the state monitors in the detention facilities identifying issues ultimately could save both the state and respective counties from frivolous lawsuits. Ultimately, allowing the state to be compliant with the Department of Justice, Civil Rights Act.

## **5. Agency’s External/Internal Assessment**

- 1) A lack of cooperation from juvenile detention facilities.
- 2) A lack of funding for operational expenses.
- 3) Laws may be passed that change the scope of the mission of the unit such as the 2016 passage of Miss. Code Ann. Sec. 43-21-901 *et Seq.* also known as the Mississippi Juvenile Detention Facilities Licensing Act.

The procedures govern the overall operation of the agency. In addition, internal operational procedures guide the staff in the performance of its work. Budgetary constraints are always considered when new or expanded projects are requested.

## **6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2019 through FY 2023:**

**Goal A: Enforce Youth Detention Officer Standards – To implement, and enforce professional standards, and to create new incentives and opportunities for the youth detention community to grow in their professional competencies.**

**Objective A.1.** Contribute to continuing reduction in the threat of crime in Mississippi by ensuring the competencies of new and existing youth direct care staff through development and implementation of professional standards.

Outcome: Ratio of trained direct care staff to juveniles

**A.1.1. Strategy:** Enforce certification regulations required of individuals in direct care of juveniles; assist youth detention officers and departments in the review and maintenance of their certificates.

Output: Certified Youth Detention Officers

Output: Juveniles in Facilities Served

Efficiency: Average Certification Cost per Individual Youth Detention Officer Certificate Issued

Explanatory: Number of Individual Appointed

Explanatory: Number of Individuals Meeting Training Requirement

**A.1.2 Strategy:** Inspect to ensure the safe and secure operation of youth detention facilities.

Output: Youth Detention Facilities Served

Output: Number of Facilities Inspected)

Efficiency: Average Cost of Facility Inspected

Explanatory: Number of Facilities

Explanatory: Number of Inspections

**Goal B: Enforce Youth Detention Operation Standards - To implement, and enforce processes designed to ensure compliance with conditions of confinement and to investigate violations.**

**Objective B.1.** Reduce the incidence of misconduct in youth detention facilities in Mississippi within the provisions of statutes and rules that govern the agency.

Outcome: Percent of administrative review actions taken within one year

**B.1.1. Strategy:** Investigate violations of administrative and criminal statutes relating to the agency's mission.

Output: Number of Complaints within Juvenile Facilities

Efficiency: Average Cost per Complaint Resolved

Explanatory: Number of Complaints

**B.1.2. Strategy:** Provide assistance to the youth detention community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions.

Output: Number of Monitoring Actions-Documents

Output: Strategic Plans Implemented and Reviewed

Efficiency: Average Cost per Services Action

Explanatory: Evaluating and As

# STRATEGIC PLAN



Department of Public Safety,  
Division of Public Safety Planning  
Board on Law Enforcement Officer Standards & Training  
2019-2023

742-00



**Public Safety - Bd on Law Enforcement Officers' Stds & Tng (742-00)**  
**Strategic Plan**  
**Board on Law Enforcement Officer Standards and Training (2019-2023)**

**1. Comprehensive Mission Statement:**

The mission of the Board on Law Enforcement Officer Standards and Training is to establish and enforce standards to ensure that the people of Mississippi are served by highly trained and ethical law enforcement personnel. Mississippi Code Annotated § 45-6-1, states "The legislature finds that the administration of criminal justice is of statewide concern, and that the activities of law enforcement officers are important to the health, safety and welfare of the people of this state and are of such nature as to require selection, education and training of a professional nature upon entrance and during the careers of law enforcement officers. It is the intent of the Legislature to provide for the coordination of training programs for law enforcement officers and to set standards therefore."

**2. Philosophy**

The Board on Law Enforcement Officer Standards and Training conducts agency business with fairness and conviction. We approach our responsibilities to all people of Mississippi with a deep sense of purpose and commitment. We believe in a state where we look to our laws for justice and equity, where laws are enforced by well-qualified persons with the highest standards of ethics and accountability. Our core values are integrity, dedication, and quality responsive customer service.

**3. Relevant Statewide Goals and Benchmarks**

Statewide Goal #1.: To protect the public's safety, by providing timely and appropriate training for law enforcement officers that respond to emergencies and disasters.

Relevant Benchmarks #1.:

- Number of active law enforcement officers providing public safety response and enforcement.
- Number of new law enforcement officers in the state.

Statewide Goal #2.: To ensure Mississippians are efficiently served by high-quality professionals in order to operate a fair and effective system of justice.

Relevant Benchmarks #2.:

- Percentage of new and renewed professional certifications issued.
- Number of administrative actions taken against professional certificates.

#### **4. Overview of the Agency 5-Year Strategic Plan:**

The Board on Law Enforcement Officer Standards and Training has identified key areas of activities for the next five years:

- Enhance screening and selection criteria by establishing monitoring and compliance check points to assure that every applicant has been thoroughly checked.
- Continue evaluating and monitoring the training of newly hired full-time, part-time/reserve and auxiliary law enforcement officers.
- Continue the reimbursement of training costs to the law enforcement agencies governed by the Law Enforcement Officer Training Program (LEOTP).
- Continue the process for assessing officers for the equivalency of training program.
- The expansion of accredited training facilities has necessitated a rededication of staff to assuring quality training including individual surveys, monitoring visits, and instructor certification.
- In order to meet the mandates for in-service training for all municipal officers, the Board has committed to developing an efficient training delivery system to assure that every municipal law enforcement officer receives quality and meaningful training.
- Continue to maintain files on all law enforcement officers.
- Continue evaluating and monitoring the annual executive level training program and newly elected or appointed chief's and sheriff's training program.
- Continue the agency accreditation program.
- The Board plans to explore all avenues for available training aids in video format and computer based which would be available to local agencies to augment the delivery of advanced and in-service training.
- Continue updating and expanding the basic training curriculum for full-time and part-time officers.



The number of applicants who qualify for self-sponsored training and the equivalency or alternative certification continue to grow. While the review process does require considerable investment of staff resources, the potential saving to local law enforcement as well as the training budget are substantial. Additional staff resources are consumed with monitoring the ever increasing scope of Board approved training programs and providers. The expansion of training delivery to reach part-time and full-time officers entails more training and more monitoring of that training.

The 2004 Legislative Session enacted in-service training requirements for municipal law enforcement officers and a program for newly appointed Chiefs of Police. New chiefs attend a forty hour program. Municipal chiefs are required to complete twenty hours of executive level training per year. Municipal officers are required to complete twenty- four hours of training per year. The Board will work closely with all accredited training providers to assure access to training.

The 2014 Legislative Session enacted in-service training requirements for Sheriffs. All Sheriffs are required to receive twenty hours of training each year. The Board will work closely with all accredited training providers to assure access to training.

The agency accreditation program sets a realistic and reasonable standard for departments including selection, training, supervision, policy and operations. Accredited agencies have been proven to have reduced insurance claims. The program begins with a two year period of self assessment and implementation of policy that addresses the accreditation standards. The Board has provided policy guidelines, obtained and developed to assure the current state of the art and best practices, at no cost to agencies. Agencies assess each guideline and make needed changes to develop and implement their local policy. Such participation will not only aid the agencies in overall management and operational functions but may also enable them to obtain a discount in insurance rates for high levels of accreditation.

The Board is requesting a new position for FY 2019, which will require the applicant to be a certified law enforcement officer. The officer will monitor and check for compliance to assure that every applicant has been thoroughly checked and every law enforcement officer remains fit for service. This request for FY 2019 is for an increase of \$55,000.00. This position is needed to assist with the ever increasing responsibilities of the staff.

The full-time basic course has been increased by eighty hours which requires an additional \$600.00 per student reimbursement. The Board has increased the part-time basic course by 105 training hours. For FY 2019 – FY 2023, the Board will need to ask for additional funding as the demand for reimbursement increases.

## **5. Agency's External/Internal Assessment**

1. The majority of funds expended by the Board are for reimbursement for mandated training. The total population of officers is driven by a number of factors that are not within the control of the Board. While the population of officers who depend on the Board for funding of training continues to grow, the funding source may not be adequate.
2. Laws may be passed that change the scope of the mission of the Board (such as additional officers designated under the Board's jurisdiction, additional responsibilities given to the Board, etc.) and can have a negative impact.
3. Members of the Board are appointed either by the Governor, by virtue of their position, or as a representative of statutorily designated associations. The members serve a specific time after which new members are appointed. With changing times and members, the conceived priorities of the Board may indicate different or new goals.
4. In years following elections (state, county or city), law enforcement administrations may change. These new agency heads frequently need to be educated about the training requirements. In the process, they may take longer in getting their officers trained in fully understanding all the requirements of the law. The actions of new administrators are beyond the control of the Board; however, every effort will be made to inform them in a timely manner.
5. The law enforcement and public safety profession has been placed in the cross hairs of unprecedented demand for excellence and ever expanding service delivery. With the threat from both domestic and international terrorists coupled with the demand for ethics, restraint in application of force and responsibility for enforcement of an ever increasing body of law, this body requires investments in the basic training as well as a solid commitment to training on a daily basis.

The Board on Law Enforcement Officer Standards and Training has established policies and procedures which govern the overall operation of the agency. In addition, internal operational procedures exist to guide the staff in the performance of its work. The Board meets on a bi-monthly basis during which time staff activities are discussed and any problem areas can be identified. Budgetary constraints are always considered when new or expanded projects are requested.

## **6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2019 Through FY 2023:**

**Goal A: Certification and Standards Development – To develop, implement, and enforce professional standards, and to create new incentives and opportunities for the law enforcement community to grow in their professional competencies.**

**Objective A.1.** Contribute to continuing reduction in the threat of crime in Mississippi by ensuring the competencies of new and existing certified law enforcement officers through development and implementation of professional standards.

Outcome: Percent of appointed law enforcement officers obtaining certification

Outcome: Percent of appointed part-time, reserve, and auxiliary officers obtaining certification

**A.1.1. Strategy:** Issue certificates to individuals who demonstrate required competencies; assist officers and departments in the review and maintenance of their certificates.

Output: Basic Law Enforcement Officers Certified

Output: Part-time, Reserve, Auxiliary Officers Certified

Output: Number of Certificates Reactivated by Refresher Course

Output: Certification Transactions – Actions

Efficiency: Average Certification Cost per Individual Basic Certificate Issued

Efficiency: Average Certification Cost per Individual Part-time, Reserve, Auxiliary Officer Certificate Issued

Efficiency: Average Certification Cost per Individual Refresher Certificate Issued

Explanatory: Number of Certified Individual Appointed

Explanatory: Number of Individuals Meeting Requirement but not appointed

**A.1.2 Strategy:** Set standards for training academies to ensure the development, delivery, and quality of law enforcement training and education; certify law enforcement academies and instructors; develop, maintain and administer certification examinations; approve and maintain continuing education requirements.

Output: Officers Requiring In-Service Training (Sheriffs, Chiefs, Constables, Municipal Officers)

Output: Instructors Approved

Output: Curriculum Approved

Output: Training Quality Monitoring – Actions

Efficiency: Average Cost of Required In-Service Training

Efficiency: Training Quality Monitoring - Cost

Explanatory: Number of Training Providers Certified

**A.1.3 Strategy:** Promote State Accreditation Standards to all agencies.

Output: Number of State Accredited Agencies

Efficiency: Average Cost to Achieve Accreditation

Explanatory: Agencies participating in the Accreditation Process

**Goal B: Regulate Law Enforcement Certification - To develop, implement, and enforce processes designed to ensure compliance with professional standards and state statutes, and to investigate violations.**

**Objective B.1.** Reduce the incidence of officer misconduct in Mississippi within the provisions of statutes and rules that govern the agency.

Outcome: Percent of administrative disciplinary actions taken within one year

Outcome: Insure Competency of Critical Skill Areas for 100% of Basic Law Enforcement Trainees

Outcome: Insure Competency of Critical Skill Areas for 100% of Part-Time/Reserve/Auxiliary Law Enforcement Trainees

**B.1.1. Strategy:** Investigate violations of administrative and criminal statutes relating to the Board’s mission, and revoke certificates, suspend certificates, reprimand certificates or inactivate certificates for violations of statutes or policy.

Output: Number of Disciplinary Actions Taken Against Certificates

Efficiency: Average Cost per Revocation Hearing

Explanatory: Number of Reprimands Issued

Explanatory: Number of Certificates Suspended

Explanatory: Number of Certificates Revoked

Explanatory: Number of Certificates Inactivated

**B.1.2. Strategy:** Provide assistance to the law enforcement community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions.

Output: Number of Field Service Monitoring Visits

Output: Number of Officer's Files Maintained and Served

Efficiency: Average Cost per Monitoring Visit

Efficiency: Average cost to Maintain Files

Explanatory: Evaluating and assisting academies, training providers and agencies

Explanatory: Number of Officers Served



**MISSISSIPPI**  
**DEPARTMENT OF PUBLIC SAFETY**  
**BUREAU OF NARCOTICS**  
5-Year Strategic Plan  
Fiscal Years 2019-2023  
718-00

MISSISSIPPI  
DEPARTMENT OF PUBLIC SAFETY  
BUREAU OF NARCOTICS  
Strategic Plan, 2019-2023

**1. Comprehensive Mission Statement**

Created by statutory authority in 1971, the mission of the Mississippi Bureau of Narcotics is to provide for the public’s safety by reducing the availability of illicit controlled substances. The reduction is accomplished through comprehensive statewide enforcement initiatives that are supported by strategic planning and training as well as by working with federal, state and local law enforcement and regulatory agencies inside and outside the State.

**2. Agency Philosophy**

The MBN respects the constitutional rights of all men to liberty, equality and justice. It safeguards lives and property; and it protects the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder.

**3. Relevant Statewide Goal and Benchmark**

Statewide Goal: To provide for the public’s safety, including providing timely and appropriate responses to emergencies and disasters, and to operate a fair and effective system of justice

Statewide Benchmark: Number of reported arrests for drug abuse violations per 100,000 of population

**4. Overview of Five-Year Strategic Plan**

The goal of the MBN is to investigate illicit street trafficking or other illicit trafficking of drugs [see Miss. Code Ann. § 41-29-159 (b)], while its objective is to increase the number of arrests for suspected drug abuse violations by utilizing intelligence to initiate drug investigations as well as information-sharing with federal, state, and local enforcement and regulatory agencies inside and outside the State.

Because the MBN’s authorized staffing level increased substantially in 2015 and has remained relatively stable since, the agency expects to increase productivity in the succeeding five years. It also expects to initiate an expansion of its asset forfeiture system. Therefore, the MBN will —

- Continue to staff its headquarters and nine enforcement districts as well as assign agents to federal, state and local narcotics task forces and special operations groups;
- Handle more cases from state and local agencies that seek court-ordered forfeiture of suspected drug-derived assets, as mandated by the 2017 State Legislature;
- Initiate the development and maintenance of a public website for state and local asset forfeiture actions, as mandated by the 2017 State Legislature;

- Continue to offer drug enforcement training to law enforcement agencies and drug education presentations to school groups as well as professional and community organizations;
- Continue to manage the destruction of drugs and drug-related contraband confiscated by state and local agencies.

## **5. External/Internal Assessment and Internal Management Systems**

**5.1:** The MBN utilizes problem-oriented policing (see [www.popcenter.org](http://www.popcenter.org)) in enforcement operations. This allows administrators to redirect resources to emerging drug-trafficking trends such as the nation’s opioid epidemic, which has contributed to alarming increases in drug overdose deaths in the State the last four years.

From 2013 to 2016, Mississippi had 563 reported drug-overdose deaths, with 481 of them involving opioids. In 2016 alone, there were more than 200 reported drug-overdose deaths; and the numbers are likely even higher due to severe under-reporting by the State’s coroners.

**5.2:** When narcotics agents successfully combat a drug problem, dealers adapt — often making it necessary for law enforcement to seek revisions of the law as well as other resources.

**5.3:** There are no unsatisfied monetary demands stemming from federal and state audits of MBN operations. However, there is a judgment of approximately \$64,000 against the agency.

**5.4:** An executive director appointed by the commissioner of the state Department of Public Safety heads the MBN. The deputy director—chief of enforcement oversees investigations, while the lead attorney—chief of staff oversees administration; both report to the executive director.

**5.5:** The agency publishes a policies and procedures manual that covers all issues governing administration and investigations. It is revised as needed; and all personnel are required to acknowledge written receipt of it, with such written receipt maintained by Human Resources.

**5.6:** Reports that measure the agency’s performance indicators are prepared monthly for review by MBN administrators and managers.

## **6. Agency Goal, Objective, Strategy and Measures**

Program: Drug Enforcement

Fiscal Year 2019

Goal: Investigate illicit street trafficking or other illicit trafficking of drugs [see Miss. Code Ann. § 41-29-159 (b)]

Objective: Increase the number of arrests for drug abuse violations

*Outcome:* Percentage change in number of drug suspects arrested

*Outcome:* Percentage change in number of drug cases prosecuted



*Outcome:* Percentage change in number of drug organizations disrupted and/or dismantled

Strategy: Use intelligence to steer drug investigations and information-sharing with federal, state, and local enforcement and regulatory agencies

*Output:* Number of drug suspects arrested

*Output:* Number of drug cases prosecuted

*Output:* Number of drug organizations disrupted and/or dismantled

*Efficiency:* Cost of purchasing information

*Efficiency:* Cost of purchasing evidence

Fiscal Year 2020

Goal: Investigate illicit street trafficking or other illicit trafficking of drugs [see Miss. Code Ann. § 41-29-159 (b)]

Objective: Increase the number of arrests for drug abuse violations

*Outcome:* Percentage change in number of drug suspects arrested

*Outcome:* Percentage change in number of drug cases prosecuted

*Outcome:* Percentage change in number of drug organizations disrupted and/or dismantled

Strategy: Use intelligence to steer drug investigations and information-sharing with federal, state, and local enforcement and regulatory agencies

*Output:* Number of drug suspects arrested

*Output:* Number of drug cases prosecuted

*Output:* Number of drug organizations disrupted and/or dismantled

*Efficiency:* Cost of purchasing information

*Efficiency:* Cost of purchasing evidence

Fiscal Year 2021

Goal: Investigate illicit street trafficking or other illicit trafficking of drugs [see Miss. Code Ann. § 41-29-159 (b)]

Objective: Increase the number of arrests for drug abuse violations

*Outcome:* Percentage change in number of drug suspects arrested

*Outcome:* Percentage change in number of drug cases prosecuted

*Outcome:* Percentage change in number of drug organizations disrupted and/or dismantled

Strategy: Use intelligence to steer drug investigations and information-sharing with federal, state, and local enforcement and regulatory agencies

*Output:* Number of drug suspects arrested  
*Output:* Number of drug cases prosecuted  
*Output:* Number of drug organizations disrupted or dismantled  
*Efficiency:* Cost of purchasing information  
*Efficiency:* Cost of purchasing evidence

Fiscal Year 2022

Goal: Investigate illicit street trafficking or other illicit trafficking of drugs [see Miss. Code Ann. § 41-29-159 (b)]

Objective: Increase the number of arrests for drug abuse violations

*Outcome:* Percentage change in number of drug suspects arrested  
*Outcome:* Percentage change in number of drug cases prosecuted  
*Outcome:* Percentage change in number of drug organizations disrupted and/or dismantled

Strategy: Use intelligence to steer drug investigations and information-sharing with federal, state, and local enforcement and regulatory agencies

*Output:* Number of drug suspects arrested  
*Output:* Number of drug cases prosecuted  
*Output:* Number of drug organizations disrupted or dismantled  
*Efficiency:* Cost of purchasing information  
*Efficiency:* Cost of purchasing evidence

Fiscal Year 2023

Goal: Investigate illicit street trafficking or other illicit trafficking of drugs [see Miss. Code Ann. § 41-29-159 (b)]

Objective: Increase the number of arrests for drug abuse violations

*Outcome:* Percentage change in number of drug suspects arrested  
*Outcome:* Percentage change in number of drug cases prosecuted  
*Outcome:* Percentage change in number of drug organizations disrupted and/or dismantled

Strategy: Use intelligence to steer drug investigations and information-sharing with federal, state, and local enforcement and regulatory agencies

*Output:* Number of drug suspects arrested  
*Output:* Number of drug cases prosecuted  
*Output:* Number of drug organizations disrupted or dismantled  
*Efficiency:* Cost of purchasing information  
*Efficiency:* Cost of purchasing evidence

# The Mississippi State Medical Examiner's Office Strategic Plan for Fiscal Years 2019-2023

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## I. Mission Statement

The mission of the Mississippi State Medical Examiner's Office is to assure that all deaths which affect the public interest are properly investigated, diagnosed and reported. The types of deaths investigated by the SMEO include all child deaths and all deaths occurring in law enforcement custody. In addition, the SMEO investigates and examines deaths due to violence (all homicides), drug toxicity, work place accidents, infectious disease, natural disease, aviation and maritime deaths, elder abuse and mass disasters. The State Medical Examiner's Office is also tasked with the identification of all unknown human remains and all fire deaths. This is accomplished in the prescribed timeframe and manner so as to protect the decedent, as mandated in the Mississippi Code §41-61-63. The SMEO also assures that all coroners and their deputies meet the required educational standards, and it provides continuing education courses in the most current forensic investigative techniques and procedures, as mandated in Mississippi Code §41-61-57. In an effort to assist coroners in the forensic determination of cause and manner of death, the office provides information on the latest forensic technology and expert services and resources. Approximately 1500 forensic autopsies are performed each year by only three ABP Board Certified Forensic Pathologists offering the most advanced forensic investigation and training available.

## II. Agency Philosophy

### ***Professionalism:***

The ethical and professionally responsible medical examiners . . .

- 1) Are independent, impartial, detached, and objective, approaching all examinations with due diligence and an open mind.
- 2) Conduct full and fair examinations. Conclusions are based on the evidence and reference material relevant to the evidence, not on extraneous information, political pressure, or other outside influences.
- 3) Are aware of their limitations and only render conclusions within their area of expertise and about matters which they have given formal consideration.

- 4) Honestly communicate with all parties (the investigator, prosecutor, defense, and other expert witnesses) about all information relating to their analyses, when communications are permitted by law and agency practice.
- 5) Report to the appropriate legal or administrative authority unethical, illegal, or scientifically questionable conduct of other medical examiner employees. The State Medical Examiner will take appropriate action if there is potential for, or there has been, a miscarriage of justice due to circumstances that have come to light, incompetent practice or malpractice.
- 6) Report conflicts between their ethical/professional responsibilities and applicable agency policy, law, regulation, or other legal authority, and attempt to resolve them.
- 7) Do not accept or participate in any case on a contingency fee basis or in which they have any other personal financial conflict of interest or an appearance of such a conflict.

***Competency and Proficiency:***

The ethical and professionally responsible medical examiners . . .

- 8) Are committed to career-long learning in forensic medicine and stay abreast of new techniques while guarding against the misuse of unsubstantiated opinions and conclusions.
- 9) Are properly trained and determined to be competent through board certification.

***Clear Communications:***

The ethical and professionally responsible medical examiners . . .

- 10) Accurately represent their education, training, experience, and area of expertise.
- 11) Present accurate and complete data in reports, testimony, publications and oral presentations.
- 12) Make and retain full, contemporaneous, clear and accurate records of all examinations conducted and conclusions drawn, in sufficient detail to allow meaningful review and assessment of the conclusions by an independent person competent in the field. Reports are prepared in which facts, opinions and interpretations are clearly distinguishable, and which clearly describe limitations of the interpretations and opinions presented.
- 13) Do not alter reports or other records, or withhold information from reports for strategic tactical litigation advantage.

- 14) Testify to results obtained and conclusions reached when they have confidence that the opinions are based on good scientific and medical principles and methods. Opinions are to be stated so as to be clear in their meaning. Wording should not be such that invalid inferences may be drawn or opinion may be slanted.
- 15) Attempt to qualify their responses while testifying when asked a question with the requirement of a simple “yes” or “no” answer, if answering “yes” or “no” would be misleading to the judge or the jury.

### **III. Statewide Goals and Benchmarks:**

Statewide Goal #1: To protect the public’s safety, including providing timely and appropriate responses to emergencies and disasters and to operate a fair and effective system of justice.

Benchmarks #1:

- Crimes per 100,000 population (includes the crimes of murder, rape, robbery aggravated assault, burglary, larceny-theft, and motor vehicle theft)
- Reported arrests for drug abuse violations per 100,000 population
- Case clearance rates (the number of outgoing cases as a percentage of the number of incoming cases)
- Time to case disposition (percentage of cases disposed within the time standard set for each case type)
- Alcohol and Drug impaired driving fatalities per 100,000 population

Statewide Goal #2: to protect Mississippians from risks to public health and to provide them with the health-related information and access to quality healthcare necessary to increase the length and quality of their lives.

Benchmarks #2:

- Report on infant mortality
- Identify undiagnosed communicable diseases through autopsies
- Identify the rates of substance abuse and alcoholism in deaths

- Identify deaths due to injury of any intent (unintentional, suicide, homicide, undetermined)
- Identify prescription drug abuse deaths
- Identify and investigate occupational deaths
- Identify and investigate the deaths of persons 10-14 and 15-24 years by unintentional injuries (not including motor vehicle injuries), motor vehicle injuries, homicide and suicide
- Identify and investigate the deaths of persons ages 0-9 years by unintentional injuries (not including motor vehicle injuries), motor vehicle injuries, and homicide

#### **IV. Overview of the Agency 5-Year Strategic Plan:**

The five year strategic plan for the office of the State Medical Examiner is to assure all deaths affecting the public interest are thoroughly investigated and reported; to provide a central record-keeping system by storing information in a central database; and to assist the county coroner (Medical Examiner Investigator) or deputy in arranging autopsies. 2017 has seen an unprecedented increase in homicides and drug related deaths. Mississippi also ranks at the top for infant fatalities. Quality autopsies and death investigations are necessary in order to carefully document and understand the problems before they can be fully addressed.

In addition to the aforementioned, the MSME office has identified the need to provide intense training to enhance the competency of each coroner and deputy coroner. This office will continue to seek out the most nationally recognized forensic experts to aid in the education process. It is also the goal of this office to achieve certification by the National Association of Medical Examiners. This can only be achieved by appropriate funding to hire additional board certified Forensic Pathologists. With the current staff, the Forensic Pathologists are performing twice the recommended maximum number of autopsy exams per year, which eliminates the possibility of gaining accreditation by the National Association of Medical Examiners.

The State Medical Examiner's Office will continue to offer continuing education to other agencies directly associated with death investigation. By providing this education, it will maintain an open line of communication and networking with these outside agencies, which will ultimately enhance the death investigation process. Proper training will enable the state to help meet its goal of monitoring infant death, accidents, homicides, suicides and drug-related deaths.

The State Morgue facility is utilized for approximately 1500 autopsies per year by three staff pathologists. A Chief State Medical Examiner was hired in late FY 2011. During FY2014, the MSME had a total of five Staff Forensic Pathologists which is now back down to three. A minimum of three additional Forensic Pathologists are needed to properly investigate the high volume of violent deaths and unidentified human remains that are continuously presented to the State Medical Examiner's Office. At the current rate of homicides for 2017, Mississippi is on course to have its highest annual homicide rates perhaps in history. One pathologist is needed to staff the Gulf Coast Regional Medical Examiner's Office and serve the population of southern Mississippi. The State Medical Examiner's Office will no longer authorize any pathologist who is not an employee of the Department of Public Safety to perform medical-legal autopsy examinations within the state. This will increase the workload of the current staff; however, it is absolutely necessary to ensure the quality and standardization of death investigation protocols across the state.

It will be necessary to update equipment and materials to assure the morgue can operate at its fullest potential. The MSME will request funding for construction of a north Mississippi facility adjacent to the current Batesville Crime Laboratory.

#### **V. Agency's External/Internal Assessment**

The Mississippi State Medical Examiner's Office is influenced by a number of external and internal factors, many of which are listed here.

1) Court Rulings:

Court rulings and interpretations have had a significant impact on the State Medical Examiner. Recent US Supreme Court Rulings and MS Appellate Court Rulings involving confrontation of the medical examiner in court have increased our court and testimony time, leaving less time in the MSME Office for autopsies and ultimately effecting our turn-around time on cases.

2) Demographic Effects:

Increases in homicides, suicides and drug related deaths may increase overall caseload.

3) Operational Procedures:

Any disaster, major crime spree, terror activity, etc. can affect prioritization of personnel and resources to be re-directed as needed and ultimately result in the modification of normal daily operations, including personnel and funds.

4) Potential loss of skilled and professional personnel:

The retention of highly qualified and trained forensic pathologists is challenging. The demand for these individuals is greater than the supply and one loss will greatly impact the efficiency of the operation.

**Internal Management Systems utilized to evaluate performance achievements in relationship to targeted performance levels.**

- 1) The State Medical Examiner's Office is a division of the Department of Public Safety falling under the purview the Director of the Mississippi Crime Laboratory. The Chief State Medical Examiner oversees four board certified forensic pathologists and staff.
- 2) The hiring of three additional Forensic Pathologists will greatly enhance the efficiency of the State Medical Examiner's Office in performing its duties through the state, especially at the Gulf Coast Regional Office.
- 3) Digital X-ray equipment is already installed in the Gulf Coast morgue and in the new Rankin County facility. This will be a major improvement over the current equipment and will greatly increase the quality of the x-ray images used for diagnosis at the autopsy.
- 4) The loss of a Forensic Pathologist would have a significant negative impact on the ability of the State Medical Examiner's Office to perform its duties and achieve its goals.

**VI. Agency's Goals, Objectives, Strategies and Measures by Program for FY2016 through FY 2020:**

**PROGRAM 1: Forensic Pathology**

**FY 2019**

**GOAL A: Provide forensic investigation of deaths that affect the public interest (Miss. Code Ann. §41-61-63).**

**OBJECTIVE A.1: Provide timely reporting of death investigations**

*Outcome:* Production of autopsy reports

**A.1.1. STRATEGY: Monitor case production**

*Output:* Autopsy reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time

**A.1.2. STRATEGY: Employ a trained Forensic Anthropologist**



*Output:* Identification of skeletal remains

*Efficiency:* Number of unidentified human remains examined

A.1.3. STRATEGY: Provide expert testimony

*Output:* Court testimonies

*Efficiency:* Cost per testimony

OBJECTIVE A.2: Provide timely services to our Gulf Coast region

*Outcome:* Provide autopsy services at the Gulf Coast Regional Morgue

A.2.1. STRATEGY: Equip and procure staff for the existing facility

*Output:* Autopsy reports issued

*Efficiency:* Cost per case analyzed

OBJECTIVE A.3: Provide required training to Mississippi Coroners and their Deputies

*Outcome:* Meet the educational needs of the Coroners

A.3.1. STRATEGY: Train newly elected officials and provide continuing education for existing officials

*Output:* Number of individuals trained

*Output:* Number of continuing education/instruction hours performed by staff

*Efficiency:* Cost of training

**FY 2020**

OBJECTIVE A.1: Provide timely reporting of death investigations

*Outcome:* Production of autopsy reports

A.1.1. STRATEGY: Monitor case production

*Output:* Autopsy reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time

A.1.2. STRATEGY: Provide expert testimony

*Output:* Court testimonies

*Efficiency:* Cost per testimony

OBJECTIVE A.2: Provide timely services to our Gulf Coast region

*Outcome:* Provide autopsy services at the Gulf Coast Regional Morgue

A.2.1. STRATEGY: Establish services at Gulf Coast Medical Examiner's Office

*Output:* Autopsy reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time

OBJECTIVE A.3: Provide required training to Mississippi Coroners and their Deputies

*Outcome:* Meet the educational needs of the Coroners

A.3.1. STRATEGY: Train newly elected officials and provide continuing education for existing officials

*Output:* Number of individuals trained

*Output:* Number of continuing education/instruction hours performed by staff

*Efficiency:* Cost of training

A.3.2. STRATEGY: Provide advanced training on infant mortality

*Output:* Number of individuals trained

*Output:* Number of continuing education/instruction hours performed by staff

*Efficiency:* Cost of training

OBJECTIVE A.4: Provide the highest quality services to our customers

*Outcome:* Obtain National Association of Medical Examiner's accreditation

A.4.1. STRATEGY: Apply for (NAME) accreditation assessment

*Output:* Accreditation Assessment visits

*Efficiency:* Number of Phase I deficiencies identified

*Efficiency:* Number of Phase II deficiencies identified

*Explanatory:* Adequate resources and staff required

**FY 2021**

OBJECTIVE A.1: Provide timely reporting of death investigations

*Outcome:* Production of autopsy reports

A.1.1. STRATEGY: Monitor case production

*Output:* Autopsy reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time

A.1.2. STRATEGY: Provide expert testimony

*Output:* Court testimonies

*Efficiency:* Cost per testimony

OBJECTIVE A.2: Provide timely services to our Gulf Coast region

*Outcome:* Provide autopsy services at the Gulf Coast Regional Morgue

A.2.1. STRATEGY: Maintain forensic services

*Output:* Autopsy reports issued

*Efficiency:* Cost per case analyzed

OBJECTIVE A.3: Provide timely services to our North Mississippi region

*Outcome:* Establish morgue/autopsy services in North Mississippi

A.3.1. STRATEGY: Request bond issue for a North Mississippi facility

*Output:* Construct state-owned facility

*Efficiency:* Cost per case analyzed

OBJECTIVE A.4: Provide required training to Mississippi Coroners and their Deputies

*Outcome:* Meet the educational needs of the Coroners

A.4.1. STRATEGY: Train newly elected officials and provide continuing education for existing officials

*Output:* Number of individuals trained

*Output:* Number of continuing education/instruction hours performed by staff

*Efficiency:* Cost of training

OBJECTIVE A.5.: Monitor infant death rates

*Outcome:* Reduction in mortality rates of infants

A.5.1. STRATEGY: Provide accurate statistical data

*Output:* Improved statistics and reporting of infant mortality

*Output:* Number of infant deaths

**FY 2022**

OBJECTIVE A.1: Provide timely reporting of death investigations

*Outcome:* Production of autopsy reports

A.1.1. STRATEGY: Monitor case production

*Output:* Autopsy reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time

A.1.2. STRATEGY: Provide expert testimony

*Output:* Court testimonies

*Efficiency:* Cost per testimony

OBJECTIVE A.2: Provide timely services to our Gulf Coast region

*Outcome:* Provide autopsy services at the Gulf Coast Regional Morgue

A.2.1. STRATEGY: Maintain forensic services

*Output:* Autopsy reports issued

*Efficiency:* Cost per case analyzed

OBJECTIVE A.3. Provide timely services to our North Mississippi Region

*Outcome:* Provide autopsy services at the North Mississippi Morgue

A.3.1. STRATEGY: Maintain forensic services

*Output:* Autopsy reports issued

*Efficiency:* Cost per case analyzed

OBJECTIVE A.4: Provide required training to Mississippi Coroners and their Deputies

*Outcome:* Meet the educational needs of the Coroners

A.4.1. STRATEGY: Train newly elected officials and provide continuing education for existing officials

*Output:* Number of individuals trained

*Efficiency:* Cost of training

OBJECTIVE A.5.: Monitor infant death cases

*Outcome:* Reduction in mortality rates of infants

A.5.1. STRATEGY: Provide accurate statistical data

*Output:* Improved statistics and reporting of infant mortality

*Output:* Number of infant deaths

**FY 2023**

OBJECTIVE A.1: Provide timely reporting of death investigations

*Outcome:* Production of autopsy reports

A.1.1. STRATEGY: Monitor case production

*Output:* Autopsy reports issued

*Efficiency:* Cost per case analyzed

*Efficiency:* Average turnaround time

A.1.2. STRATEGY: Provide expert testimony

*Output:* Court testimonies

*Efficiency:* Cost per testimony

OBJECTIVE A.2: Provide timely services to our Gulf Coast region

*Outcome:* Provide autopsy services at the Gulf Coast Regional Morgue

A.2.1. STRATEGY: Maintain forensic services

*Output:* Autopsy reports issued

*Efficiency:* Cost per case analyzed

OBJECTIVE A.3: Provide timely services to our North Mississippi Region

*Outcome:* Provide autopsy services at the North Mississippi Morgue

A.2.1. STRATEGY: Maintain forensic services

*Output:* Autopsy reports issued

*Efficiency:* Cost per case analyzed

OBJECTIVE A.4: Provide required training to Mississippi Coroners and their Deputies

*Outcome:* Meet the educational needs of the Coroners

A.4.1. STRATEGY: Train newly elected officials and provide continuing education for existing officials

*Output:* Number of individuals trained

*Output:* Number of continuing education /instruction hours performed by staff

*Efficiency:* Cost of training

OBJECTIVE A.5: Monitor infant death cases

*Outcome:* Reduction in mortality rates of infants

A.5.1. STRATEGY: Provide accurate statistical data

*Output:* Improved statistics and reporting of infant mortality

*Output:* Number of infant deaths

# **Building a Better Mississippi**

**The Mississippi Law Enforcement Officers' Training Academy  
Strategic Plan for Performance and Budgetary Success  
Fiscal Year 2019-2023**



## **Mississippi Law Enforcement Officers' Training Academy**

**MISSISSIPPI LAW ENFORCEMENT OFFICERS’ TRAINING ACADEMY  
 PLAN FOR PERFORMANCE AND BUDGETARY SUCCESS STRATEGIC  
 PLAN  
 Fiscal Years 2019 – 2023**

**1. The Comprehensive Mission Statement of the Mississippi Law Enforcement Officers’ Training Academy**

Pursuant to Section 45-5-1, MS Code of 1972 the mission of the Mississippi Law Enforcement Officers’ Training Academy (MLEOTA) is to protect the domestic tranquility and the public safety of the people of Mississippi by sufficiently training law enforcement officers on the state and local levels. By ensuring a documented, well trained law enforcement community the citizens of the state of Mississippi will have their safety, morals and general welfare protected.

**2. The Philosophy of the Mississippi Law Enforcement Officers’ Training Academy**

The Mississippi Law Enforcement Officers’ Training Academy (MLEOTA) is committed to providing basic entry level, advanced and in service training for the local and state law enforcement agencies operating in the state of Mississippi. The philosophy of MLEOTA is to offer the most complete up to date law enforcement training possible and to deliver that training with professionalism, skill and effectiveness.

**3. Relevant Statewide Goals and Benchmarks of the Mississippi Law Enforcement Officers’ Training Academy**

**Statewide Goal #1.:** To utilize funds in the most efficient and effective manner to promote a highly trained law enforcement community on the state and local level in a facility that is conducive to a learning environment to keep the general populace of Mississippi safe.

MLEOTA supports the idea that having more law enforcement with better training will; reduce crime by the presence of officers, remove criminals off the street; provide an education to law enforcement that will enhance safety while performing daily operations. MLEOTA shall make every effort to attain the targeted performance measures provided below.

**Statistical Data**

**Performance Measures for Fiscal Year - MLEOTA**

<b>BUDGET YEAR</b>	<b>2018</b>
Basic Students	204
In-Service/Adv. Students	2397
Refresher Students	59
Certified Investigators	24
MHP Cadets	75



## Performance Measures - MLEOTA

	2017	2016	2015	2014
Basic Students	204	238	242	221
In-Service/Adv. Students	2397	1308	1887	3500
Refresher Students	59	53	55	61
Certified Investigative Program Students	24	45	0	47
MHP Cadets	0	0	129	0

Data retrieved from MLEOTA's budget request

## Driving Under the Influence – State of Mississippi

2015 DUI Arrest		2014 DUI Arrest		2013 DUI Arrest		2012 DUI Arrest	
DUI Alc	DUI Drug	DUI Alc	DUI Drug	DUI Alc	DUI Drug	DUI Alc	DUI Drug
15,036	4,602	18,078	4,722	19,949	4,977	23,496	5,028
<b>Total</b>	<b>19,638</b>	<b>Total</b>	<b>22,800</b>	<b>Total</b>	<b>24,926</b>	<b>Total</b>	<b>28,524</b>

Data retrieved from MS Public Safety Planning

### Relevant Benchmarks #1.:

- Increase number of participants for three (3) twelve week (12) Basic Police Classes per fiscal year for a projected 240 entry level law enforcement officers.
- Increase number of for two (2) Basic Refresher Courses per fiscal year for a projected 70 participants.
- Increase number of participants for Mississippi Highway Safety Patrol training as appropriated for a projected 75 participants per school.
- Increase number of participants of Certified Investigators to 60 participants per year.

**Statewide Goal #2.:** To ensure the current law enforcement community on the state and local level receive advanced, updated training for the safety and wellbeing of the citizens of Mississippi.

### Relevant Benchmarks #2.:

- Increase number of participants for classes which provide advanced, update, in-service training of skills and knowledge for a projected 2600 students per fiscal year.
- Increase number of participants for two (2) Certified Investigator Programs per fiscal year training 60 students per fiscal year.

## 4. Overview Narrative of the Mississippi Law Enforcement Officers' Training Academy 5-Year Strategic Plan

MLEOTA will continue each year to conduct three (3) twelve (12) week Basic Law Enforcement classes. MLEOTA will also provide two (2) Basic Refresher classes and a Mississippi Highway Safety Patrol Cadet school as the funds are appropriated. The agency

will also conduct in-service as well as offer numerous advanced classes to all law enforcement agencies.

These classes will include but not limited to a certified investigator program, law enforcement management training, firearms instructor certification, accident reconstruction, instructor techniques courses, defensive driving, domestic violence intervention, crime scene, law enforcement and the elderly and numerous, other law enforcement related training classes.

In addition, MLEOTA is requiring the upgrade to our campus and resources to include adding two (2) concrete block buildings for officer survival training. MLEOTA plans also include constructing a defensive tactics facility, covering our existing firearms range with a Baffle system, repair and renovation of all driving facilities, skeet repair and additional classroom space for the Certified Investigator Program to include a mock courtroom for testimony preparation. In addition the academy plans to operate an internet site to broadcast selected law enforcement topics and training.

The result to the facility upgrade will allow more extensive survival training and more defensive tactical training to ensure better safety for law enforcement. The Baffle system to the firing range will ensure additional safety to those in the vicinity of the firing range. A better driving course will enhance the driving ability of law enforcement officers. A mock courtroom will allow training and practice to better prepare law enforcement officers for courtroom testimony. An internet site to broadcast selected law enforcement topics will be beneficial to officers who are unable to attend the traditional setting.

## **5. Mississippi Law Enforcement Officers' Training Academy Significant External/Internal Assessment**

- 1) The entrance of additional law enforcement training academies providing similar services.
- 2) Budget cuts in local agencies that would drastically reduce the number of students attending our training programs.
- 3) Inmates are used to support employees in outside maintenance, food service cleanup and housekeeping. An unexpected loss of inmate labor.
- 4) Escalated costs of electricity, food, essentials necessary for academy operation.

MLEOTA is the only state funded law enforcement training facility within the state. Budget constraints dictate the overall number of officers trained and the quality of the training programs.

## 6. Mississippi Law Enforcement Officers' Training Academy Program Goals, Objectives, Strategies and Measures

**Agency Program Goal A:** Train, certify and offer recertification of law enforcement officers in Mississippi according to the prescribed programs governed by the Board of Law Enforcement Standards and Training.

**Objective A.1.** Increase the number of certified law enforcement officers across the state and offer the certified officer additional training opportunities.

Outcome: More law enforcement officers to protect the citizens and visitors within the state of Mississippi increase of approximately 10%.

Outcome: Update law enforcement officers which currently protect citizens and visitors within the state of Mississippi increase of approximately 10%.

**A.1.1. Strategy:** Encourage Mississippi's chiefs, sheriffs and department heads to participate in all training programs in order to raise the professionalism and effectiveness of law enforcement for the safety and the wellbeing of the officer.

Output: Utilization of well-trained law enforcement officers to ensure the safety and wellbeing of the citizens and guests within the state of Mississippi.

Efficiency: Reduction of crime within the state of Mississippi.

Explanatory: Reducing cost in association with crime allows the state to utilize funds with other needed areas.

Mississippi Law Enforcement Officers' Training Academy (MLEOTA) has targeted two personnel areas as priorities. Those areas are to increase the number of law enforcement and ensure continued training to current law enforcement. Within the statistical report from the Department of Justice, and the increase in populations, violent crimes and robberies have increased while property crimes have decreased each year within the United States. Again, MLEOTA supports the idea that having more law enforcement with better training will; reduce crime by the presence of officers and by removing criminals off the street.

### Crime within the United States (By volume and rate per 100,000 inhabitants)

Year	Population	Violent Crime	Robbery	Property Crime
2015	321,418,820	1,197,704	327,374	7,993,631
2014	318,907,401	1,153,022	322,905	8,209,010
2013	316,497,531	1,168,298	345,093	8,651,892
2012	313,873,685	1,217,057	355,051	9,001,992

Data retrieved from US Department of Justice-UCR Report



MISSISSIPPI OFFICE OF HOMELAND SECURITY  
FIVE-YEAR PLAN  
2019 – 2023

746 – 00



***PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY***

**I. COMPREHENSIVE MISSION STATEMENT:**

The mission of the Mississippi Office of Homeland Security is to partner with federal, state and local emergency personnel during both man-made and natural disasters, as well as working to prevent, protect, and respond to threats and/or acts of terrorism within our state. This office will lead efforts in “All-Hazard” prevention, preparedness, and response, by continuing to foster strong partnerships across professional response disciplines, and further educating the citizens of Mississippi.

**II. PHILOSOPHY:**

The Mississippi Office of Homeland Security is committed to providing and safeguarding the citizens of Mississippi through prevention, preparation, protection and response to disasters and threats or acts of terrorism within our state. The philosophy of the Mississippi Office of Homeland Security is to adhere to the highest professional standards, quality of public safety and the respect of the rights and value of individuals.

**III. RELEVANT STATEWIDE GOALS AND BENCHMARKS:**

**STATEWIDE GOAL #1:** To Enhance and Support Statewide Homeland Security Specialized Response Teams.

RELEVANT BENCHMARK #1: To continue to encourage and assist educational institutions and critical infrastructure owners to develop disaster contingency capabilities through technical assistance, planning, and exercise.

RELEVANT BENCHMARK #2: To grow Mississippi’s all-hazard response capabilities through continued training and exercise.

RELEVANT BENCHMARK #3: To develop a certification and credentialing requirement for the state’s first responders as well as funding equipment to prepare for, respond to and remediate incidents that occur.

**STATEWIDE GOAL #2:** To Enhance and Support Community-Level Homeland Security Preparedness.

RELEVANT BENCHMARK #1: To include proposing legislation to sustain homeland security programs, training and exercising Mississippi law enforcement personnel to respond to active shooter and civil disturbance incidents.

RELEVANT BENCHMARK #2: To Continue to enhance the capabilities of law enforcement personnel to respond to active shooter and civil disturbance incidents and enhance the capabilities of the first responder community in Mississippi by providing opportunities to train and exercise emergency management plans.

RELEVANT BENCHMARK #3: To expand and sustain whole-community preparedness efforts; including high school and college campus levels.

***PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY***

RELEVANT BENCHMARK #4: To continue the training recommended by the US Office of Domestic Preparedness guidelines.

**STATEWIDE GOAL #3:** To Continue Implementation of National Incident Management System and National Response Framework.

RELEVANT BENCHMARK #1: To continue support and enhancement of the Statewide Interoperable Communications Plan and Emergency Notifications Systems.

RELEVANT BENCHMARK #2: To implement the Incident Command System Sustainment Training as required by Homeland Security Presidential Directive 5.

**STATEWIDE GOAL #4:** To Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security.

RELEVANT BENCHMARK #1: To continue the efforts to strengthen the state's capability to share relevant and timely information with appropriate homeland security stakeholders.

RELEVANT BENCHMARK #2: To engage critical infrastructure partners and key asset owners in accordance with Presidential Policy Directive 21 and provide them with technical assistance and support as requested.

**IV. OVERVIEW OF THE FIVE-YEAR STRATEGIC PLAN:**

The Mississippi Office of Homeland Security implements programs in the areas of Grants Administration, Training, and Operations to develop, grow, and integrate emergency response capabilities across federal, state and local agencies to enhance homeland security. Over the next five years, the priority of the Mississippi Office of Homeland Security is to improve cross discipline information and information exchange and analysis, planning, equipment, training, and exercise requirements needed to expand and sustain the state's capability to prevent, protect, and respond to disasters and threats or acts of terrorism.

The Mississippi Office of Homeland Security will administer federal grants to state and local agencies; train emergency responders, partner with government and the private sector to further evaluate and protect infrastructure and expand state-wide interoperability.

**V. EXTERNAL ASSESSMENT OF VARIABLES AFFECTING PERFORMANCE:**

- Occurrence of a foreign or domestic terrorist attack or natural disaster;
- Significant weapon of mass destruction (WMD), or cyber-attack;
- Substantial changes in federal and/or state law or regulations;
- Major changes in administrative policies and/or national security priorities by the US Department of Homeland Security; and
- A decrease in funding at the federal and state level, will result in irreversible erosion of the capabilities acquired by the MOHS.

**V. INTERNAL ASSESSMENT OF PERFORMANCE:**

***PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY***

The Director of the Mississippi Office of Homeland Security has a strategic plan and vision in place to provide direction to this office for the next five years. He will ensure the accomplishments of agency goals and objectives through accountability to the citizens of the state while supporting the National Strategy and the National Response Framework

**VI. GOALS, OBJECTIVES, STRATEGIES AND MEASURES BY PROGRAM:**

**\*\* FINANCIAL STATEMENT \*\***

The Mississippi Office of Homeland Security receives federal funds allocated through the United States Department of Homeland Security. The allocation of specific individual state funds is determined through variables, standards and formulas established by federal criteria. Due to mandates and restrictions governing these funds, the Mississippi Office of Homeland Security manages and distributes allocated federal funds according to Presidential Directives and Federal Guidelines to insure legal compliance of expenditures in accordance within the USDHS/MOHS contractual agreement.

Although funding of specific categories, line items and purpose fluctuate periodically, the Mississippi Office of Homeland Security grant awards 20% of allocated funds to state agencies and 80% to local agencies as required by federal mandates. These funds are grant awarded to various state and local emergency management, fire and law enforcement agencies; and annually provides training to first responders.

**PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY**

**\*\* FY-2018 \*\***

State Funds: \$ 86,830.00 – Contractual Services, Vehicle Fuel & Maintenance  
Federal Funds; \$18,614,709.00 – Administration & Implementation of Federal Programs  
Total FY-2018 ----- \$18,701,539.00

**Strategic Goal #1: Establish and Maintain Statewide Homeland Security Specialized Response Teams**

**Objective #1:** Utilize federal funds to organize, equip, train, and exercise locally staffed, state-wide FEMA-Typed homeland security specialized response teams incorporating law enforcement, fire service, and emergency management disciplines. These various homeland security response teams are staffed from county emergency management agencies, fire, sheriffs and police departments from across the state. Participating agencies designate select individuals to staff the various homeland security response teams. These individuals receive the required specialized training and exercise, developmental skill-set certification and credentialing requirements.

**Output #1:** Provide immediate specialized response support to our greatest threats and hazards as identified in Mississippi's (THIRA) Threat, Hazard, Identification and Risk Assessment.

	FY-2017 <u>ACTUAL</u>	FY-2018 <u>ESTIMATED</u>	FY-2019 <u>PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92

**Efficiency #1:**

1. First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
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**Outcome #1:**

1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
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**Strategic Goal #2: Community Level Homeland Security Preparedness**

**Objective #2:** Utilize federal funds to provide support and expansion to the existing Mississippi Community Level Homeland Security Preparedness consisting of the following programs; Advanced Law Enforcement Rapid Response Training (ALERRT); Higher Education Leadership Preparedness (HELP); Overland Search & Rescue training (OSAR); coordination of training provided by the Center for Domestic Preparedness (CDP) consortium schools; and Mississippi's Citizen Corps Council programs: CERT, Volunteers in Police Services, Neighborhood Watch, Medical Reserve Corps and Fire Corps.

**Output #2:** Provide support of proven programs and expansion to accelerate homeland security preparedness to the community level so as to better equip local responders and citizens to prepare, prevent, protect, and respond to disasters and acts of terrorism within their communities.

	FY-2017 <u>ACTUAL</u>	FY-2018 <u>ESTIMATED</u>	FY-2019 <u>PROJECTED</u>
2. Citizen & Community Training/Exercises (number of classes):	125	125	125

**Efficiency #2:**

2. Citizen & Community Training/Exercises (costs per student):	\$176	\$176	\$176
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**Outcome #2:**

2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
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**Strategic Goal #3: Continued Implementation of National Incident Management System and National Response Framework**

**Objective #3:** Utilize federal funds to support and continue implementation of the National Response Framework (NRF) to include continued implementation & enhancement of the National Infrastructure Protection Plan (NIPP); and the National Incident Management System (NIMS) to all jurisdictions and disciplines to include development of certified regional Incident Management Teams; and continued support for strengthening interoperable communications. The Incident Command System (ICS) 100, 200, 700, and 800 curriculums continue to be a core investment priority for Mississippi and have been institutionalized at State Law Enforcement and Fire Academies through curriculum inclusion for all basic law enforcement officers and firefighters.

**Output #3:** Provide training support and exercises of the NIMS/ICS, resulting in statewide standardized span of control, response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety.

	FY-2017 <u>ACTUAL</u>	FY-2018 <u>ESTIMATED</u>	FY-2019 <u>PROJECTED</u>
3. National Incident Management Training/Exercises (# classes):	168	168	168

**Efficiency #3:**

3. NIMS / ICS Training & Exercises (costs per student):	\$35	\$35	\$35
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**Outcome #3:**

3. NIMS / ICS Training & Exercises (# students):	4,224	4,224	4,224
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**Strategic Goal #4: Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security**

**Objective #4:** Utilize federal funds to support and expand the existing Mississippi Analysis and Information Center (MSAIC) organized and founded in 2007, which executes the protective and strategic intelligence missions of the Mississippi Office of Homeland Security (MOHS) and the State of Mississippi. The MSAIC, which is supported through federal funds, achieved an overall score of 98.2% across the assessment criterion – exceeding the national average by 11%. The MSAIC also provides briefings to the Governor and other state executives on specific incidents and emerging threats and conducted outreach to over 50 groups on the topics of suspicious activity, active shooter awareness and services available to homeland security stakeholders.

**Outcome #4:** Provide support and further development of a Cyber Information and Data Security partnerships and outreach, which encompasses and aids both state and local governments and private industry stakeholders; resulting in shared situational awareness of vulnerabilities to prevent and/or limit future attacks. Assists in mitigation solutions, provide recovery assistance and solutions, as well as provide investigative intelligence and support.

	FY-2017 <u>ACTUAL</u>	FY-2018 <u>ESTIMATED</u>	FY-2019 <u>PROJECTED</u>
4. Fusion Center Requests for Information (number of requests):	756	756	756

**Efficiency #4:**

4. Fusion Center RFI (costs per investigation):	\$1,089	\$1,089	\$1,089
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**PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY**

**\*\* FY-2019 \*\***

State Funds: \$ 88,567.00 – Contractual Services, Vehicle Fuel & Maintenance  
Federal Funds: \$18,987,003.00 – Administration & Implementation of Federal Programs  
Total FY-2018 ----- \$19,075,570.00

**Strategic Goal #1: Establish and Maintain Statewide Homeland Security Specialized Response Teams**

**Objective #1:** Utilize federal funds to organize, equip, train, and exercise locally staffed, state-wide FEMA-Typed homeland security specialized response teams incorporating law enforcement, fire service, and emergency management disciplines. These various homeland security response teams are staffed from county emergency management agencies, fire, sheriffs and police departments from across the state. Participating agencies designate select individuals to staff the various homeland security response teams. These individuals receive the required specialized training and exercise, developmental skill-set certification and credentialing requirements.

**Output #1:** Provide immediate specialized response support to our greatest threats and hazards as identified in Mississippi's (THIRA) Threat, Hazard, Identification and Risk Assessment

	<u>FY-2018</u> <u>ESTIMATED</u>	<u>FY-2019</u> <u>PROJECTED</u>	<u>FY-2020</u> <u>PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92

**Efficiency #1:**

1. First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
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**Outcome #1:**

1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
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**Strategic Goal #2: Community Level Homeland Security Preparedness**

**Objective #2:** Utilize federal funds to provide support and expansion to the existing Mississippi Community Level Homeland Security Preparedness consisting of the following programs; Advanced Law Enforcement Rapid Response Training (ALERRT); Higher Education Leadership Preparedness (HELP); Overland Search & Rescue training (OSAR); coordination of training provided by the Center for Domestic Preparedness (CDP) consortium schools; and Mississippi's Citizen Corps Council programs: CERT, Volunteers in Police Services, Neighborhood Watch, Medical Reserve Corps and Fire Corps.

**Output #2:** Provide support of proven programs and expansion to accelerate homeland security preparedness to the community level so as to better equip local responders and citizens to prepare, prevent, protect, and respond to disasters and acts of terrorism within their communities.

	<u>FY-2018</u> <u>ESTIMATED</u>	<u>FY-2019</u> <u>PROJECTED</u>	<u>FY-2020</u> <u>PROJECTED</u>
2. Citizen & Community Training/Exercises (number of classes):	125	125	125

**Efficiency #2:**

2. Citizen & Community Training/Exercises (costs per student):	\$176	\$176	\$176
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**Outcome #2:**

2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
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**PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY**

**Strategic Goal #3: Continued Implementation of National Incident Management System and National Response Framework**

**Objective #3:** Utilize federal funds to support and continue implementation of the National Response Framework (NRF) to include continued implementation & enhancement of the National Infrastructure Protection Plan (NIPP); and the National Incident Management System (NIMS) to all jurisdictions and disciplines to include development of certified regional Incident Management Teams; and continued support for strengthening interoperable communications. The Incident Command System (ICS) 100, 200, 700, and 800 curriculums continue to be a core investment priority for Mississippi and have been institutionalized at State Law Enforcement and Fire Academies through curriculum inclusion for all basic law enforcement officers and firefighters.

**Output #3:** Provide training support and exercises of the NIMS/ICS, resulting in statewide standardized span of control, response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety.

	<u>FY-2018 ESTIMATED</u>	<u>FY-2019 PROJECTED</u>	<u>FY-2020 PROJECTED</u>
3. National Incident Management Training/Exercises (# classes):	168	168	168

**Efficiency #3:**

3. NIMS / ICS Training & Exercises (costs per student):	\$35	\$35	\$35
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**Outcome #3:**

3. NIMS / ICS Training & Exercises (# students):	4,224	4,224	4,224
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**Strategic Goal #4: Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security**

**Objective #4:** Utilize federal funds to support and expand the existing Mississippi Analysis and Information Center (MSAIC Fusion Center) organized and founded in 2007, which executes the protective and strategic intelligence missions of the Mississippi Office of Homeland Security (MOHS) and the State of Mississippi. The MSAIC, which is supported through federal funds, achieved an overall score of 98.2% across the assessment criterion – exceeding the national average by 11%. The MSAIC also provides briefings to the Governor and other state executives on specific incidents and emerging threats and conducted outreach to over 50 groups on the topics of suspicious activity, active shooter awareness and services available to homeland security stakeholders.

**Outcome #4:** Provide support and further development of a Cyber Information and Data Security partnerships and outreach, which encompasses and aids both state and local governments and private industry stakeholders; resulting in shared situational awareness of vulnerabilities to prevent and/or limit future attacks. Assists in mitigation solutions, provide recovery assistance and solutions, as well as provide investigative intelligence and support.

	<u>FY-2018 ESTIMATED</u>	<u>FY-2019 PROJECTED</u>	<u>FY-2020 PROJECTED</u>
4. Fusion Center Requests for Information (number of requests):	756	756	756

**Efficiency #4:**

4. Fusion Center RFI (costs per investigation):	\$1,089	\$1,089	\$1,089
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**PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY**

**\*\* FY-2020 \*\***

State Funds: \$ 90,338.00 – Contractual Services, Vehicle Fuel & Maintenance  
Federal Funds: \$19,366,743.00 – Administration & Implementation of Federal Programs  
Total FY-2019 ----- \$19,457,081.00

**Strategic Goal #1: Establish and Maintain Statewide Homeland Security Specialized Response Teams**

**Objective #1:** Utilize federal funds to organize, equip, train, and exercise locally staffed, state-wide FEMA-Typed homeland security specialized response teams incorporating law enforcement, fire service, and emergency management disciplines. These various homeland security response teams are staffed from county emergency management agencies, fire, sheriffs and police departments from across the state. Participating agencies designate select individuals to staff the various homeland security response teams. These individuals receive the required specialized training and exercise, developmental skill-set certification and credentialing requirements.

**Output #1:** Provide immediate specialized response support to our greatest threats and hazards as identified in Mississippi's (THIRA) Threat, Hazard, Identification and Risk Assessment.

	<u>FY-2019 ESTIMATED</u>	<u>FY-2020 PROJECTED</u>	<u>FY-2021 PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92

**Efficiency #1:**

1. First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
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**Outcome #1:**

1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
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**Strategic Goal #2: Community Level Homeland Security Preparedness**

**Objective #2:** Utilize federal funds to provide support and expansion to the existing Mississippi Community Level Homeland Security Preparedness consisting of the following programs; Advanced Law Enforcement Rapid Response Training (ALERRT); Higher Education Leadership Preparedness (HELP); Overland Search & Rescue training (OSAR); coordination of training provided by the Center for Domestic Preparedness (CDP) consortium schools; and Mississippi's Citizen Corps Council programs: CERT, Volunteers in Police Services, Neighborhood Watch, Medical Reserve Corps and Fire Corps.

**Output #2:** Provide support of proven programs and expansion to accelerate homeland security preparedness to the community level so as to better equip local responders and citizens to prepare, prevent, protect, and respond to disasters and acts of terrorism within their communities

	<u>FY-2019 ESTIMATED</u>	<u>FY-2020 PROJECTED</u>	<u>FY-2021 PROJECTED</u>
2. Citizen & Community Training/Exercises (number of classes):	125	125	125

**Efficiency #2:**

2. Citizen & Community Training/Exercises (costs per student):	\$176	\$176	\$176
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**Outcome #2:**

2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
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**Strategic Goal #3: Continued Implementation of National Incident Management System and National Response Framework**

**Objective #3:** Utilize federal funds to support and continue implementation of the National Response Framework (NRF) to include continued implementation & enhancement of the National Infrastructure Protection Plan (NIPP); and the National Incident Management System (NIMS) to all jurisdictions and disciplines to include development of certified regional Incident Management Teams; and continued support for strengthening interoperable communications. The Incident Command System (ICS) 100, 200, 700, and 800 curriculums continue to be a core investment priority for Mississippi and have been institutionalized at State Law Enforcement and Fire Academies through curriculum inclusion for all basic law enforcement officers and firefighters.

**Output #3:** Provide training support and exercises of the NIMS/ICS, resulting in statewide standardized span of control, response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety.

	<u>FY-2019 ESTIMATED</u>	<u>FY-2020 PROJECTED</u>	<u>FY-2021 PROJECTED</u>
3. National Incident Management Training/Exercises (# classes):	168	168	168

**Efficiency #3:**

3. NIMS / ICS Training & Exercises (costs per student):	\$35	\$35	\$35
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**Outcome #3:**

3. NIMS / ICS Training & Exercises (# students):	4,224	4,224	4,224
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**Strategic Goal #4: Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security**

**Objective #4:** Utilize federal funds to support and expand the existing Mississippi Analysis and Information Center (MSAIC) organized and founded in 2007, which executes the protective and strategic intelligence missions of the Mississippi Office of Homeland Security (MOHS) and the State of Mississippi. The MSAIC, which is supported through federal funds, achieved an overall score of 98.2% across the assessment criterion – exceeding the national average by 11%. The MSAIC also provides briefings to the Governor and other state executives on specific incidents and emerging threats and conducted outreach to over 50 groups on the topics of suspicious activity, active shooter awareness and services available to homeland security stakeholders.

**Outcome #4:** Provide support and further development of a Cyber Information and Data Security partnerships and outreach, which encompasses and aids both state and local governments and private industry stakeholders; resulting in shared situational awareness of vulnerabilities to prevent and/or limit future attacks. Assists in mitigation solutions, provide recovery assistance and solutions, as well as provide investigative intelligence and support.

	<u>FY-2019 ESTIMATED</u>	<u>FY-2020 PROJECTED</u>	<u>FY-2021 PROJECTED</u>
4. Fusion Center Requests for Information (number of requests):	756	756	756

**Efficiency #4:**

4. Fusion Center RFI (costs per investigation):	\$1,089	\$1,089	\$1,089
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**PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY**

**\*\* FY-2021 \*\***

State Funds: \$ 92,145.00 – Contractual Services, Vehicle Fuel & Maintenance  
 Federal Funds: \$19,754,078.00 – Administration & Implementation of Federal Programs  
 Total FY-2020 ----- \$19,846,223.00

**Strategic Goal #1: Establish and Maintain Statewide Homeland Security Specialized Response Teams**

**Objective #1:** Utilize federal funds to organize, equip, train, and exercise locally staffed, state-wide FEMA-Typed homeland security specialized response teams incorporating law enforcement, fire service, and emergency management disciplines. These various homeland security response teams are staffed from county emergency management agencies, fire, sheriffs and police departments from across the state. Participating agencies designate select individuals to staff the various homeland security response teams. These individuals receive the required specialized training and exercise, developmental skill-set certification and credentialing requirements.

**Output #1:** Provide immediate specialized response support to our greatest threats and hazards as identified in Mississippi’s (THIRA) Threat, Hazard, Identification and Risk Assessment.

	FY-2020 <u>ESTIMATED</u>	FY-2021 <u>PROJECTED</u>	FY-2022 <u>PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92

**Efficiency #1:**

1. First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
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**Outcome #1:**

1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
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**Strategic Goal #2: Community Level Homeland Security Preparedness**

**Objective #2:** Utilize federal funds to provide support and expansion to the existing Mississippi Community Level Homeland Security Preparedness consisting of the following programs; Advanced Law Enforcement Rapid Response Training (ALERRT); Higher Education Leadership Preparedness (HELP); Overland Search & Rescue training (OSAR); coordination of training provided by the Center for Domestic Preparedness (CDP) consortium schools; and Mississippi’s Citizen Corps Council programs: CERT, Volunteers in Police Services, Neighborhood Watch, Medical Reserve Corps and Fire Corps.

**Output #2:** Provide support of proven programs and expansion to accelerate homeland security preparedness to the community level so as to better equip local responders and citizens to prepare, prevent, protect, and respond to disasters and acts of terrorism within their communities.

	FY-2020 <u>ESTIMATED</u>	FY-2021 <u>PROJECTED</u>	FY-2022 <u>PROJECTED</u>
2. Citizen & Community Training/Exercises (number of classes):	125	125	125

**Efficiency #2:**

2. Citizen & Community Training/Exercises (costs per student):	\$176	\$176	\$176
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**Outcome #2:**

2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
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**Strategic Goal #3: Continued Implementation of National Incident Management System and National Response Framework**

**Objective #3:** Utilize federal funds to support and continue implementation of the National Response Framework (NRF) to include continued implementation & enhancement of the National Infrastructure Protection Plan (NIPP); and the National Incident Management System (NIMS) to all jurisdictions and disciplines to include development of certified regional Incident Management Teams; and continued support for strengthening interoperable communications. The Incident Command System (ICS) 100, 200, 700, and 800 curriculums continue to be a core investment priority for Mississippi and have been institutionalized at State Law Enforcement and Fire Academies through curriculum inclusion for all basic law enforcement officers and firefighters.

**Output #3:** Provide training support and exercises of the NIMS/ICS, resulting in statewide standardized span of control, response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety.

	<u>FY-2020 ESTIMATED</u>	<u>FY-2021 PROJECTED</u>	<u>FY-2022 PROJECTED</u>
3. National Incident Management Training/Exercises (# classes):	168	168	168

**Efficiency #3:**

3. NIMS / ICS Training & Exercises (costs per student):	\$35	\$35	\$35
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**Outcome #3:**

3. NIMS / ICS Training & Exercises (# students):	4,224	4,224	4,224
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**Strategic Goal #4: Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security**

**Objective #4:** Utilize federal funds to support and expand the existing Mississippi Analysis and Information Center (MSAIC) organized and founded in 2007, which executes the protective and strategic intelligence missions of the Mississippi Office of Homeland Security (MOHS) and the State of Mississippi. The MSAIC, which is supported through federal funds, achieved an overall score of 98.2% across the assessment criterion – exceeding the national average by 11%. The MSAIC Fusion Center also provides briefings to the Governor and other state executives on specific incidents and emerging threats and conducted outreach to over 50 groups on the topics of suspicious activity, active shooter awareness and services available to homeland security stakeholders.

**Outcome #4:** Provide support and further development of a Cyber Information and Data Security partnerships and outreach, which encompasses and aids both state and local governments and private industry stakeholders; resulting in shared situational awareness of vulnerabilities to prevent and/or limit future attacks. Assists in mitigation solutions, provide recovery assistance and solutions, as well as provide investigative intelligence and support

	<u>FY-2020 ESTIMATED</u>	<u>FY-2021 PROJECTED</u>	<u>FY-2022 PROJECTED</u>
4. Fusion Center Requests for Information (number of requests):	756	756	756

**Efficiency #4:**

4. Fusion Center RFI (costs per investigation):	\$1,089	\$1,089	\$1,089
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**PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY**

**\*\* FY-2022 \*\***

State Funds: \$ 93,988.00 – Contractual Services, Vehicle Fuel & Maintenance  
Federal Funds: \$20,149,160.00 – Administration & Implementation of Federal Programs  
Total FY-2021 ----- \$20,243,147.00

**Strategic Goal #1: Establish and Maintain Statewide Homeland Security Specialized Response Teams**

**Objective #1:** Utilize federal funds to organize, equip, train, and exercise locally staffed, state-wide FEMA-Typed homeland security specialized response teams incorporating law enforcement, fire service, and emergency management disciplines. These various homeland security response teams are staffed from county emergency management agencies, fire, sheriffs and police departments from across the state. Participating agencies designate select individuals to staff the various homeland security response teams. These individuals receive the required specialized training and exercise, developmental skill-set certification and credentialing requirements.

**Output #1:** Provide immediate specialized response support to our greatest threats and hazards as identified in Mississippi's (THIRA) Threat, Hazard, Identification and Risk Assessment

	<u>FY-2021 ESTIMATED</u>	<u>FY-2022 PROJECTED</u>	<u>FY-2023 PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92

**Efficiency #1:**

1. First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
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**Outcome #1:**

1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
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**Strategic Goal #2: Community Level Homeland Security Preparedness**

**Objective #2:** Utilize federal funds to provide support and expansion to the existing Mississippi Community Level Homeland Security Preparedness consisting of the following programs; Advanced Law Enforcement Rapid Response Training (ALERRT); Higher Education Leadership Preparedness (HELP); Overland Search & Rescue training (OSAR); coordination of training provided by the Center for Domestic Preparedness (CDP) consortium schools; and Mississippi's Citizen Corps Council programs: CERT, Volunteers in Police Services, Neighborhood Watch, Medical Reserve Corps and Fire Corps.

**Output #2:** Provide support of proven programs and expansion to accelerate homeland security preparedness to the community level so as to better equip local responders and citizens to prepare, prevent, protect, and respond to disasters and acts of terrorism within their communities.

	<u>FY-2021 ESTIMATED</u>	<u>FY-2022 PROJECTED</u>	<u>FY-2023 PROJECTED</u>
2. Citizen & Community Training/Exercises (number of classes):	125	125	125

**Efficiency #2:**

2. Citizen & Community Training/Exercises (costs per student):	\$176	\$176	\$176
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**Outcome #2:**

2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
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**Strategic Goal #3: Continued Implementation of National Incident Management System and National Response Framework**

**Objective #3:** Utilize federal funds to support and continue implementation of the National Response Framework (NRF) to include continued implementation & enhancement of the National Infrastructure Protection Plan (NIPP); and the National Incident Management System (NIMS) to all jurisdictions and disciplines to include development of certified regional Incident Management Teams; and continued support for strengthening interoperable communications. The Incident Command System (ICS) 100, 200, 700, and 800 curriculums continue to be a core investment priority for Mississippi and have been institutionalized at State Law Enforcement and Fire Academies through curriculum inclusion for all basic law enforcement officers and firefighters.

**Output #3:** Provide training support and exercises of the NIMS/ICS, resulting in statewide standardized span of control, response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety.

	<u>FY-2021 ESTIMATED</u>	<u>FY-2022 PROJECTED</u>	<u>FY-2023 PROJECTED</u>
3. National Incident Management Training/Exercises (# classes):	168	168	168

**Efficiency #3:**

3. NIMS / ICS Training & Exercises (costs per student):	\$35	\$35	\$35
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**Outcome #3:**

3. NIMS / ICS Training & Exercises (# students):	4,224	4,224	4,224
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**Strategic Goal #4: Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security**

**Objective #4:** Utilize federal funds to support and expand the existing Mississippi Analysis and Information Center (MSAIC) organized and founded in 2007, which executes the protective and strategic intelligence missions of the Mississippi Office of Homeland Security (MOHS) and the State of Mississippi. The MSAIC, which is supported through federal funds, achieved an overall score of 98.2% across the assessment criterion – exceeding the national average by 11%. The MSAIC also provides briefings to the Governor and other state executives on specific incidents and emerging threats and conducted outreach to over 50 groups on the topics of suspicious activity, active shooter awareness and services available to homeland security stakeholders.

**Outcome #4:** Provide support and further development of a Cyber Information and Data Security partnerships and outreach, which encompasses and aids both state and local governments and private industry stakeholders; resulting in shared situational awareness of vulnerabilities to prevent and/or limit future attacks. Assists in mitigation solutions, provide recovery assistance and solutions, as well as provide investigative intelligence and support.

	<u>FY-2021 ESTIMATED</u>	<u>FY-2022 PROJECTED</u>	<u>FY-2023 PROJECTED</u>
4. Fusion Center Requests for Information (number of requests):	756	756	756

**Efficiency #4:**

4. Fusion Center RFI (costs per investigation):	\$1,089	\$1,089	\$1,089
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**PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY**

**\*\* FY-2023 \*\***

State Funds: \$ 95,867.00 – Contractual Services, Vehicle Fuel & Maintenance  
Federal Funds: \$20,552,143.00 – Administration & Implementation of Federal Programs  
Total FY-2022 ----- \$20,648,010.00

**Strategic Goal #1: Establish and Maintain Statewide Homeland Security Specialized Response Teams**

**Objective #1:** Utilize federal funds to organize, equip, train, and exercise locally staffed, state-wide FEMA-Typed homeland security specialized response teams incorporating law enforcement, fire service, and emergency management disciplines. These various homeland security response teams are staffed from county emergency management agencies, fire, sheriffs and police departments from across the state. Participating agencies designate select individuals to staff the various homeland security response teams. These individuals receive the required specialized training and exercise, developmental skill-set certification and credentialing requirements.

**Output #1:** Provide immediate specialized response support to our greatest threats and hazards as identified in Mississippi's (THIRA) Threat, Hazard, Identification and Risk Assessment.

	<u>FY-2022 ESTIMATED</u>	<u>FY-2023 PROJECTED</u>	<u>FY-2024 PROJECTED</u>
2. First Responder Training & Exercises (number of classes):	92	92	92

**Efficiency #1:**

1. First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
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**Outcome #1:**

1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
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**Strategic Goal #2: Community Level Homeland Security Preparedness**

**Objective #2:** Utilize federal funds to provide support and expansion to the existing Mississippi Community Level Homeland Security Preparedness consisting of the following programs; Advanced Law Enforcement Rapid Response Training (ALERRT); Higher Education Leadership Preparedness (HELP); Overland Search & Rescue training (OSAR); coordination of training provided by the Center for Domestic Preparedness (CDP) consortium schools; and Mississippi's Citizen Corps Council programs: CERT, Volunteers in Police Services, Neighborhood Watch, Medical Reserve Corps and Fire Corps.

**Output #2:** Provide support of proven programs and expansion to accelerate homeland security preparedness to the community level so as to better equip local responders and citizens to prepare, prevent, protect, and respond to disasters and acts of terrorism within their communities.

	<u>FY-2022 ESTIMATED</u>	<u>FY-2023 PROJECTED</u>	<u>FY-2024 PROJECTED</u>
2. Citizen & Community Training/Exercises (number of classes):	125	125	125

**Efficiency #2:**

3. Citizen & Community Training/Exercises (costs per student):	\$176	\$176	\$176
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**Outcome #2:**

3. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
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**Strategic Goal #3: Continued Implementation of National Incident Management System and National Response Framework**

**Objective #3:** Utilize federal funds to support and continue implementation of the National Response Framework (NRF) to include continued implementation & enhancement of the National Infrastructure Protection Plan (NIPP); and the National Incident Management System (NIMS) to all jurisdictions and disciplines to include development of certified regional Incident Management Teams; and continued support for strengthening interoperable communications. The Incident Command System (ICS) 100, 200, 700, and 800 curriculums continue to be a core investment priority for Mississippi and have been institutionalized at State Law Enforcement and Fire Academies through curriculum inclusion for all basic law enforcement officers and firefighters.

**Output #3:** Provide training support and exercises of the NIMS/ICS, resulting in statewide standardized span of control, response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety.

	<u>FY-2022 ESTIMATED</u>	<u>FY-2023 PROJECTED</u>	<u>FY-2024 PROJECTED</u>
5. National Incident Management Training/Exercises (# classes):	168	168	168

**Efficiency #3:**

3. NIMS / ICS Training & Exercises (costs per student):	\$35	\$35	\$35
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**Outcome #3:**

3. NIMS / ICS Training & Exercises (# students):	4,224	4,224	4,224
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**Strategic Goal #4: Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security**

**Objective #4:** Utilize federal funds to support and expand the existing Mississippi Analysis and Information Center (MSAIC) organized and founded in 2007, which executes the protective and strategic intelligence missions of the Mississippi Office of Homeland Security (MOHS) and the State of Mississippi. The MSAIC, which is supported through federal funds, achieved an overall score of 98.2% across the assessment criterion – exceeding the national average by 11%. The MSAIC also provides briefings to the Governor and other state executives on specific incidents and emerging threats and conducted outreach to over 50 groups on the topics of suspicious activity, active shooter awareness and services available to homeland security stakeholders.

**Outcome #4:** Provide support and further development of a Cyber Information and Data Security partnerships and outreach, which encompasses and aids both state and local governments and private industry stakeholders; resulting in shared situational awareness of vulnerabilities to prevent and/or limit future attacks. Assists in mitigation solutions, provide recovery assistance and solutions, as well as provide investigative intelligence and support.

	<u>FY-2022 ESTIMATED</u>	<u>FY-2023 PROJECTED</u>	<u>FY-2024 PROJECTED</u>
6. Fusion Center Requests for Information (number of requests):	756	756	756

**Efficiency #4:**

5. Fusion Center RFI (costs per investigation):	\$1,089	\$1,089	\$1,089
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# **SUMMARY**

**PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY**

**\*\* FY-2018 \*\***

State Funds: \$ 86,830.00 – Contractual Services, Vehicle Fuel & Maintenance  
 Federal Funds: \$18,614,709.00 – Administration & Implementation of Federal Programs  
 Total FY-2017 ----- \$18,701,539.00

**Program Outputs:**

	<u>FY-2017</u> <u>ESTIMATED</u>	<u>FY-2018</u> <u>PROJECTED</u>	<u>FY-2019</u> <u>PROJECTED</u>
• MOHS grants for jurisdictions	38	38	38
• First Responder Classes (number of)	92	92	92

**Program Efficiencies:**

	<u>FY-2017</u> <u>ESTIMATED</u>	<u>FY-2018</u> <u>PROJECTED</u>	<u>FY-2019</u> <u>PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92
First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
2. Citizen & Community Training/Exercises (number of classes):	125	125	125
(Costs per student):	\$176	\$176	\$176
3. National Incident Management Training/Exercises (# classes):	168	168	168
(Costs per student):	\$35	\$35	\$35
4. Fusion Center Requests for Information (number of requests):	756	756	756
(Costs per investigation):	\$1,089	\$1,089	\$1,089

**Program Outcomes:**

	<u>FY-2017</u> <u>ESTIMATED</u>	<u>FY-2018</u> <u>PROJECTED</u>	<u>FY-2019</u> <u>PROJECTED</u>
1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
3. National Incident Management Training/Exercises (# students):	4,224	4,224	4,224

**PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY**

**\*\* FY-2019 \*\***

State Funds: \$ 88,567.00 – Contractual Services, Vehicle Fuel & Maintenance  
Federal Funds: \$18,987,003.00 – Administration & Implementation of Federal Programs  
 Total FY-2018----- \$19,075,570.00

**Program Outputs:**

	<u>FY-2018 ESTIMATED</u>	<u>FY-2019 PROJECTED</u>	<u>FY-2020 PROJECTED</u>
• MOHS grants for jurisdictions	38	38	38
• First Responder Classes (number of)	92	92	92

**Program Efficiencies:**

	<u>FY-2018 ESTIMATED</u>	<u>FY-2019 PROJECTED</u>	<u>FY-2020 PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92
First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
2. Citizen & Community Training/Exercises (number of classes):	125	125	125
(Costs per student):	\$176	\$176	\$176
3. National Incident Management Training/Exercises (# classes):	168	168	168
(Costs per student):	\$35	\$35	\$35
4. Fusion Center Requests for Information (number of requests):	756	756	756
(Costs per investigation):	\$1,089	\$1,089	\$1,089

**Program Outcomes:**

	<u>FY-2018 ESTIMATED</u>	<u>FY-2019 PROJECTED</u>	<u>FY-2020 PROJECTED</u>
1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
3. National Incident Management Training/Exercises (# students):	4,224	4,224	4,224

**PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY**

**\*\* FY-2020 \*\***

State Funds: \$ 90,338.00 – Contractual Services, Vehicle Fuel & Maintenance  
Federal Funds: \$19,366,743.00 – Administration & Implementation of Federal Programs  
 Total FY-2019 ----- \$19,457,081.00

**Program Outputs:**

	<u>FY-2019 ESTIMATED</u>	<u>FY-2020 PROJECTED</u>	<u>FY-2021 PROJECTED</u>
• MOHS grants for jurisdictions	38	38	38
• First Responder Classes (number of)	92	92	92

**Program Efficiencies:**

	<u>FY-2019 ESTIMATED</u>	<u>FY-2020 PROJECTED</u>	<u>FY-2021 PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92
First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
2. Citizen & Community Training/Exercises (number of classes):	125	125	125
(Costs per student):	\$176	\$176	\$176
3. National Incident Management Training/Exercises (# classes):	168	168	168
(Costs per student):	\$35	\$35	\$35
4. Fusion Center Requests for Information (number of requests):	756	756	756
(Costs per investigation):	\$1,089	\$1,089	\$1,089

**Program Outcomes:**

	<u>FY-2019 ESTIMATED</u>	<u>FY-2020 PROJECTED</u>	<u>FY-2021 PROJECTED</u>
1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
3. National Incident Management Training/Exercises (# students):	4,224	4,224	4,224

**PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY**

**\*\* FY-2021 \*\***

State Funds: \$ 92,145.00 – Contractual Services, Vehicle Fuel & Maintenance  
Federal Funds: \$19,754,078.00 – Administration & Implementation of Federal Programs  
 Total FY-2020 ----- \$19,846,223.00

**Program Outputs:**

	<u>FY-2020 ESTIMATED</u>	<u>FY-2021 PROJECTED</u>	<u>FY-2022 PROJECTED</u>
• MOHS grants for jurisdictions	38	38	38
• First Responder Classes (number of)	92	92	92

**Program Efficiencies:**

	<u>FY-2020 ESTIMATED</u>	<u>FY-2021 PROJECTED</u>	<u>FY-2022 PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92
First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
2. Citizen & Community Training/Exercises (number of classes):	125	125	125
(Costs per student):	\$176	\$176	\$176
3. National Incident Management Training/Exercises (# classes):	168	168	168
(Costs per student):	\$35	\$35	\$35
4. Fusion Center Requests for Information (number of requests):	756	756	756
(Costs per investigation):	\$1,089	\$1,089	\$1,089

**Program Outcomes:**

	<u>FY-2020 ESTIMATED</u>	<u>FY-2021 PROJECTED</u>	<u>FY-2022 PROJECTED</u>
1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
3. National Incident Management Training/Exercises (# students):	4,224	4,224	4,224



**PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY**

**\*\* FY-2022 \*\***

State Funds: \$ 93,988.00 – Contractual Services, Vehicle Fuel & Maintenance  
Federal Funds: \$20,149,160.00 – Administration & Implementation of Federal Programs  
 Total FY-2021 ----- \$20,243,147.00

**Program Outputs:**

	<u>FY-2021</u>	<u>FY-2022</u>	<u>FY-2023</u>
	<u>ESTIMATED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>
• MOHS grants for jurisdictions	38	38	38
• First Responder Classes (number of)	92	92	92

**Program Efficiencies:**

	<u>FY-2021</u>	<u>FY-2022</u>	<u>FY-2023</u>
	<u>ESTIMATED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92
First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
2. Citizen & Community Training/Exercises (number of classes):	125	125	125
(Costs per student):	\$176	\$176	\$176
3. National Incident Management Training/Exercises (# classes):	168	168	168
(Costs per student):	\$35	\$35	\$35
4. Fusion Center Requests for Information (number of requests):	756	756	756
(Costs per investigation):	\$1,089	\$1,089	\$1,089

**Program Outcomes:**

	<u>FY-2021</u>	<u>FY-2022</u>	<u>FY-2023</u>
	<u>ESTIMATED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>
1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
3. National Incident Management Training/Exercises (# students):	4,224	4,224	4,244

**PROGRAM NAME: MISSISSIPPI OFFICE OF HOMELAND SECURITY**

**\*\* FY-2023 \*\***

State Funds: \$ 95,867.00 – Contractual Services, Vehicle Fuel & Maintenance  
 Federal Funds: \$20,552,143.00 – Administration & Implementation of Federal Programs  
 Total FY-2022 ----- \$20,648,010.00

**Program Outputs:**

	<u>FY-2022</u>	<u>FY-2023</u>	<u>FY-2024</u>
	<u>ESTIMATED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>
• MOHS grants for jurisdictions	38	38	38
• First Responder Classes (number of)	92	92	92

**Program Efficiencies:**

	<u>FY-2022</u>	<u>FY-2023</u>	<u>FY-2024</u>
	<u>ESTIMATED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>
5. First Responder Training & Exercises (number of classes)4:	92	92	92
First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
6. Citizen & Community Training/Exercises (number of classes):	125	125	125
(Costs per student):	\$176	\$176	\$176
7. National Incident Management Training/Exercises (# classes):	168	168	168
(Costs per student):	\$35	\$35	\$35
8. Fusion Center Requests for Information (number of requests):	756	756	756
(Costs per investigation):	\$1,089	\$1,089	\$1,089

**Program Outcomes:**

	<u>FY-2022</u>	<u>FY-2023</u>	<u>FY-2024</u>
	<u>ESTIMATED</u>	<u>PROJECTED</u>	<u>PROJECTED</u>
4. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
5. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
6. National Incident Management Training/Exercises (# students):	4,224	4,224	4,224

**FIVE (5) YEAR STRATEGIC PLAN  
FISCAL YEARS 2019 - 2023**



**DIVISION OF PUBLIC SAFETY  
PLANNING  
OFFICE OF JUSTICE PROGRAMS**

Division of Public Safety Planning  
Office of Justice Programs (OJP)  
Five (5) Year Strategic Plan for the Fiscal Years  
2019-2023

1. Comprehensive Mission Statement:

The Division of Public Safety Planning, Office of Justice Programs is responsible for increasing public safety through the development, implementation and evaluation of programs in the areas of criminal justice system improvements, juvenile justice delinquency prevention, and residential substance abuse. The Division's mission is accomplished through planning and developing state plans, providing funding to units of state and local government and public and private nonprofit agencies from approved plans, evaluation of programs, technical assistance and special initiatives.

2. Philosophy:

To serve the public in pursuit of safety for all Mississippians!

3. Relevant Statewide Goals and Bench Marks:

Relevant Benchmark #1: Administer OJP's grant awards process in a fair, accessible and transparent fashion – and, as good stewards of federal funds, manage the grant process in a manner that avoids waste, fraud and abuse.

Relevant Benchmark #2: Ensure integrity of, and respect for science –including a focus on evidence-based, “smart on crime” approaches in criminal and juvenile justice.

Relevant Benchmark #3: To strengthen partnerships with state, local and tribal stakeholders.

4. Overview of the Agency 5-Year Strategic Plan:

The OJP Strategic Plan, for FY 2019 -FY 2023, describes the underlying issues and situations facing the Mississippi's criminal justice systems at the state, local and tribal levels and how OJP is responding to them. It emphasizes the importance of partnerships between OJP and state, local and tribal governments. Most important, the plan communicates the challenges that OJP faces in prioritizing increasing demands for resources and how it will address these challenges. The OJP Strategic Plan provides a framework to focus funding in order to optimize the return on investment of taxpayer dollars.

OJP programs, services, and investments are substantial and broad in scope. Its programs and projects constitute an investment portfolio of millions of dollars. Although most programs are individually managed by one of OJP's bureaus or program areas, collectively they represent a major strategic policy framework that is molded and shaped in coordination with the federal Department of Justice (DOJ) programs.

The Office of Justice Programs receives annual funding from the Department of Justice, Office of Justice Programs in the areas of Edward Byrne Justice Assistance Grant (JAG)

and the Juvenile Justice Program (OJJDP). These programs constitute the submission of two (2) different plans, with different goals and objectives and performance measures. The following is a summary of each strategic plan.

5. Agency's External/Internal Assessment:

The Division of Public Safety Planning, Office of Justice Programs, has a strategic plan in place to provide direction for the agency over the next five years. It will evaluate its performance in carrying the plan through the receipt of grant awards from federal agencies, state and local projects funded, annual review of the division's activities, and adherence to the agency's policies and procedures. The OJP will continue to provide feedback through quarterly reporting to the DOJ funders. The Performance Measurement Tool (PMT) will be utilized to collect pertinent data from funded subrecipients and the data will be studied and analyzed in an effort to gauge program effectiveness and accountability to determine if the State is getting its intended results.

**Agency Goals, Objectives, Strategies and Measures by Program For FFY 2019 through FY2023**

**Program 1: Edward Byrne Justice Assistance Grant Program (JAG)**

**GOAL A:** To provide the State, units of local government and tribal agencies critical funding assistance to prevent or reduce crime and violence.

**OBJECTIVE A.1 Reduction of Crime Statewide**

- Reduce the overall violent crime rate in the State by 5%.
- Improve the violent crime ranking of Mississippi within the nation by two rank levels, from the rank of 34 to the rank of 36.
- Improve the violent crime ranking of Jackson among America's most violent cities by two rank levels, from a rank of 14 to a rank of 16. (Hot Spot Policing)
- Expand the presence of drug courts in the State by establishing an additional nine drug courts.
- Reduce the percent of Mississippi Department of Corrections inmates who committed a drug offense by 5%.
- Reduce federal funding to statewide drug task forces and transition to state and local funding to sustain drug effort efforts in the State.

**Outcome: Reduced spending for statewide incarceration and decreased recidivism rates.**

**Strategy for Goal A.1: Reduction of Violent Crime:** Continue to provide critical funding to escalated crime areas in the State of Mississippi through recommended programs from JAG Strategic Plan. The strategic justice plan, commissioned by the Mississippi Department of Public Safety's Division of Public Safety Planning, utilized various methods and data sources to render a needs assessment of violent crime and drug crime in Mississippi, along with an analysis of criminal justice resources. Using Uniform Crime Report and state-level crime data, coupled with focus group interview and questionnaire data, the needs assessment revealed that while positive inroads against violence and drug-related crime have been made in recent years, there

remains room for additional improvement. Mississippi continues to exhibit an unusually high murder rate, and Jackson is among the more violent cities in the United States.

The state proposes to implement effective crime reduction and crime prevention strategies through Hot Spot policing, in selected communities that exhibit high rates of crime based on uniform crime reports. The goal of this program will be to improve social and physical order in selected high crime areas in Mississippi. Primary components of the program are to: (1) increase arrests; implement situational prevention strategies; and (3) implement social service actions.

Support will be continued to small jurisdictions that do not qualify for a direct award under the Justice Assistance Grant Program. These jurisdictions often lag behind in resources, including manpower, equipment and necessary technology to provide effective law enforcement services.

Resources will be provided to local law enforcement agencies to acquire upgraded technologies, hire additional personnel, fund body armor and body-worn cameras and for law enforcement officers.

Output: Provide continuous support to crime reduction and prevention programs.

Output: Increase the availability of drug court resources.

Output: Implement programs to involve communities in a process of developing and implementing strategic crime prevention plans in targeted areas.

Output: Plan to implement a violence crime prevention and reduction program in Jackson, Mississippi.

Output: Plan to implement programs to disrupt the flow of illegal drugs in target areas in the State.

Output: Sustain drug task force units statewide through state funding.

Output: Implement crime reduction programs through Hot Spot Policing.

Output: Initiate alternatives to incarceration programs in State Correctional Facilities.

Output: Continue to provide resources to small local law enforcement agencies.

Efficiency: Cost of treatment for drug court participants.

Efficiency: Cost associated with implementing crime reduction programs.

Explanatory: Availability of Federal and State funding.

## **Program 2: Juvenile Justice Programs**

**GOAL A:** The overall goal of the Juvenile Justice unit is to achieve and maintain full compliance with the Juvenile Justice Delinquency and Prevention Act of 2002. The primary focus is to address deinstitutionalization of status offenders (DSO), separation of juveniles from adults in institutions (Separation), removal of juveniles from adult jails and lockups (Jail Removal), Disproportionate Minority Contact (DMC), alternatives to detention, and diversion.

### **OBJECTIVE A.1**

- To conduct annual onsite monitoring visits to all State facilities that securely detain juvenile offenders.

- To decrease the number of juvenile arrests, referrals to youth courts, lower the number of status offenders being detained, and lower the cost that counties spend on holding youth by 50%.
- Continue plans to implement an adequate compliance monitoring system in order to receive maximum funding.
- To continue to fund projects to prevent juvenile delinquency.

**Outcome: Maintained funding directed at programs that offer alternatives to detention.**

**Strategy for Goal A.1:** As required by federal law, states participating in the Juvenile Justice Delinquency Prevent Act must provide for an adequate system for monitoring jails, detention facilities, correctional facilities, and non-secure facilities to ensure that the core protections are met. The state must also provide annual reporting of the results of such monitoring to the administrator of the Office of Juvenile Justice and Delinquency Prevention (OJJDP).

One of the efforts to achieve this goal is making the staff at the facilities aware of the JJDPA of 2002. Our presence in the state over time will eventually help us achieve this goal. We will be able to classify facilities non-secure which in the previous years have been projected on by the compliance monitoring report spreadsheet. For facilities in which the inspection process reveals that they do not hold juveniles as adult correctional facilities or non-juvenile holding adult jails and lockups do, the DPSP will allow for these facilities to submit an annual exemption letter signed by the chief executive officer attesting to their non-juvenile holding policy. All exemption letters will be filed along with the facility's site visit forms; however, these facilities will continue to be monitored to ensure that their non-juvenile holding status has not changed. All of these efforts will help lower the DSO violation numbers tremendously.

Mississippi also has a great need and few resources for alternatives programs, therefore one of the main priorities is to assist in the planning, establishing, operating, coordinating, and evaluating of projects directly or through sub-grants or subcontracts with public and private agencies for the development of more effective education, training, research, prevention, diversion, treatment, and rehabilitation programs in the area of juvenile delinquency prevention and programs to improve the juvenile system.

Output: Submit a compliance monitoring plan to OJJDP annually as part of the Formula Grant Application requirement.

Output: Identification of the Monitoring Universe.

Output : Classification of Facilities.

Output: Inspection of Facilities.

Output: Data Collection and Data Verification.

Output: Requirement to maintain full-time Compliance Monitor and Disproportionate Minority Coordinator (DMC) on staff.

Output: Continue efforts to support alternatives to detention, and diversion programs.

Output: Continue to educate staff at State facilities about the JJPDA.

Efficiency: Cost of youth served per year.

Explanatory: Maintain an efficient and effective system that provides adequate protection of youth, and ensure that sufficient staff is maintained to monitor state and local facilities housing youth.