

MISSISSIPPI DEPARTMENT OF PUBLIC SAFETY

MISSISSIPPI HIGHWAY SAFETY PATROL

LBO #711-00

Strategic Plan for Fiscal Years 2022 – 2026



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Table of Contents

Table of Contents	2
1. Comprehensive Mission Statement	3
2. Philosophy	3
3. Relevant Statewide Goals and Benchmarks	3
4. Overview of the Agency 5-Year Strategic Plan	5
5. Agency’s External/Internal Assessment	9
External Assessment	9
Economic Impacts	9
Internal Assessment	10
Management Systems	11
6. Goals, Objectives, Strategies and Measures	13
FY2021	13
FY2022	24
FY2023	34
FY2024	42
FY2025	49



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

In order to effectively accomplish our mission to exemplify courtesy, service, and safety, it is imperative to ensure that the agency routinely deploy the statutorily maximum amount of sworn personnel to responsibly serve the citizens of Mississippi. With this goal in mind, we have reasonably considered that recruitment, retention, and education is paramount to providing an optimal customer service product to the citizens of this state. Generally, it is estimated annually that 23 to 25 troopers will exercise retirement and separate from the agency. It is our intention to ensure the agency is fully staffed at all times, introduce cross-training opportunities for personnel, and create a continual educational core curriculum designed to establish, reinforce, and maintain a credos of servant leadership agency wide. To accomplish the above described initiatives, we earnestly submit this assessment to logically effect change in the organization within a span of three to five years. Goals and objectives are listed in the following post implementing this program:

- Maintaining the statutorily allotted amount of sworn personnel at all times
- Retain staff through competitive salary ranges comparative to other state agencies and introduce cross-training opportunities that will build experience/enhance the knowledge, skill, and abilities of the workforce
- Build and maintain servant leadership agency wide through continual educational initiatives designed to chart progress, coach/mentor peers, and build leadership characteristics reflective of servant leadership

Recruitment: (1 to 2 years)

The inability to conduct regular schools causes a significant holding period for ambitious persons wanting to start a career in this field and/or become a trooper when there are other peace officer options available in and out of state. MS Code § 45-3-7 was modified in 1981 to authorize MHSP to employ up to 650 troopers. However, there are currently 507 (at the time of this plan) troopers in MHSP – making it 78% staffed pursuant to the statute. We encourage you to assess the starting salaries and permissible authority of states such as Texas and Louisiana in order to compare and contrast their organizational efforts concerning staffing and retention. It is also important to note the shortage of applicants while having permissible authority and legislative support to conduct schools over previous years. So that within itself, denotes to the overall individual attitude/perception towards the field nationally and the ability to identify these variables to overcome the reluctance of future public servants. The following matters are to be considered:

- Altering training times to accommodate certified peace officers with experience in order to swiftly provide support to the agency and citizens of Mississippi
- Amend starting salaries to become competitive with surrounding state agencies for the purpose of retaining qualified personnel



- Identify ways to shorten the length of training and flexibility in assigning first time district assignments
- Identify key areas to showcase the agency's core competency and abilities to attract qualified candidates for sworn positions
- Maintain contact measures with candidates to ensure preparedness for training

Retention: (2 to 3 years)

It is important to constantly challenge our workforce by providing opportunities in professional development by identifying ambitious personnel and reward them with cross-training opportunities. Temporarily forgoing job description duties for these individuals allow the agency to grow fundamentally by ensuring that motivated personnel obtain the knowledge, skills, and abilities to effectively carryout the agency's various core competency areas. Along with the aforementioned temporary training opportunities, we look forward to aligning salaries with that of our surrounding counterparts to maintain and adequate level of sworn personnel.

Education: (3 to 5 years)

Restructuring the training division to include a professional development unit will help agency leadership understand each trooper's ambitions and career path to effectively guide them throughout their respective career choices. Establishing a continual educational program will help the agency adopt a credos of servant leadership and experience when most needed to effectively protect the citizens of this state in emergency and non-emergency related service matters. The educational core curriculum should include the following:

- General knowledge and Professional Development (historical relevance, writing and effective communication, etc...)
- Semi-Annual Evaluation of Personnel to ensure professional standards
- Job shadowing (temporary cross-training assignments as earned)
- Coaching and Mentoring
- Leadership and Management Developmental Courses



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, that average would indicate that the state should deploy at least 690 patrol officers instead of the 507 currently in service at this time.

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. Another Patrol School was conducted in FY18 and graduated 57 more troopers, FY19 saw 44 troopers added and FY20 saw 24 troopers added to the roster. However, attrition continues to negatively affect MHSP; retirements and agency separations in FY16-FY20 saw the agency lose 151 troopers, bringing with it not only the loss of workforce but the loss of significant experience. Within the previous timeframe, MHSP re-hired 16 troopers to support enforcement districts. It is anticipated that the mitigation of the effects of attrition in the ranks due to retirement will require additional trooper schools of varying sizes in the coming years to augment MHSP's ranks. A goal of hiring 200 troopers over the next five (5) years would present the opportunity to grow the sworn strength instead of keeping pace. A commitment to growth such as this would allow for enhancements in areas of MHSP's responsibility such as highway safety, criminal deterrence, criminal investigation, and training just to name a few.

MHSP has assumed the financial and operational responsibilities for the electronic citation (e-Citation) system statewide. 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.

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) are well underway. These accreditations 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. MSLEAC accreditation and CALEA accreditation progress has been delayed because of retirements and reallocation of staffing. Advancement toward accreditation continues to be a high priority and is progressing.



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. Additional helipads positioned in strategic locations will assist the unit with covering different areas in the state more efficiently. The addition of additional helicopters is crucial to the agency's ability to provide search and rescue, support, and personnel movement. Response is crippled when routine aircraft maintenance prevents the agency from responding to the needs of the MHSP and our law enforcement partners in critical situations.

The MHP SOG Team has begun the training of Troopers in the use of Unmanned Ariel Systems (drones) to aid in response to manhunts, missing children/adults, search and rescue and civil unrest. These tools can also be used in support of the SWAT Team mission. As technology advances, the implementation of upgraded equipment will be necessary to enhance the agency's ability to deploy critical support in the most efficient manner.

The MHP CRASH Team is also in the process of using the Unmanned Ariel System in mapping and documentation of accidents and reconstruction. These systems will play an important role in the investigator's ability to respond to and accurately document information.

MHSP is also responsible for the private and commercial driver's license issuance in the state. The Driver Service Bureau is tasked with this important responsibility.

The Driver Service Bureau currently employs 170 civilian employees and 26 sworn officers. The Bureau staffs 34 permanent locations and has 15 travel teams covering 17 sites. Of these, 94 of these employees are considered DL Examiners and 28 are CDL examiners. As a result of HB1371, sworn officers will be phased out of the DSB and replaced with non-sworn staff no later than June 30, 2021.

Strategies introduced in this plan are designed to enhance the efficiency and effectiveness of the Driver Service Bureau. Staff increases, and office enhancements are planned to provide enough support to the Bureau's mission to both safeguard the validity of the credentials issued by the Bureau as well as provide enhanced service to the driving public in our state.



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 lowered fuel prices in the past few years have helped our citizenry, it in turn has meant that more people are traveling on Mississippi's highways. That meant that there has been a greater need for a patrol presence because of this traffic. If travel costs remain reasonable to the majority of our citizens, then an enhanced presence is crucial to the safety and security of our highways.

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.

Mission Redirection

The agency's mission has changed during this timeframe because of changes in state statutes regulations and calls for specialized assistance from local, state, and federal agencies. Since January 2, 2020, the role of MHP Special Operations Group and MBI in the deadly MDOC prison riots at Parchman have placed a strain on district offices to perform core functions. SOG team members are troopers who are removed from their normal duties of patrolling when the team is activated leaving their assignment vacant during the time of activation. Adding to pressures, the COVID-19 pandemic, tornados, and the potential for civil unrest have added to requests from local agencies for support from MHSP which magnifies the difficulty in maintaining minimum staffing. The fact that the Mississippi Highway Patrol is the only state law enforcement agency with the training, manpower and capacity to respond to these events; the burden to respond to these events has been borne primarily by the MHP as we should. These changes are unfunded, which in turn impact the delivery of current core services and highlight the need for increased staffing. Other changes in state statutes could reduce or eliminate funding for programs necessary for the safety of the citizens of Mississippi.

Changes in Technology

Technology is a driving significant force in change. Technological advancements prove to provide the agency with new tools or processes to enhance its mission. However, technology 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. It is more critically important now than in any time in the last thirty (30) years that a consistent and sustainable source of funding be found or created to enhance the ability of the agency to recruit and hire Troopers. Every law enforcement action of this department begins with the Trooper on the road. He/she performs the most basic tasks up and through the most difficult tasks of SOG, SWAT and MBI, just to name a few. Without replenishing the strength and making a serious commitment to properly staffing the Mississippi Highway Patrol, the safety of our citizens is jeopardized, highway safety suffers, and the lives of our officers are at greater risk. Continued funding for four-year reclassifications (career ladders) and educational benchmarks is necessary to retain our trained staff.



Management Systems

Support Services - Management Information Systems (MIS):

The MIS Division supports the DPS operation with respect to information technology (IT) matters. In addition to general information technology related services, MIS also maintains several significant systems that support the agency and its various divisions including: The Driver Services Bureau Administrative/Issuance Systems, the Criminal History Systems, electronic citation system, electronic crash system, several case Management systems and other smaller systems and applications.

MIS is supporting a DPS initiative to develop an agency wide electronic forms and workflow management system that will allow stakeholders to enter information into electronic forms for routing, approval, and storage. With more than 85 locations and half the agency's personnel operating from vehicles, the management approval and routing of forms is a critical need.

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 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.

Enforcement

MIS continues to be involved in multiple initiatives with the Enforcement Division including 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. Other enforcement initiatives comprise daily activity reporting, special detail callback reporting, automatic vehicle locating, mapping systems, dispatch management, dash camera systems, video data management and high-level dashboards to report performance information to the command staff.

DPS provides law enforcement agencies statewide with an application to support state mandated uniform crash reporting. The data provided by this system is critical to driver, vehicle and highway safety efforts and funding across multiple agencies. The new crash reporting system, eCrash, went online in October 2019. MHP CRASH Team members were charged with training all Troopers and law enforcement agencies across the state. MIS in partnership with the University of Alabama – Center for Advanced Public Safety is providing support for the system and users across the state.



MIS is supporting the Mississippi Criminal Information Center’s (CIC) implementation of the National Incident Base Reporting System (NIBRS) for the State of Mississippi as mandated by the 2018 legislature. This mandate requires electronic reporting of statistical data for serious crimes by all law enforcement agencies across the State. This incident data is collected, verified, compiled, and transmitted to the FBI for inclusion in national crime trend reporting.

MIS continues to work with CIC on the replacement of its core Automated Fingerprint Identification System (AFIS). This advanced system for fingerprint matching is far past its end-of-life and is in urgent need of replacement. The system serves both the CIC for arrest and applicant processing, and the State Crime Lab for latent fingerprint processing associated with crimes.

The core of the CIC is the Mississippi Criminal History System (MCHS) that records all arrest and the associated dispositions from all law enforcement and criminal justice agencies statewide. The output from the system is what is commonly referred to as a “state rap sheet” or “criminal history report”. The consultants that implemented this system on behalf of Mississippi in the mid-1990s are planning for retirement and MIS is actively seeking qualified replacement contract resources.

Driver Services Bureau:

As part of that support, MIS manages a ten-year, \$44 million-dollar upgrade/replacement of all IT infrastructure for the Driver Service Bureau to improve services to the citizens of Mississippi. The U.S. Department of Homeland Security designated DPS a national leader for the development of electronic verification systems for licenses and IDs, MIS will continue to provide leadership, contract administration and project management for \$55 million dollars in federal grant funding for long-range improvements needed to secure drivers licenses and state-issued identification cards nationwide.



6. Goals, Objectives, Strategies and Measures

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)

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 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: Policies will need to be written or revised to meet current standards

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 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: CALEA formal inspection and accreditation.

Output: CALEA Accreditation

Explanatory: Division should be ready to obtain CALEA Accreditation by the beginning 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: 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 over the coming years.

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 MSHP 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 Operations 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 Investigative Strategies 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. Maintain Cold Case Unit

Outcome: Maintain cold case unit to accept and investigate unsolved cases from police and sheriff's departments across Mississippi.

D.3.1. STRATEGY: Employ contract cold case agents by region

Output: Maintain at least one Cold Case Unit member per region

Efficiency: Instances of use of Unit members

Explanatory: Provides investigative support to unsolved cases in Mississippi

D.3.2. STRATEGY: Increase coverage of cold case agents to one per district from one per region.

Output: Provide at least one Cold Case Unit member per district

Efficiency: Increase investigative support for unsolved cases in Mississippi

Explanatory: Provides investigative support to unsolved cases in Mississippi

OBJECTIVE D.4. 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 to be replaced by Support Services. This will be a multi-year process. 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: Staff the position of Office Manager in 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.1.10. 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.1.13. 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.



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)

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

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 Operations 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

D.1.9. STRATEGY: Deploy Mobile Investigative Strategies 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

OBJECTIVE D.3. Maintain Cold Case Unit

Outcome: Maintain cold case unit to accept and investigate unsolved cases from police and sheriff's departments across Mississippi.

D.3.1. STRATEGY: Employ contract cold case agents by region.

Output: Maintain at least one Cold Case Unit member per region.

Efficiency: Instances of use of Unit members

Explanatory: Provides investigative support to unsolved cases in Mississippi



D.3.2. STRATEGY: Increase coverage of cold case agents to one per district from one per region

Output: Provide at least one Cold Case Unit member per district

Efficiency: Increase investigative support for unsolved cases in Mississippi

Explanatory: Provides investigative support to unsolved cases in Mississippi

OBJECTIVE D.4. 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 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 to be replaced by Support Services. This will be a multi-year process. 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 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 to reinstate their license.



- A.1.5. STRATEGY:** Staff the position of Office Manager for any remaining DL Station without this 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.



FY2023

Program1: Law Enforcement

Goal A: To promote traffic safety through the consistent enforcement of all 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

D.1.9. STRATEGY: Deploy Mobile Investigative Strategies 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.

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 Cold Case Unit

Outcome: Maintain cold case unit to accept and investigate unsolved cases from police and sheriff's departments across Mississippi.

D.3.1. STRATEGY: Employ contract cold case agents by region.

Output: Maintain at least one Cold Case Unit member per region.

Efficiency: Instances of use of Unit members.

Explanatory: Provides investigative support to unsolved cases in Mississippi

D.3.2. STRATEGY: Increase coverage of cold case agents to one per district from one per region

Output: Provide at least one Cold Case Unit member per district

Efficiency: Increase investigative support for unsolved cases in Mississippi

Explanatory: Provides investigative support to unsolved cases in Mississippi

OBJECTIVE D.4. 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 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 to be replaced by Support Services. This will be a multi-year process. 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 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

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.



FY2024

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. Increase effectiveness of existing law enforcement personnel

C.1.1. STRATEGY: Maintain 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 event

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



FY2025

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. Increase effectiveness of existing law enforcement personnel

C.1.1. STRATEGY: Maintain-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 Cold Case Unit

Outcome: Maintain cold case unit to accept and investigate unsolved cases from police and sheriff's departments across Mississippi.

- D.3.1. STRATEGY:** Employ contract cold case agents by district
 - Output:* Maintain at least one Cold Case Unit member per district
 - Efficiency:* Instances of use of Unit members
 - Explanatory:* Provides investigative support to unsolved cases in Mississippi

OBJECTIVE D.4. 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

MISSISSIPPI DEPARTMENT OF PUBLIC SAFETY

Division of Support Services

LBO #711-01

Strategic Plan for Fiscal Years 2022-2026



July 22, 2020

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 seven (post consolidation) 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: To protect the public's safety including timely and appropriate responses to emergencies and disasters and to operate a fair and effective system of justice.

Relevant Benchmarks:

Incidence of Crime:

1. Reported arrests for drug abuse violations per 100,000 population
2. Driving under the Influence (DUI) arrests per 100,000 population

Highway Safety:

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

Emergency Preparedness:

1. Average emergency response time to natural and man-made disasters

The Division of Support Services functions as support to the agency. There is no direct action towards the relevant benchmarks but there are many areas of support provided. This support allows for those who are directly charged with performing the mission of the agency to do so without distractions related to financial issues, technology issues, equipment needs/failures, etc.

There are multiple divisions within Support Services that support the Statewide goals and relevant benchmarks as well as those of the agency.

4. Overview of Agency 5-Year Strategic Plan FY2022 through FY 2026:

Management Information Systems (MIS):

The MIS division supports the DPS operation with respect to information technology (IT) matters, the associated procurement processes and project management. In addition to general information technology related services, MIS also maintains several significant systems that support the agency and its various divisions including: the Driver Service Bureau Administrative-Issuance Systems, the Criminal History Systems, electronic citation system, electronic crash system, several case management systems and other smaller systems and applications.

MIS is supporting a DPS initiative to develop an agency wide electronic forms and workflow management system that will allow stakeholders to enter information into electronic forms for routing, approval and storage. With more than 85 locations and half the agency's personnel operating from vehicles, the management approval and routing of forms is an important need.

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. Much of these advancements will be centered around cloud-based services. Considerable planning and implementation efforts centering around security and accessibility are associated with these cloud services.

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. Two of these positions will allow for regional onsite IT support in the Northern Region and Southern Region operating areas.

1. Enforcement:

MIS continues to be involved in multiple initiatives with the Enforcement Division including the operation 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. Other enforcement initiatives comprise officer daily activity reporting, special detail callback reporting, automatic vehicle locating, mapping systems, dispatch management, dash camera systems, video data management and high-level dashboards to report performance information to the command staff.

DPS provides law enforcement agencies statewide with an application to support state mandated uniform crash reporting. The data provided by this system is critical to driver, vehicle and highway safety efforts and funding across multiple state agencies. MIS is supporting a project with the University of Alabama – Center for Advanced Public Safety to support and maintain the system known as eCrash.

MIS is supporting the Mississippi Criminal Information Center's (CIC) implementation of the National Incident Base Reporting System (NIBRS) for the State of Mississippi as mandated by the 2018 legislature. This mandate requires electronic reporting of statistical data for serious crimes by all law enforcement agencies across the State. This incident data is collected, verified, compiled

and transmitted to the FBI for inclusion in national crime trend reporting. As of June 2020, Mississippi has become state-certified by the FBI for state-level submission of crime data to the federal NIBRS program.

MIS continues to work with CIC on the replacement of its core Automated Fingerprint Identification System (AFIS). This advanced system for fingerprint matching has a replacement path that began in May 2020 and is scheduled for completion in May 2021. The system serves both the CIC for arrest and applicant processing, and the State Forensics Laboratory for latent fingerprint processing associated with crimes. The new system will allow for advanced features including palm-print and photo matching, applicant slap-only processing, two-finger hand-held quick identification units and Medicare provider rap back processing.

The core of the CIC is the Mississippi Criminal History System (MCHS) that records all arrest and the associated dispositions from all law enforcement and criminal justice agencies statewide. The output from the system is what is commonly referred to as a “state rap sheet” or “criminal history report”. The agency is in the process of transitioning from the original developers of the system to new contractors to support the system moving forward.

2. Driver Service Bureau:

As part of Driver Service Bureau support, MIS manages a ten-year, \$57 million-dollar upgrade/replacement of all IT infrastructure for the DSB to improve services to the citizens of Mississippi. The U.S. Department of Homeland Security designated DPS a national leader for the development of electronic verification systems for licenses and IDs, MIS will continue to provide leadership, contract administration and project management for \$55 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, five hundred (1,500) 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 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 regarding 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.

The Human Resources Department needs additional staffing to continue its support function. The much-needed 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 with establishing training curricula and provide career development opportunities to non-sworn staff members; ad 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.

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 to further reduce printing costs. This 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 as well as DPS headquarters.

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: Budget and Grants Accounting, Accounts Payable, Accounts Receivable, Procurement, Travel and Payroll. Reporting requirements have also increased due to the Transparency Act, grant reporting, and other programs.

The Comptroller's Office is involved extensively in natural or man-made disasters. As agency personnel respond, the Office ensures timely payment of overtime, if applicable, and the procurement of supplies, etc. needed for personnel to stay on site for extended periods. Once the response concludes, the Office works with MEMA, FEMA and other supported entities to ensure timely reimbursement of costs associated with the response.

Although the Comptroller's Office has increased staffing slightly, there remains the need for additional staffing. Increased Federal and State reporting as well as increased regulatory requirements are the primary reasons for the additional staffing requirements.

The Comptroller's Office has and will continue to implement new applications that will enhance the support it provides to the employees. Two examples are a reporting system to complement State's Enterprise Resource Planning (ERP) project, MAGIC, and a workflow application that provides the ability to use an actual electronic signature on certain

documents.

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; 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 to secure adequate staffing, to include critical Finance, Human Resources and Maintenance positions.
- 3) Providing 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 in addition to providing a high level of support.

6. Program Goals:

Support Services has two performance measures per the appropriation bill. First, the number of financial transactions processed and secondly, the number of employees supported. The Division of Support Services will strive to assist each division in meeting the performance measures set forth in the DPS appropriations bill.

The Mississippi Forensics Laboratory and Office of State Medical Examiner Strategic Plan for Fiscal Years 2022-2026

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.

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. Only two ABP Board Certified Forensic Pathologists offering the most advanced forensic investigation and training available perform approximately 1400 forensic autopsies each year.

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, laboratory managers, and medical examiners . . .

- 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

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's 5-Year Strategic Plan:

The Mississippi Forensics Laboratory has consistently experienced a dramatic increase in the backlog of cases over the past 5 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 THIRTEENTH 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. 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 7,795 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 methamphetamine and fentanyl 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 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 5 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, serology 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 2017 were incorporated in order to maintain compliance and accreditation. MSFL has acquired accreditation status under the ISO 17025/AR3125 standards as of 2019. 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 containing methamphetamine 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.

The 5 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. 2017-2020 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 hiring additional board certified Forensic Pathologists. With the current staff, the Forensic Pathologists are performing over 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 legislature has provided funding to hire an additional 4 medical examiners for FY 19.

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.

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 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 increased use of crystal methamphetamine, 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.
- c. Increases in homicides, suicides and drug related deaths may increase overall caseload.

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.
- c. 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.

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 20 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 600 new felon samples per month and 200 arrestee samples 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*®, 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*®, 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)
 - A) 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 2 board certified forensic pathologists and staff.
 - B) 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.
 - C) 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.
 - D) 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 FY2021 through FY 2025:

PROGRAM 1: Forensic Analysis

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

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

PROGRAM 3: Forensic Pathology

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 2023

PROGRAM 1- Forensic Analysis

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.

PROGRAM 3: DNA Analysis

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 2024

PROGRAM 1- Forensic Analysis

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.

PROGRAM 3: Forensic Pathology

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 2025

PROGRAM 1- Forensic Analysis

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 because 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

PROGRAM 3: Forensic Pathology

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 2026

PROGRAM 1- Forensic Analysis

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

PROGRAM 3: Forensic Pathology

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 2022-2026**



Mississippi Law Enforcement Officers' Training Academy

**MISSISSIPPI LAW ENFORCEMENT OFFICERS' TRAINING ACADEMY
PLAN FOR PERFORMANCE AND BUDGETARY SUCCESS STRATEGIC
PLAN
Fiscal Years 2022 – 2026**

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 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 while promoting 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 more officers, while removing 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

BUDGET YEAR	2021
Basic Students	130
In-Service/Adv. Students	864
Refresher Students	19
Certified Investigators	24
MHP Cadets	87

Performance Measures - MLEOTA

	2020	2019	2018	2017
Basic Students	130	210	201	204
In-Service/Adv. Students	864	2356	1405	2397
Refresher Students	19	24	67	59
Certified Investigative Program Students	24	25	23	24
MHP Cadets	87	87	57	0

Data retrieved from MLEOTA’s budget request.

Due to COVID-19 Several Classes were cancelled causing the numbers to decrease.

Driving Under the Influence – State of Mississippi

2017 DUI Arrest		2016 DUI Arrest		2015 DUI Arrest		2014 DUI Arrest	
DUI Alc	DUI Drug	DUI Alc	DUI Drug	DUI Alc	DUI Drug	DUI Alc	DUI Drug
15,546	5,133	11,396	4,174	15,036	4,602	18,078	4,722
Total	20,679	Total	15,570	Total	19,638	Total	22,800

Data retrieved from MS Public Safety Planning: Current Data unavailable.

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 participants 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 for the elderly and a host of other law enforcement related training classes.

In addition, MLEOTA is requiring an upgrade to our existing firearms' range with a Baffle system, an active shooter's facility and a defensive tactic facility.

The results of the facility upgrades will allow for more extensive survival training and more defensive tactical training to enhance safety options for law enforcement. The Baffle system upgrade will ensure additional safety to those in the vicinity of the firing range.

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) Unexpected loss of inmate labor would impact the facility in supporting employees in outside maintenance, food service cleanup and housekeeping;
- 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, (2018-2019 currently unavailable) with the increase in populations, violent crimes and robberies increased between, while property crimes decreased within the United States between 2015 and 2016. However, violent crimes, robbery and property crimes decreased from 2016 through 2017 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 while 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
2017	325,719,178	1,247,321	319,356	7,694,086
2016	323,405,935	1,250,162	332,797	7,928,530
2015	320,896,618	1,199,310	328,109	8,024,115

Data retrieved from US Department of Justice-UCR Report



MISSISSIPPI
DEPARTMENT OF PUBLIC SAFETY
BUREAU OF NARCOTICS
5-Year Strategic Plan
Fiscal Years 2022-2026
718-00

MISSISSIPPI
DEPARTMENT OF PUBLIC SAFETY
BUREAU OF NARCOTICS
Strategic Plan, 2022-2026

1. Comprehensive Mission Statement

Created by statutory authority in 1971, the Mississippi Bureau of Narcotics provides for the public's safety by reducing the availability of illicit controlled substances. This 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 in the state and around the nation.

2. Agency Philosophy

The MBN respects the constitutional rights of all persons 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 related violations per 100,000 of population: 575

4. Overview of 5-Year Strategic Plan

The MBN's goal is to investigate illicit street trafficking or other illicit trafficking of drugs [see Miss. Code Ann. § 41-29-159 (b)].

The agency's objective is to increase the number of arrests for suspected drug violations and increase the identification and dismantling of drug trafficking organizations. The MBN will utilize intelligence-gathering for the purpose of initiating drug investigations, while sharing information with federal, state and local law enforcement and regulatory agencies.

The agency has no major operational changes planned; instead, it will continue to —

- Staff its headquarters and nine enforcement districts with one MBN lead High Intensity Drug Trafficking Area (HIDTA) group as well as assign agents to federal and state task forces along with special operations groups;
- Provide legal representation for state and local agencies seeking court-ordered forfeiture of suspected drug-derived assets, as mandated by the 2017 State Legislature;

- Maintain a public website for state and local asset forfeiture actions, as mandated by the 2017 State Legislature.
- Offer drug enforcement training to law enforcement agencies, drug awareness training to school and college groups, along with professional and community organizations;
- Manage the destruction of drugs and drug-related contraband confiscated by federal, state and local law enforcement agencies.

5. External/Internal Assessment and Internal Management Systems

5.1 : MBN enforcement operations utilize problem-oriented policing (see www.popcenter.org). This allows administrators to re-direct resources toward emerging drug-trafficking trends.

The MBN continues to broaden its focus. While the opioid epidemic wages on, the state's number of prescriptions written is decreasing yet the number of opioid related overdoses, especially heroin and/or fentanyl, continues to persist. The MBN is involved in several multi-agency collaborations to help reduce the impact of this epidemic. Kratom, a not yet scheduled substance, has been responsible for numerous overdose deaths as well. At this time communication with community leaders and local elected officials has resulted in Kratom being banned in 11 counties and 26 cities. The agency will also continue to combat the influx of ever changing counterfeit substances and synthetic drugs into the state.

Violent crime, an offspring of the drug culture, diminishes the quality of life in every community throughout our State. It often accompanies drug trafficking and involves the illegal possession, sale, and distribution of firearms. Those involved in drug trafficking often facilitate violent crimes through the use of firearms. Enforcement of the Uniformed Controlled Substance Act, along with eradicating the illegal possession and sale of firearms, has a direct impact on reducing violent crime and improving the quality of life in every community throughout the state of Mississippi.

5.2 : When narcotics agents successfully combat a drug problem, dealers adapt — often making it necessary for law enforcement to seek revisions of drug enforcement related laws and the acquisition of additional resources.

5.3 : There are no current monetary demands stemming from federal and state audits of MBN operations; nor are there any judgments against the agency. However, at this writing, litigation is pending against the MBN.

5.4 : An executive director appointed by the Governor leads 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 has recently updated its policies and procedures manual, governing administration and enforcement, which is routinely reviewed and revised as needed. All personnel are required to acknowledge written receipt of the manual, which is maintained by

Human Resources.

5.6: Reports that measure the agency's performance indicators are prepared monthly for review by MBN administrators and management staff.

6. Agency Goal, Objective, Strategy and Measures

Program: Drug Enforcement

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 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: The agency's objective is to increase the number of arrests for suspected drug violations. The MBN will utilize intelligence-gathering for the purpose of initiating drug investigations, while sharing information with federal, state and local law 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 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 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: The agency's objective is to increase the number of arrests for suspected

drug violations. The MBN will utilize intelligence-gathering for the purpose of initiating drug investigations, while sharing information with federal, state and local law 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 2024

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 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: The agency's objective is to increase the number of arrests for suspected drug violations. The MBN will utilize intelligence-gathering for the purpose of initiating drug investigations, while sharing information with federal, state and local law 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 2025

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 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: The agency's objective is to increase the number of arrests for suspected drug violations. The MBN will utilize intelligence-gathering for the purpose of initiating drug investigations, while sharing information with federal, state and local law 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 2026

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 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: The agency's objective is to increase the number of arrests for suspected drug violations. The MBN will utilize intelligence-gathering for the purpose of initiating drug investigations, while sharing information with federal, state and local law 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

PUBLIC SAFETY PLANNING
FIVE YEAR STRATEGIC PLAN
FISCAL YEAR 2022 -2026

743-00



**Division of Public Safety Planning
Office of Justice Programs (OJP)
Five (5) Year Strategic Plan for the Fiscal Years
2022-2026**

Division of Public Safety Planning
Office of Justice Programs (OJP)
Five (5) Year Strategic Plan for the Fiscal Years
2022-2026

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 2022 -FY 2026, 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 FY 2022 through FY 2026

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 Spots 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%.
- Provide state and local funding to sustain drug reduction 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: 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 Reauthorization 2018. 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), Racial and Ethnic Disparities (R.E.D.), 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 JJDP of 2018. 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 Juvenile Justice Specialist/Racial and Ethnic Disparities Coordinator (R.E.D.) 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.

**Office of Justice Programs Juvenile
Justice Programs Division Juvenile
Facilities Monitoring Unit
FY 2022 - 2026**

JUVENILE FACILITIES 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, a youth development center, and group homes throughout the state. 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 Facilities Monitoring Unit's 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, youth development centers and group homes and all records containing information related to the operations of the detention centers, training schools (youth development center) and group homes;
- To review and investigate all complaints filed with the monitoring unit concerning children's treatment in detention centers, training schools (youth development center) and group homes;
- To conduct quarterly monitoring visits of all detention centers, training schools (youth development center) 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.

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 2022 through FY 2026:

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 Individuals 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 Assisting Agencies

**Division of Public Safety Planning
Mississippi Leadership Council on Aging
Five (5) Year Strategic Plan for the Fiscal Years
2022-2026**

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. 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 2022 through FY 2026:

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 \$55,102.00 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 2362

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 \$1,600.00

Explanatory: Reduction of special fund converted to general funds by

Senate Bill 2362

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
This is based on attendees.

Explanatory: Reduction of special fund converted to general funds by

Senate Bill 2362.

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 48 Triad programs

Explanatory: Reduction of special fund converted to general funds by
Senate Bill 2362.

**Division of Public Safety Planning
Standards and Training
Five (5) Year Strategic Plan for the Fiscal Years
2022-2026**

Public Safety Planning - Board of Emergency Telecommunications (743-00)
Strategic Plan (2022-2026)
BOARD OF EMERGENCY TELECOMMUNICATIONS STANDARDS AND
TRAINING

743-00

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 ensure 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 is planning to teach a sixteen-hour Orientation Course for new telecommunicators beginning in January 2021. 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 that have completed their initial training program, 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.

Due to the increasing demand for training reimbursements and cost of training, the Board will need additional funding within the next five years.

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 2022 Through FY 2026:

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: Ensure 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

Public Safety Planning - Board on County Jail Officer Standards & Training (743-00) Strategic Plan (2022-2026)

BOARD ON JAIL OFFICER STANDARDS AND TRAINING

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 ensure 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 will need additional funding within the next five years.

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 2022 through FY 2026:

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: Ensure 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

Inspections) Efficiency: Average Cost per Services Action (Technical Assistance and

Efficiency: Average Cost of Files Reviewed in One Year Period

Explanatory: Evaluating and assisting agencies and training providers

Explanatory: Number of Officers Served

Public Safety Planning - Board on Law Enforcement Officer Standards & Training (743-00)

Strategic Plan (2022-2026)

Board on Law Enforcement Officer Standards and Training

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 equivalency training 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.

Within the next five years, 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 2022 Through FY 2026:

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: Ensure Competency of Critical Skill Areas for 100% of Basic Enforcement Trainees Law

Outcome: Ensure 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

**Division of Public Safety Planning
Office of Highway Safety
Five (5) Year Strategic Plan for the Fiscal Years
2022-2026**

Mississippi Office of Highway Safety Year Strategic Plans for the Fiscal Years 2022-2026

- **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.

- **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).

- **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, injuries and crashes.

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

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

- **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. 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 also operates and received federal funding under the penalty funds from the United Department of Transportation, as 154 funds for the non-compliance of an open container law. These penalty funds are split with the MOHS and the Mississippi Department of Transportation (MDOT). The MOHS must use funds as required with the penalty of alcohol programs, while the MDOT must plan and use funds for hazard elimination projects.

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 FY2022-FY2026.

The MOHS will continue to use during FY2022-FY2065 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 three activity areas as priorities for the next 5 years, which are the decrease alcohol/impaired driving fatalities, crashes and injuries, decrease unrestrained passengers, which includes increasing seatbelt usage across the State of Mississippi and the reduction of speed related fatalities, injuries and crashes across the state.

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 FY21-FY25. 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. The MOHS currently receives no state funding for highway safety programs and initiatives and is solely funded by NHTSA and federal funding.

○ **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 (2019), Occupant Protection Assessment (2016), Impaired Driving Assessment (2014) and a NHTSA Management Review Assessment (2018), 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.

The MOHS will participate in an upcoming Management Review Assessment in August, 2021 for the review of the MOHS grant program, which will include grant document, administrative, policy and regulation review. The MOHS completed a Traffic Records Assessment during the federal fiscal year FY19 (2018-2019) and an Occupant Protection Review during the fiscal year FY21 (2019-2020). The state received a report produced by the experts that will be used for planning and administrative purpose to improve and grow the MOHS program in future years.

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. The MOHS has extensive training on policy and procedures, as well as training on variety of other topics, so that staff is up to date on all regulation procedures that are available and required. 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 year. This assessment provided a clear picture of how the sub-grantee projects had performed during the year through program activity and financial reports.

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. 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 at Checkpoints

- Hours Spent Overtime
- DUI Arrest

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

The information for each project is 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.

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. Each application is reviewed through a lengthy review process that looks at data analysis, problem identification, past performance, financial performance and if the agency has any financial audit issues or findings.

Strategic Planning Meetings: MOHS holds strategic quarterly 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)
- LEL District Coordinators/ Traffic Safety Resource Prosecutor (TSRP);
- Traffic Records; and
- Occupant Protection (Adult and Child Restraint)

3. Organizational structure: The MOHS has a formal and approved organizational structure approved by the Mississippi Department of Public Safety, as well as NHTSA. A copy of the MOHS can be provided upon request.

- Agency Goals, Objectives, Strategies and Measures by Program for FY2021 through FY2025.

Program 1: Impaired Driving 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:

- Alcohol and Other Drugs: To decrease the number of fatalities in crashes involving a driver or motorcycle operator with a BAC of .08 or above, by 3% of the five year average (2013-2017) of 167 to 148 by the end of (2016-2020).
- Activity Measure/Impaired Driving: To maintain the number of impaired driving citations issues during grant funded enforcement activities during the five year average (2014-2018) of 9,930 by the end of 2017-2021.
- MOHS Outcome Measure: Teen-AL: To reduce the number of alcohol related fatalities among 16-20 year old drivers and passengers, by 4% from the five year average (2013-2017) of 16 to 15 by the end

of 2016-2020. Based on early state data, the MOHS will increase the number of alcohol related fatalities among the age group of 16-20 year olds.

Strategy A.1.1: Impaired Driving Task Force: Continue to use the Impaired Driving (ID) Task Force. The ID Task Force was established by the MOHS and the Governor’s Representative during 2013, to meet requirements set forth by federal regulation. The ID Task Force was established to discuss, formulate strategic plans and create strategies involving communication, data collection, resource sharing, impaired law review and high visibility enforcement ideas. The current alcohol committee has forty-six (46) 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 (ID) Task Force;

Output: Educate ID task force on trends in impaired driving during the (4) meetings;

Output: Gather information to use in strategic planning for impaired driving program during the (4) meetings; and

Output: Increase the number of participation in the task force.

Explanatory: Availability of participants due to other job responsibilities.

Strategy 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 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 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
 - 4th 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 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 FY21-FY25.

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; 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 fund law enforcement and community programs efficiency and effectively.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

Strategy 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 fund law enforcement and community programs efficiency and effectively.

Explanatory: Reduction of federal funding due to federal sequestration and reduction of funds.

Strategy A.1.7: Training: Provide statewide training for Standardized Field Sobriety Training, Advanced Roadside Impaired Driving Enforcement (ARIDE), Drug Recognition Expert (DRE) and instructor training for ARIDE and DRE courses. 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 (ARIDE), Drug Recognition Expert (DRE) and instructor training for ARIDE and DRE courses. Continue funding the Mississippi Law Enforcement (LE) Training Program through the Oxford Police Department.

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 A.1.8: 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; 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 A.1.9: DUI-Traffic Safety Resource Prosecutor (TSRP,) 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, in conjunction with the Law Enforcement Liaison program.

Output: Educate ID 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 A.1.10: 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; and to reach youth through peer to peer education, conferences and programs across the State.

Continue to implement educational alcohol/drug programs aimed at reducing the number of impaired drivers in middle age drivers aged 30-55, to include education; continue funding public information and education programs to reach adult through education, conferences and programs across the State.

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; 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 A.1.11: 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 special MOHS Task Forces.

- Provide Prosecutorial and Judicial Training through the following programs:
- TSRP;
- 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 (Seatbelts and Child Restraints)

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:

C-4 Core Outcome Measure/Unrestrained Passengers: To decrease the expected rise in the number of unrestrained passenger vehicle occupant fatalities in all seating positions from the five year average (2013-2017) of 299 to 333 by the end of (2016-2020).

B-1 Core Behavior Measure/Occupant Protection: To increase the statewide observed seatbelt use of front seat outboard occupants in passenger vehicles from the five year average (2014-2018) of 78.96% to 79.75% by the end of 2017-2021.

MOHS Outcome Measure: Teen-OP: To maintain the number of unrestrained fatalities from 16-20 year old drivers during the five year average (2013-2017) of 36 by the end of 2016-2020

Strategy A.1: Occupant Protection Coordinated Program: Provide a comprehensive statewide Occupant Protection Coordinated Program. Conduct pre and post seatbelt surveys annually for FY21-FY25; 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 A.1.2: Statewide Child Passenger Safety Coordination program: Provide a comprehensive Statewide Child Passenger Safety Coordination program; Conduct Child Passenger Seat Safety Surveys annually for FY21-FY25; 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 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 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 annually for FY21-FY25; 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 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 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 It* 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; 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 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; and Provide information special MOHS Task Forces.

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; 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 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; 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 awareness related to seat belt issues by conducting surveys during the fourth quarter of FY21-25. Conduct Seatbelt and Child Restraint Survey to track seatbelt usage across the State.

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: 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:

Unrestrained Passengers: To slow the expected rise in the number of unrestrained passenger vehicle occupant fatalities in all seating positions from the five year average (2013-2017) of 299 to 326 by the end of 2016-2020

Speed: To decrease the number of speeding related fatalities by 5% from the five year average (2013-2017) of 92 to 87 by the end of (2016-2020).

Under 21: To maintain the number of under the age of 21 drivers in fatal crashes from the five year average of 90 (2013-2017) by the end of (2016-2020).

Strategy 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; and Strategic Meetings and Monthly Information Meetings. 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 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 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; 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 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 special MOHS Task Forces.

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; 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

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MISSISSIPPI OFFICE OF HOMELAND SECURITY



Mississippi Office of Homeland Security

Five Year Strategic Plan

for Fiscal Years

2022 – 2026

LBO #746 – 00



1. Comprehensive Mission Statement

The mission of the Mississippi Office of Homeland Security (MOHS) is to partner with federal, state and local emergency personnel during and after 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. MOHS will serve as the administrator of the Mississippi allocated Homeland Security Grant Program (HSGP) funds which are provided to state and local agencies.

2. Philosophy

MOHS is committed to 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 MOHS is to adhere to the highest professional standards, quality of public safety, and the respect of the rights and values of individuals.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: To Enhance and Support Statewide Homeland Security Specialized Response Teams, to include the Search and Rescue Task Force, the Law Enforcement Support Task Force, and the Bomb Squads.

Relevant Benchmarks #1:

- Number of callouts documented by MOHS Activity Reports.
- Number of Mission Assignment numbers issued by the Mississippi Emergency Management Agency for calls.
- Number of relevant training classes made available for Task Force personnel that will be increased by two percent each year.
- Number of documented training exercises in which Task Force personnel participate that will be increased by 2 percent.
- An increase in certified personnel on the Task Forces and Bomb Squads.
- Number of Bomb Squad callouts documented by the Bureau of Alcohol, Tobacco, Firearms, and Explosives Bomb, Arson, Tracking System.

Statewide Goal #2: To Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security.

Relevant Benchmarks #2:

- Number of law enforcement Requests for Information received and responded to – with an increase by two percent each year.
- Number of law enforcement Requests for Service received and responded to.

- Number of initiatives to strengthen partnerships, expand programs, and enhance information sharing.
- Number of Mississippi Information Liaison Officers.
- Number of attendees at the Mississippi Analysis and Information Center (Fusion Center) led Statewide Intelligence Meetings from local, state, tribal, and federal law enforcement agencies.

Statewide Goal #3: To Enhance and Support Community-Level Homeland Security Preparedness.

Relevant Benchmarks #3:

- Number of MOHS initiated trainings, number of attendees, and MOHS supported exercises in support of active shooter and civil disturbance incidents with a goal of increasing by two percent each year.
- Number of trainings provided to designated personnel and number of attendees in support of all public and private schools in Mississippi.
- Number of elementary, middle school, and high school students receiving training in preparation for natural disasters, man-made events, and terrorism events.
- Number of grants awarded to state and local agencies, increasing annually.

Statewide Goal #4: To support efforts and assist in coordinating training for emergency administrators and management officials responsible for planning, budgets, and procurement through Implementation of the National Incident Management System and the National Response Framework.

Relevant Benchmarks #4:

- Number of training classes and attendees in response to the National Incident Management System and National Response Framework with an increase of two percent each year.
- Number of new courses facilitated by MOHS in support of this effort.

Statewide Goal #5: To coordinate completion of the annual Threat and Hazard Identification Risk Assessment (THIRA) and the Stakeholder Preparedness Review (SPR). All recipients of HSGP funds are required to complete this risk assessment.

Relevant Benchmarks #5:

- Number of liaisons established and maintained with federal, state, and local government agencies.
- Meet all identified timelines as set forth by MOHS and the Mississippi Emergency Management Agency (MEMA).
- Completion of the CPG101, NIMS Implementation Assessment, and Post Assessment.
- Completion and submission of assessments to FEMA by the December 31st deadline.

4. Overview of the Five-Year Strategic Plan

MOHS programs will be implemented in the areas of Grants Administration, Training, Operations, and Information Sharing to develop, enhance, and integrate emergency response capabilities across local, state, tribal, and federal agencies. The strategic plan for the next five years is to improve cross discipline skillsets among task forces and stakeholders, increase the exchange and analysis of information, and facilitate 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.

MOHS 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.

The Law Enforcement Support Task Force will continue to enhance its manpower and abilities over the next two years. The Task Force will schedule needed training and purchase equipment. The training conducted will allow for law enforcement to acquire the skills needed to respond to an incident or event and develop partnerships among agencies throughout the state. As a mutual aid resource these enhancements will be conducted to insure the task force can better serve the citizens of Mississippi. The Search and Rescue Task Force will enhance its abilities over the next three years through training, gaining additional certifications, and participation in exercises. The Helicopter Aquatic Rescue Team Certification has been established, in partnership with the Mississippi National Guard. This certification will allow for air rescues in high water or events where normal means of transportation are not available. The Search and Rescue Task Force will begin working to build an Incident Support Team with the ability to manage large scale technical rescue incidents from within the disaster zone.

The Search and Rescue Task Force is in the development stage of a Joint Rescue Coordination Center, beginning with the establishment of numerous partnerships with local, state, and federal agencies to include the Department of Defense. This will allow for a location for all partners to become a unified command during a large-scale search and rescue incident and coordinate resources.

Over the next five years MOHS will continue to support enhancing the capabilities of the Bomb Squads, which are strategically located throughout the state. Technical training in explosive and chemical, biological, and radiological related classes for bomb technicians, which typically has long wait times for enrollment, will be prioritized. MOHS will look at training which can be conducted in Mississippi. MOHS will implement a program to enhance training for first responders and certify instructors by working with the Department of Homeland Security's, Office of Bombing Prevention. The goal being to have these courses certified by the Mississippi Minimum Standards Board and become available to all responders in Mississippi. MOHS will use our partnership with the Federal Bureau of Investigation to assist our bomb technicians with enrollment issues for classes that are required outside of Mississippi.

MOHS will elevate local preparedness efforts throughout Mississippi with support of Community Level Homeland Security Preparedness training. These training courses will

focus on citizens from 11 years of age to senior citizens and allow them greater ownership of their personal and family disaster preparations.

Over the next three years, MOHS will identify, build, and collaborate with MEMA and other federal, state, and local agencies; be proactive in communications with all agencies; gather reliable data; and complete a thorough analysis of the data entered to ensure accuracy and complete an informative THIRA/SPR. This evaluation will be used to determine and estimate Mississippi's current level of preparedness for disasters, identify areas to improve, and outline approaches moving forward.

Over the next three years, the Fusion Center will establish new partnerships and strengthen existing ones in the private sector, particularly in relation to the state's critical infrastructure. A strong relationship with our private sector partners will increase awareness and support the sharing of information. The Fusion Center will enhance its ability to support school safety through increased training and resources for analysts, and coordination with the Mississippi Department of Education, School Resource Officers, and the Mississippi Department of Mental Health. The Fusion Center will assist the state's Human Trafficking Program by providing analytical support to the State Coordinator and Investigators. The Fusion Center will develop a Cyber Crimes Analyst program to assist our law enforcement and private sector partners in the awareness, detection, prevention, and investigation of cyber related system intrusions and crimes. This will include a partnership with the Mississippi Army National Guard – Defensive Cyber Operations Element giving the Fusion Center a cyber-security assessment capability.

MOHS Funding

MOHS is primarily funded through receipt of federal funds allocated through the Department of Homeland Security/Federal Emergency Management Agency's Fiscal Year HSGP. The HSGP, established in 2003, provides funding to states, territories, urban areas, local and Tribal governments to prevent, protect against, mitigate, respond to, and recover from potential terrorist attacks and other hazards. The allocation of specific individual state funds is determined through variables, standards, and formulas established by federal criteria. Based on mandates and restrictions governing these funds, MOHS manages and distributes allocated federal funds according to Presidential Directives and Federal Guidelines to ensure legal compliance of expenditures in accordance within the USDHS/MOHS contractual agreement.

Funding of specific categories, line items and purpose fluctuates periodically, MOHS is federally mandated to award 20% of allocated HSGP funds to state agencies and 80% to local agencies. Of the 80% to local agencies, 25% must be allocated to law enforcement. These funds are grant awarded to various state and local emergency management, fire and law enforcement agencies; and annually provides training to first responders. Budgetary constraints are considered when new or expanded projects are requested and additional personnel are needed. MOHS has taken steps to utilize electronic files to maintain records for easier evaluation of sub-recipient grantees and the required backup documentation. MOHS has coordinated with IT to initiate a separate database, with limited administrators, to maintain records solely relating to grant activity.

For FY 2020 funding, and per FEMA for the foreseeable future, HSGP recipients are required to identify at least one project under four priority areas. These areas are: Enhancing Cybersecurity; Enhancing the Protection of Soft Targets/Crowded Places; Enhancing Information and Intelligence Sharing and Cooperation with Federal Agencies; and Addressing Emergent Threats. Each project must be allocated at least five percent in funding.

5. External/Internal Assessment & Internal Management Systems

MOHS has set forth above a strategic plan providing direction over the next five years. To assist in managing these strategic goals, MOHS and the Fusion Center generate monthly activity reports citing accomplishments and efforts made in support of the goals.

Mississippi Executive Order 872 and Executive Order 916 restructuring, established the Homeland Security Council to advise and assist the Governor with all aspects of Homeland Security. The Council ensures coordination of homeland security-related activities of executive departments and agencies and effective development and implementation of a State Strategy for homeland security. The focus being the prevention of terrorist attacks against our homeland. MOHS will continue to host an annual meeting with the identified members of the Council to discuss strategy and develop additional goals and plans as needed.

Mississippi Executive Order 1023 created the Fusion Center to coordinate and connect all levels of law enforcement, public safety agencies, including military, fire, health and transportation agencies in order to detect and deter criminal acts and acts of terrorism. Based on the Memorandum of Understanding with partner agencies, the Fusion Center has established a Board of Directors who meet bi-annually. The Fusion Center provides the Board updates on accomplishments, discusses policies and strategic goals, identifies and addresses issues, and coordinates efforts to enhance the abilities of law enforcement.

5.1 External/Internal Assessment

- a. MOHS, which includes the Fusion Center, receives the majority of funding from HSGP funds, changes in the availability and level of funding from the federal government would impact the support and potentially the existence of these agencies.
- b. An occurrence of a foreign or domestic terrorist attack or natural disaster within Mississippi may deplete resources rapidly.
- c. Substantial changes in federal or state laws or regulations may impact the number of programs supported by federal grant funds.
- d. Major changes in administrative policies or national security priorities by the U.S. Department of Homeland Security will impact the number of programs supported by federal grant funds.

- e. The need for additional personnel at the Fusion Center to address identified threats, such as the concerns for school safety, cannot be met without additional grant funds or funds from the State Legislature. These efforts have been impacted due to the COVID-19 financial and economic impact on the State budget.

5.2 Internal Management Systems

MOHS has a strategic plan and vision in place to provide direction to this office for the next five years. The accomplishment of agency goals and objectives will be ensured through continued support to state and local agencies to protect and assist the citizens of the state while supporting the National Strategy and the National Response Framework.

Within the HSGP, there are specific federally mandated requirements MOHS and grant recipients must adhere to in order to receive funds. MOHS must complete a Biannual Strategy Implementation Report for Congress which identifies where the grant funds were dispersed and what the recipients are utilizing the funds for in support of the grant. Sub-recipients must complete Quarterly Reports and Progress Reports to ensure they are spending the funds correctly and in a timely manner. Audits are subsequently conducted on equipment purchased to ensure the sub-recipients are in compliance with their grant award. Management of the process and the grants is an integral part of ensuring additional federal funds in the future.

6. Goals, Objectives, Strategies and Measures by Program

Program 1: Statewide Homeland Security Specialized Response Teams

Goal A: To establish and Maintain Statewide Homeland Security Specialized Response Teams, to include the Search and Rescue Task Force, the Law Enforcement Support Task Force, and the Bomb Squads. (See the Statewide Strategic Plan – Public Safety and Order)

Objective A.1: To organize, equip, train, and exercise locally staffed, statewide FEMA-Typed homeland security specialized response teams incorporating law enforcement, fire service, and emergency management disciplines. These 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 certifications and credentialing requirements. It is the goal of these resources to increase exercises and training by two percent.

Outcome: Specialized response teams will increase capabilities to respond to incidents at no cost to local, state, tribal, and federal agencies.

A1.1 Strategy: To provide federal funds via grants to task forces.

Output: Provide immediate specialized response support to our greatest threats and hazards as identified in Mississippi's Threat, Hazard, Identification Risk Assessment

Efficiency: The needed equipment and training for response to incidents in comparison to not having special response teams

Explanatory: People, property, and assets saved due to the abilities of these special response teams

Program 2: Mississippi Analysis and Information Center

Goal A: To strengthen information sharing and collaboration capabilities. (See the Statewide Strategic Plan – Public Safety and Order)

Objective A.1. Utilize federal funds to support and expand the existing Fusion Center.

Outcome: Enhancement of available resources for all levels of law enforcement

Outcome: Increase in training and capabilities of Intelligence Analysts

A.1.1 Strategy: Conduct Statewide Intelligence Meetings with law enforcement

Output: Number of law enforcement officers/agencies who attend the meetings

Output: Cases coordinated or solved based on information received during the meeting

Efficiency: Increase, by two percent, in Requests for Information or Services from law enforcement

Objective A.2. Support specific programs, to include School Safety, Cyber, Human Trafficking.

Outcome: Potential threats to students or victims identified and addressed

Outcome: Increased outreach to the public and private sector

Outcome: Training provided to law enforcement and the public

Outcome: Training provided to School Resource and School Safety Officers

Efficiency: Increased expertise and response time as Intelligence Analysts expand their level of knowledge in a specific area

A.2.1 Strategy: Provide Intelligence Analysts training and the ability to conduct outreach to support specific programs.

Output: Number of trainings/conferences received by Intelligence Analysts

Output: Outreach conducted with the appropriate stakeholder, such as schools, victim assistance agencies, or the public and private sector

Output: Number of trainings provided and facilitated by the Fusion Center

Objective A.3. Establish partnerships with the private and public sectors to assist in the protection of critical infrastructure.

Outcome: Enhanced partnerships fostering an increase in providing information from those in the public and private sectors

A.3.1. Strategy: Facilitate additional trainings and conferences for Mississippi stakeholders.

Output: Number of situational awareness bulletins provided to Fusion Center partners

Output: Diversity of attendees from different areas of the public and private Sector

Efficiency: Follow-up received from attendees indicating the information received assisted in mitigation solutions or recovery assistance

Explanatory: Knowledge of the potential threats by the public and private sector will assist in an increase in reporting of information and the sharing of this information to prevent and/or limit future attacks.

Program 3: Community-Level Homeland Security Preparedness.

GOAL A: Provide Mississippi Citizens with Community Level Homeland Security Preparedness Training. (See the Statewide Strategic Plan – Public Safety and Order)

Objective A1: Provide support of proven programs 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.

Outcome: Number of counties in the State of Mississippi with Community Level Preparedness trained volunteers.

Outcome: Number of households affected by preparedness training

Outcome: Numbers of students/citizens trained

Outcome: Percentage of local law enforcement man hours saved in investigations of crimes.

Outcome: A two percent increase in total community preparedness training deliveries from previous year.

Outcome: Number of events students/citizens participated in while using their trained skills.

A.1.1 STRATEGY: Utilize federal funds to provide support and expansion to the existing Mississippi Community Level Preparedness efforts consisting of the following programs: Civilian Response to Active Shooter Events; Church Security Program; Higher Education Leadership Preparedness; Overland Search & Rescue training; coordination of training provided by the Center for Domestic Preparedness and National Domestic Preparedness Consortium schools; and Mississippi's Citizen Corps Council programs: CERT, My Youth Preparedness Initiative, Ready in the Middle, Volunteers in Police Services, Neighborhood Watch, Medical Reserve Corps and Fire Corps.

Output: The number of community level preparedness programs in the State of Mississippi

Output: Numbers of program funding grants given in relation to funding available

Output: Volunteer participation in statewide continuing education and exercises

Output: The numbers of youth (ages 11-19) participating in disaster preparation/response coursework.

Efficiency: The number programs in the State of Mississippi in relation to the number of programs the previous year

Explanatory: Community Level Homeland Security training has the potential to allow citizens to take ownership of their disaster preparedness plans and lessen the burden of professional responders in times of crisis

A.1.2. STRATEGY: Utilize federal funds to support and continue implementation of the National Response Framework to include continued implementation and enhancement of the National Infrastructure Protection Plan; and the National Incident Management System to all jurisdictions and disciplines to include development of certified regional Incident Management Teams; and continued support for strengthening interoperable communications.

Output: The number first responders that attend training.

Output: Provide training support and exercise of the NIMS/ICS.

Output: Provide statewide standardized span of control.

Output: Provide response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents

Output: Provide response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety

Efficiency: Average cost per training attendee in relation to total training costs

Explanatory: The Incident Command System 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

Program 4: Threat and Hazard Risk Assessment and Stakeholder Preparedness Review

Goal A: To provide FEMA with an effective assessment of our states current risks and capabilities in preparing for disasters.

Objective A.1 Produce an Assessment which can be utilized by FEMA and Mississippi officials to make decisions on deployments, resources available and needs.

Outcome: Better understanding of how disasters can affect our state.

Outcome: Identify current gaps and address plans on how to close the gaps.

Outcome: Identify steps to better prepare and become more resilient.

Explanatory: By completing a successful and efficient THIRA/SPR, Mississippi has the potential to close any gaps, limit the impacts of disasters, and guide the state in a strategic direction of preparedness programs, including planning, training, and exercises.