

MISSISSIPPI DEPARTMENT OF PUBLIC SAFETY



STRATEGIC PLAN
FY 2023 - FY 2027

**MS DEPARTMENT OF PUBLIC SAFETY
STRATEGIC PLAN
FY 2023-2027**

AGENCY OVERVIEW

The Mississippi Department of Public Safety (MDPS) has over 1,000 employees dedicated to the safety of our fellow Mississippians. Each day, MDPS employees help make Mississippi a safer place by patrolling its roads and highways, keeping drugs off the streets and by providing training, certification, and support to law enforcement agencies across the state. Additional services include issuing driver licenses, conducting forensic analysis and investigations, criminal investigations, administering federally funded programs and Homeland Security. MDPS accomplishes this diverse array of functions through the following offices and bureaus:

OFFICE OF HIGHWAY SAFETY PATROL and DRIVER SERVICES BUREAU	711-00
OFFICE OF SUPPORT SERVICES	711-01
OFFICE OF FORENSICS LABORATORIES	713-00
OFFICE OF LAW ENFORCEMENT OFFICERS' TRAINING ACADEMY	714-00
BUREAU OF INVESTIGATIONS	716-00
OFFICE OF CAPITOL POLICE	717-00
BUREAU OF NARCOTICS	718-00
OFFICE OF COMMERCIAL TRANSPORTATION ENFORCEMENT DIVISION	719-00
OFFICE OF PUBLIC SAFETY PLANNING	743-00
OFFICE OF HOMELAND SECURITY	746-00

OFFICE OF HIGHWAY SAFETY PATROL (711-00)

1. Comprehensive Mission Statement:

The mission of the Mississippi Highway Safety Patrol (MHSP) is to actively engage in enforcement activities to reduce impaired, distracted, and careless drivers; to assist law enforcement agencies with resources in criminal matters; and to promote strong community policing with citizens and active stakeholders throughout the state of Mississippi.

2. Statement of Agency 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

Statewide Goal #1: To enforce all the traffic laws, rules and regulations of the State of Mississippi upon all highways of the state, and to protect the public's safety, including providing timely and appropriate responses to emergencies, natural disasters, and enact an impartial and effective system of justice.

Relevant Benchmark # 1: Highway Safety

- 1) Highway fatalities per 100 million vehicle-miles of travel
- 2) Alcohol-impaired driving fatalities per 100,000 population
- 3) Driving under the Influence (DUI) arrests per 100,000 population
- 4) Number of citations issued
- 5) Number of Seatbelt/Child Restraint Citations issued

4. Overview

Recruitment and Retention continues to be a top priority within the MHSP. During the next three years, MHSP plans to increase its total number of officers to 600 active troopers, which is an increase of 15%. The enforcement division will implement the following to accomplish our mission and further the agency goals listed below:

- 1) Increase the graduation rate of the MS Highway Patrol School by implementing Candidates on Rapid Entry (CORE) program to introduce students interested in starting their career in law enforcement by partnering with MS college institutions. Funding yearly cadet training to increase the staffing needs of the MHSP is an important variable to consider. Moreover, it is the intention of the MHSP to graduate 50 new troopers each year. MHSP will hold (subject to funding) two trooper schools per year.

- 2) The MHSP requests an increase in starting salaries for officers to become more competitive with surrounding law enforcement agencies. This increase would help in retaining qualified personnel.
- 3) The MHSP has identified ways to shorten the current MS Highway Patrol School by accepting prior credentialed law enforcement officers from an accredited training program. Implementing this new program would ensure more qualified troopers graduate in a timely manner.
- 4) The MHSP will prioritize personal and professional development through training and educational opportunities with partnership with Bethel University, MS State Personnel Board, and other internal and external resources.

5. Agency's External/Internal Assessment

- 1) Shortage of enforcement troopers (internal)
- 2) Technological advancements in vehicles and hand-held devices impeding safe operation of vehicles. (external)

6. Agency Goals, Strategies and Measures by Program for FY 2023 through FY 2027:

Program 1. Highway Safety Road Enforcement (§ 45-3-21)

Goal A: Ensure safe operation of motor vehicles and to enforce all the traffic laws, rules and regulations of the State of Mississippi

OBJECTIVE A.1. Strategically increase state-wide patrols to reduce overall crime and promote highway safety. To proactively deter, detect, and minimize driver-initiated road hazards caused by speed or any unlawful operation of all motor vehicles.

Outcome: Increase law enforcement roadway presence to minimize driver-initiated road hazards and encourage safe travels throughout Mississippi.

A.1.1. STRATEGY: Conduct proactive traffic enforcement in densely populated areas, or roadways identified as having an increase in unsafe operation by motorists.

Output: Deploy multiple enforcement troopers to proactively correct motorist violations in areas deemed critical to public safety and travel.

Output: DUI checkpoints

Output: Total citations

Output: Total warnings

Output: Total accidents investigated

Efficiency: Reduction in speed related traffic accidents

Efficiency: Increase in law enforcement presence to preserve public order

Explanatory: Increase in multi-jurisdictional support and promote public safety through statewide campaigns to reduce vehicle crashes and fatalities.

Program 2. Multi-jurisdictional Law Enforcement Support (§ 45-3-21, Section (i))

Goal A: Support all local, state, and federal law enforcement agencies

OBJECTIVE A.1. Proactively augment local, state, and federal law enforcement agencies crime enforcement capabilities.

Outcome: Greater law enforcement presence in Mississippi communities

A.1.1. STRATEGY: Conduct proactive traffic enforcement in densely populated areas, or roadways identified as having an increase in unsafe operation by motorists.

Output: Deploy multiple enforcement troopers to proactively correct motorist violations in areas deemed critical to public safety and travel.

Output: Deploy specialty units and enforcement troopers to actively operate within city and county limits in conjunction with local, state, and federal support requests.

Output: Total multijurisdictional operations conducted

Output: Total arrests

Efficiency: Increase in law enforcement presence to preserve public order

Explanatory: Increase in multi-jurisdictional support to augment current city and county law enforcement operations

Mississippi Highway Safety Patrol (711-00)
Driver Service Bureau

1. Comprehensive Mission Statement

The Driver Service Bureau's (Bureau) mission is to provide quality customer service in the issuance of driver licenses, commercial driver licenses, firearm permits, and identification cards utilizing the standards set forth by state statute and the federal government. Our goal is striving to create a positive atmosphere during interactions with employees inside the Bureau or thru electronic and virtual engagements. We further strive to reduce complaints and wait times by customers year over year.

2. Philosophy

Our philosophy is to exude professionalism while meeting needs and providing the quickest services across the state.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: Provide a comprehensive approach to servicing driver license needs across the state

Relevant Benchmark #1:

1. Number of credentials/licenses issued
2. Number of licenses produced
3. Number of accident reports process
4. Number of drivers suspended

Statewide Goal #2: Provide an atmosphere conducive to servicing Mississippian's driver license needs by June 30, 2027

Relevant Benchmark #2:

1. Customer wait time
2. Customer complaints

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

The Bureau is pleased to present our division's five-year strategic plan. As we continue to rollout updates to how we operate, we strive to enhance those changes as we go; therefore, providing the most professional and proficient services possible.

The purpose of this plan is to identify for our valued employees and citizens the overall objectives of our organization and what we are striving to achieve within the next five years. The

Bureau is committed to improving the Bureau by means of enhanced recruitment of higher skilled individuals and providing customer service training. This training will concentrate on “The customer is always right” approach.

Furthermore, the Bureau is committed to enhanced services and reducing the cost of those services to the taxpayer. During the next five years, our goal is to provide an electronic driver license/identification card; therefore, reducing the need for some brick-and-mortar locations across the state and ultimately reduce the number of required employees. In addition, the Bureau is committed to creating a call center to answer calls from across the state. Currently, calls go unanswered daily as employees are mostly busy assisting face to face customers.

5. External/Internal Assessment

Taxpayer complaints relating to the following:

1. Issuance
2. Commercial driver license
3. Firearm permits
4. Records
5. Reinstatements

Internal Management System

Create a position within the Bureau to maintain documentation of the listed external complaints

Review complaints quarterly with Deputy Directors and record corrective measures

Reduce number of complaints year over year

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2023 through FY 2027

Program 1: Driver License

GOAL A: Improve customer service and decrease wait times during issuance of driver licenses, commercial driver licenses, identification cards and firearm permits. Create a cleaner reinstatement process for individuals and court systems.

Objective A.1: Increase public perception of the Driver Service Bureau by creating a more professional and friendly atmosphere to conduct state business

Outcome: Reduce complaints

Outcome: Increase number of commercial truck drivers

Outcome: Decrease the number of suspended drivers

A.1.1 Strategy: Create innovative approach to servicing Mississippi’s driver/commercial license, identification, and firearm permit matters by June 30, 2027

Output: Number of credentials issued

OFFICE OF SUPPORT SERVICES (711-01)

1. Mission Statement

The mission of the Mississippi Department of Public Safety's Office of Support Services (OSS) is to provide administrative support, technical support and general administrative oversight of all DPS Offices listed in by Miss. Code 45-1-2.

2. Statement of Agency Philosophy

The philosophy of OSS is to conduct ourselves in the performance of our assigned duties with professionalism, expertise and integrity.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: To provide financial, technological, among other types of support to the multiple divisions across the department which provide services to the public.

Relevant Benchmark #1:

- 1) Number of financial transactions processed
- 2) Number of employees supported

4. Overview of the Agency

In the next five years the OSS will focus on hiring, training, and maintaining qualified professionals in the fields of finance, technology, and human resources as well as other divisions of the OSS. The OSS consists of the Comptroller's Office, Human Resources, Asset Management, Supply, Internal Security, Management Information Systems, and Maintenance.

5. Agency's External/ Internal Assessment

- 1) Advancements in technology
- 2) Decrease in workforce

Through annual audits, the OSS can determine the strengths and weaknesses of its division and make necessary improvements in order to support the agency more efficiently.

6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2023 through FY 2027:

Program 1: Support Services

GOAL A: Provide support to the multiple divisions of the department and identify efficient ways to streamline internal agency services.

OBJECTIVE A.1.: Effectively provide administrative support, financial support, technical support and general oversight to the divisions of the department.

Outcome: Increase the training of employees and streamline services to the department.

A.1.1 STRATEGY: Conduct training for employees and audit current OSS initiatives to identify greater efficiencies to support DPS.

Output: Identify communications and tasks that can be streamlined using technology and deemed paperless.

Output: Identify tasks deemed duplicative and establish standard protocols.

Efficiency: To reduce unnecessary cost experienced by the department and decrease waiting times on documents and processes used to complete operations.

OFFICE OF FORENSICS LABORATORIES (713-00)

1. Comprehensive Mission Statement

The mission of the Mississippi Forensics Laboratory (MSFL) is to provide the highest quality of objective services in the recognition, collection, preservation, scientific analysis, and interpretation of physical evidence in the pursuit of truth within the criminal justice system.

The mission of the State Medical Examiner's Office (SMEO) is to assure that all deaths which affect the public interest are properly investigated, diagnosed, and reported.

2. Agency Philosophy

The MSFL is committed to professionalism, competency and proficiency, and clear communications to provide quality public services to stakeholders through the most efficient use of resources available. Employees are ethical and responsible forensic scientists, laboratory managers, and medical examiner professionals who are committed to continued knowledge in the forensic disciplines of which they practice. The highest of professional standards should be adhered to in the performance of duties.

3. 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.

Relevant Benchmarks #1:

- 1) Crimes per 100,000 population (includes the crimes of murder, rape, robbery, aggravated assault, burglary, larceny-theft, and motor vehicle theft)
- 2) Reported arrests for drug abuse violations per 100,000 population.
- 3) Driving under the Influence (DUI) arrests per 100,000 population.
- 4) Case clearance rates (the number of outgoing cases as a percentage of the number of incoming cases).
- 5) Time to case disposition (percentage of cases disposed within the time standard set for each case type).
- 6) 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.

Relevant Benchmarks #2:

- 1) Report on infant mortality.
- 2) Identify undiagnosed communicable diseases through autopsies.
- 3) Identify the rates of substance abuse and alcoholism in deaths.

- 4) Identify deaths due to injury of any intent (unintentional, suicide, homicide, undetermined).
- 5) Identify prescription drug abuse deaths.
- 6) Identify and investigate occupational deaths.
- 7) 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.
- 8) Identify and investigate the deaths of persons ages 0-9 years by unintentional injuries (not including motor vehicle injuries), motor vehicle injuries, and homicide.

4. Overview of the Agency's 5-Year Strategic Plan

The MSFL has consistently experienced a dramatic increase in the backlog of cases over the past five 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 incoming caseload throughout the state.

The MSFL continues to lose trained analysts in all sections of the laboratory through attrition, which has had a negative impact on the ability of each section to maintain its caseloads. The plan is to hire and retain qualified personnel to fill these positions.

The MSFL upgraded the Intoxilyzer breath instruments statewide in 2003 and plan to continue upgrades and replace as needed.

State Medical Examiner's Office

The State Medical Examiner's Office (SMEO) assures that all deaths affecting the public interest are thoroughly investigated and reported. The office also provides a central record-keeping system for storing information in a central database and assists county coroners in arranging autopsies. 2017-2021 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 to carefully document and understand the problems before they can be fully addressed.

In addition, the SMEO has identified the need to provide intense training to enhance the competency of each coroner and deputy coroner. The office will continue to seek out the most nationally recognized forensic experts to aid in the educational process and to achieve certification by the National Association of Medical Examiners (NAME).

The State Medical Examiner's Office will continue to offer continuing education to other agencies directly associated with death investigation.

It will be necessary to update equipment and materials to assure that each morgue can operate at its fullest potential

Agency's External/Internal Assessment

The Mississippi Forensics Laboratory is influenced by several external and internal factors, many of which are listed here.

- 1) Changes in State Statutes and Regulations:
- 2) Court Rulings:
- 3) Demographic Effects
- 4) Operational Procedures:
- 5) Changes in Technology:
- 6) Dependence Upon Federal Grant Support:
- 7) Loss of Trained Personnel:
- 8) Independent audits:

5. Internal Management Systems Used to Evaluate Agency's Performance

- 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.
- 3) Additionally, the MSFL uses *Qualtrax*®, a quality assurance compliance software system to provide electronic control of documented operational procedures and process management.
- 4) 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.

- 5) 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.
- 6) The office needs additional Forensic Pathologists to greatly enhance the efficiency of the State Medical Examiner's Office in performing its duties throughout the state. A North MS Regional Office needs to be constructed and staffed like the Gulf Coast Regional Office. The Central MS Office in Pearl currently needs at least 4-5 full-time Forensic Pathologists to maintain the increase in homicides in the region and for North MS, which is currently without a regional office.
- 7) Digital X-ray equipment upgrades are needed for the Pearl Office to increase the quality of the x-ray images used for diagnosis at the autopsy.
- 8) Each time the office loses a Forensic Pathologist, there is a negative impact on the ability of the State Medical Examiner's Office to perform its duties and achieve its goals. A significant backlog in completed autopsy reports have resulted from this and will continue to until there are enough full-time Forensic Pathologists on staff.

6. Agency's Goals, Objectives, Strategies and Measures by Program for FY2023 through FY 2027:

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

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 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 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 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 clients

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.1.3. STRATEGY: Provide expert testimony

Output: Court testimonies

Efficiency: Cost per testimony

A.2.1. STRATEGY: Equip and procure staff for the main office in Pearl and regional Biloxi office including Pathologists' Assistants for each forensic pathologist

Output: Autopsy reports issued

Efficiency: Cost per case analyzed

OBJECTIVE A.3: Provide timely services to the 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 Coroners and Deputy Coroners

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

OFFICE OF LAW ENFORCEMENT OFFICERS' TRAINING ACADEMY (714-00)

1. Comprehensive Mission Statement:

Pursuant to Section 45-5-1, M.S. Code of 1972, the Mississippi Law Enforcement Officers' Training Academy's (MLEOTA) mission is to protect the domestic tranquility and the public safety of the people of Mississippi by sufficiently training law enforcement officers. 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. Agency Philosophy

MLEOTA is committed to providing basic entry-level, advanced, and in-service training for local and state law enforcement agencies. The philosophy of this academy is to offer complete, most up-to-date law enforcement training and to deliver that training with professionalism, skill, and effectiveness.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: To utilize funds most efficiently and effectively while promoting a highly trained law enforcement community in a facility conducive to a learning environment to keep the general populace of Mississippi safe.

Relevant Benchmarks #1.:

- 1) Number of participants for Basic Classes per fiscal year
- 2) Number of participants for Basic Refresher Courses per fiscal year

Statewide Goal #2: To ensure the current law enforcement community receive advanced, updated training for the safety and well-being of the citizens of Mississippi.

Relevant Benchmarks #2.:

- 1) Number of participants for classes that provide advanced, update, in-service training of skills and knowledge

4. Overview of the Agency 5-Year Strategic Plan

Over the next five years, MLEOTA will continue to conduct three (3) twelve (12) week Basic Law Enforcement classes each year. MLEOTA will also provide two (2) Basic Refresher classes and a Mississippi Highway Safety Patrol Cadet school when funded. The agency will also conduct in-service as well as offer numerous advanced courses to all law enforcement agencies.

These classes will include but are 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.

The facility upgrades will be pursued to allow for more extensive survival training and more defensive tactical training to enhance safety options for law enforcement.

5. Agency's External/Internal Assessment

- 1) The emergence of part-time academies providing similar training.
- 2) Budget cuts in local agencies that would significantly reduce the number of students attending our training programs.
- 3) Loss of inmate labor would have an impact on quality of some services.
- 4) Elevated cost of utilities, food, and supplies.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2023 through FY 2027:

Program 1. To educate, train and certify law enforcement officers (MS State 45-5-5)

GOAL A: Train, certify and offer recertification of law enforcement officers 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 and offer additional training opportunities.

Outcome: Increase approximately 10% the number of law enforcement officers to protect the citizens and visitors within the state.

Outcome: Increase approximately 10% the number of law enforcement officers who currently protect citizens and visitors within the state.

A.1.1. STRATEGY: Encourage Mississippi's chiefs, sheriffs, and department heads to participate in all training programs; this will raise the level of professionalism and effectiveness of law enforcement to ensure officer's safety and well-being.

Output: Utilization of well-trained law enforcement officers to ensure the safety and well-being of Mississippi's citizens and guests.

Efficiency: Reduction of crime within the state.

Explanatory: Reducing costs associated with a crime allows the state to utilize funds elsewhere.

BUREAU OF INVESTIGATIONS (716-00)

1. Comprehensive Mission Statement:

Our mission within the Mississippi Bureau of Investigation (MBI), is to provide quality manpower and technical assistance to local, state and federal law enforcement agencies and to conduct investigations on behalf of the State of Mississippi (State) and to other state and regional agencies. We are here to investigate, report, and prevent criminal activities; to coordinate activities between them involved in crime prevention and criminal investigations; and other related tasks as may be assigned.

2. Agency Philosophy

MBI is committed to providing impartial investigative support to local, state, and federal agencies to effectively solve crimes occurring within the State. The philosophy of MBI is to exude professionalism with unequivocal support to law enforcement agencies statewide and bring closure to critical incidents concerning criminal investigations.

3. Relevant Statewide Goals and Benchmarks

State Goal #1: To provide unilateral and impartial investigative support to all local, state and federal law enforcement agencies statewide.

Relevant Benchmark #1: Increase criminal investigations.

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

The external environment in the public safety sector is rapidly changing. Strategically, MBI intends to implement investigative initiatives to responsibly respond to criminal trends affecting Mississippi communities. Therefore, we will continue to explore and identify resources needed to effectively disrupt, deter, and mitigate criminal offense through sound investigative inquiries.

Our goal within the next five years is to increase professional training standards, increase investigative support, acquire technological advancements to further combat human trafficking, cyber related offenses, and develop, strengthen, and sustain partnerships.

5. Agency's External/Internal Assessment

- 1) The emergence of and rapidity of technological advancements in investigations and criminal activity.
- 2) Shortage in human capital to investigate criminal offenses.
- 3) The volatile nature of human trafficking trends and cyber related criminal offenses.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2-23 through FY 2027:

Program 1: Officer Involved Shootings (MS Code 45-1-6)

GOAL A: Implement a Major Crime/Officer Involved Shooting Unit.

OBJECTIVE A.1.: Increase investigative capabilities and investigative staffing levels.

Outcome: Provide investigative support to officer involved shootings and major criminal offenses.

A.1.1. STRATEGY: Standardize OIS investigations

Output: Conduct effective and proficient investigations.

Efficiency: Ensure proper staffing and investigative measures are taken in all OIS.

Explanatory: Provide impartial and evidence-based findings in OIS.

Program 2. MBI District Investigative Units (MS Code 45-3-21)

GOAL A: Implement greater support initiatives to law enforcement agencies statewide to detect, deter, mitigate and investigate criminal offenses.

OBJECTIVE A.1: Proactively increase outreach efforts to local jurisdictions.

Outcome: Increase law enforcement agency investigative crime solving capabilities throughout the State of Mississippi.

A.1.1. STRATEGY: Conduct cooperative law enforcement details with police and sheriff's departments.

Output: Increase Bureau agent presence within city and county limits.

Output: Cases Initiated.

Output: Total arrests.

Efficiency: Reduction in response times concerning calls to service.

Efficiency: Increase in law enforcement presence to preserve public order.

Explanatory: Increase in multi-jurisdictional support.

Program 3: Training and Professional Standards (MS Code 45-3-21)

GOAL A: Ensure continuing education initiatives for all agents.

OBJECTIVE A.1: Ensure Agents are properly trained.

Outcome: Enhance educational levels of all agents.

A.1.1. STRATEGY: To ensure qualified agents are accessible statewide.

Output: Conduct annual educational initiatives.

Efficiency: Increase effective communication efforts during policing encounters.

Explanatory: Increase and enhance value and legitimacy levels in law enforcement.

Program 4. Human Trafficking (MS Code 97-3-54)

GOAL A: Disrupt involuntary servitude statewide, prosecute offenders and recover victims.

OBJECTIVE A.1: Continued grant funding on a state and federal level.

Outcome: Increase proactive measures to mitigate human trafficking.

A.1.1. STRATEGY: Implement multi-jurisdictional task forces, education and training.

Output: Cases initiated.

Output: Total arrests.

Output: Total child recoveries.

Efficiency: Increase in law-enforcement presence.

Explanatory: Increase awareness of human trafficking characteristics and efficient investigations.

Program 5. Cold Case Unit (MS Code 45-3-21)

GOAL A: To increase the probability efforts of solving cases which have been deemed cold.

OBJECTIVE A.1: Prioritize and dedicate a fully staffed investigative cold case unit.

Outcome: Proactively identify, locate and interview persons of interest.

A.1.1. STRATEGY: Deploy agents to generate informational leads to revitalize dated investigations.

Efficiency: A reduction in cold cases.

Explanatory: Increase value and competency of an investigation that has not been resolved, by new information, re-examined archives, new or retained material evidence, as well as activities of the suspect.

Program 6. Crime Scene Unit (MS Code 45-3-21)

GOAL A: Preserve investigative integrity in all crime scenes.

OBJECTIVE A.1: Standardize evidentiary recovery efforts to support all investigations.

Outcome: Increase crime solving capabilities throughout the state of Mississippi.

A.1.1. STRATEGY: Deploy crime scene technicians statewide in all critical incidents.

Output: Recover, capture, and document incidents deemed pertinent to investigations.

Efficiency: Decrease crime scene contamination.

Efficiency: Minimal contamination.

Explanatory: Preserve artifacts to effectively support investigations.

Program 7. Forensics Unit (DFU) (MS Code 45-3-21)

GOAL A: Maintain a state of preparedness to respond, analyze, capture, recover and preserve electronic data.

Objective A.1. Serve the law enforcement community by offering investigative capabilities and expertise in cyber forensics and training.

Outcome: Conduct forensic analysis to support cyber related criminal offenses.

A.1.1. STRATEGY: Assign, dedicate, and deploy certified investigators to support cyber investigations.

Output: Case initiated.

Output: Total arrests

Efficiency: Increase electronic data preservation.

Explanatory: Increase in multi-jurisdictional support and data preservation provide trained personnel and investigative tools needed to solve cybercrimes.

MS STATE CAPITOL POLICE (717-00)

1. Mission Statement:

The mission of the Office of Capitol Police is to enhance the quality of life for employees, visitors, elected and appointed officials at state properties named in Sections 29-5-2 and 29-5-77 of the Mississippi Code of 1972 as amended.

2. Philosophy

The Office of Capitol Police is committed to maintaining the highest level of integrity and professionalism in all its operations. Professionalism, in a sense, means adherence to impeccable integrity and careful protection of the rights of those authorized to enforce the law.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: To provide protection of life and property for all State-owned buildings and grounds within the Capitol Complex District.

Relevant Benchmark #1:

- 1) Number of incidents
- 2) Number of auto burglaries
- 3) Number of business burglaries
- 4) Number of trespassing
- 5) Number of panhandling

Statewide Goal #2: To protect the safety of the public by providing timely and appropriate responses to emergencies.

Relevant Benchmark #2:

- 1) Time of response to alarms
- 2) Time of response to medical calls
- 3) Time to perform building checks

4. Overview of Agency 5-Year Strategic Plan:

We are making the transition from MS Department of Finance and Administration to the Department of Public Safety in FY22. We believe this will take the better part of a year to complete and learn our counterparts and their methods of management.

The Office of Capitol Police plans to expand its law enforcement in the next 2 years (FY 23-25) by filling 25 vacancies which includes 2 additional investigators, and we will be adding a 30 member Emergency Special Response Team which will need specialized equipment and training. We want to be prepared to respond quickly and efficiently to emergencies occurring in the Capitol Complex District i.e., active shooter, and tornado/hurricane threats.

The Capitol Complex District encompasses 8.7 square miles and includes approximately 80 State owned/leased properties. With increased visible patrols within the Capitol Complex District, we will be implementing proactive measures to reduce crime and provide professional public services to enhance the quality of life for everyone.

Replacing the existing Computer Aided Dispatch system with the Department of Public Safety's system and replacing the jail management system with our own in-house database method will save the department \$5000 every 6 months. The savings will be utilized by installing internet modems to all patrol cars. We plan to add computers and dash cameras in all patrol vehicles by FY25.

We are accepting the responsibility of the card access system and issuing identification security cards for all the state employees in the Capitol Complex District (approximately 20 number of people per month). This will require additional administrative staffing. This will be FY23-27.

We will be moving into a newly renovated building in 2-3 years FY25-26 formerly known as the Wright and Ferguson Funeral Home.

5. Agency's External/Internal Assessment

- 1) Significant changes in crime.
- 2) Increased after hour events (as Covid restrictions have been lifted) could impact the need for additional manpower.
- 3) Attrition due to retirement could severely affect the agency and its ability to cover responsibilities.
- 4) Changes in technology could be used to enhance quality of police management.
- 5) Environmental changes due to weather could influence the goals of this program.

6. Agency Goals, Objectives, Strategies and Measures by Program for BY 2023 through FY 2027

PROGRAM 1. Law Enforcement

GOAL A: Expand law enforcement

OBJECTIVE A.1: Staff the officer vacancies made by attrition and retirement.

Outcome: Events and shifts adequately covered and continue without excessive overtime.

A.1.1 STRATEGY: Attract and retain qualified employees.

Output: Attrition averted.

Output: Increased efficiency and frequency of patrols.
Output: After hour events are adequately manned.

A.1.2 STRATEGY: Equip and train employees their routines

Output: Protection of visitors, buildings and patrol of district continues
Output: Visibility to community
Output: Crime deterrent

A.1.3 STRATEGY: Form Special Response Team

Output: Respond quickly and efficiently to emergencies occurring in the Capitol Complex District i.e., active shooter, and tornado/hurricane threats.

BUREAU OF NARCOTICS (718-00)

1. Comprehensive Mission Statement

Created by statutory authority in 1971, the Mississippi Bureau of Narcotics (MBN) 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

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#1: 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.

Relevant Benchmark #1:

- 1) Number of reported arrests for drug related violations per 100,000 of population

4. Overview of 5-Year Strategic Plan

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. 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.

Over the next five years, MBN plans to hire and equip agents

- 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

- 1) MBN enforcement operations utilize problem-oriented policing (see www.popcenter.org). This allows administrators to re-direct resources toward emerging drug-trafficking trends.
- 2) 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. 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 12 counties and 23 cities. The agency will also continue to combat the influx of ever-changing counterfeit substances and synthetic drugs into the state.
- 3) 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.
- 4) 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) 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 MBN.
- 6) An executive director appointed by the Governor leads MBN. The deputy administrator—chief of enforcement oversees investigations while the deputy

administrator- chief of operations over-sees administration and special operations, both report to the executive director.

- 7) 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.
- 8) 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 by Program for FY 2023 through FY 2027:

Program 1: Drug Enforcement

GOAL A: Investigate illicit street trafficking or other illicit trafficking of drugs [see Miss. Code Ann.§ 41-29-159 (b)]

OBJECTIVE A.1.: 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

A1.1. STRATEGY: The agency's objective is to increase the number of arrests for suspected drug violations. 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

Commercial Transportation Enforcement Division (719-00)

1. Comprehensive Mission Statement:

The Commercial Transportation Enforcement Division's (CTED) mission is to enforce the motor carrier laws and regulations as put forth in MS Code 77-7-1 et al. and by the Mississippi Transportation Commission.

2. Philosophy

CTED is committed to providing professional motor carrier enforcement operations to the State of Mississippi by employing highly skilled and well-trained officers.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal # 1: To protect the integrity of the state's highway system by monitoring commercial transportation vehicles compliance with applicable laws and regulations.

Relevant Benchmark #1:

- 1) Number of trucks weighed
- 2) Number of weight & size permits authorized
- 3) Number of vehicles inspected

4. Overview of the Agency 5- year Strategic Plan

CTED will continue to enforce state and federal laws to promote the safety of the drivers across the state by performing safety compliance checks as well as conducting traffic enforcement stops.

5. Agency's External/Internal Assessment

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2023 through FY 2027

Program 1: Law Enforcement (§77-7-16)

Goal A: Ensure all Commercial Motor Carriers safely and legally navigate the Mississippi Highway system.

Objective A.1. Proactively promote commercial vehicle safety and security by enforcing state and federal laws.

Outcome: Reduction in crashes, injuries, and fatalities involving large trucks and buses.

A.1.1. STRATEGY: Conduct proactive traffic enforcement and safety compliance checks on commercial vehicles navigating the Mississippi highway system to reduce large vehicle related accidents.

Output: Deploy multiple enforcement inspectors to proactively identify and correct commercial motorist violations in areas deemed critical to public safety and travel.

Output: Total compliance reviews and on-site examinations to determine safety fitness standards

Output: Total vehicles weighed

Output: Total over gross

Output: Total vehicles inspected exceeding restricted weight limits

Efficiency: Enhanced awareness and increase in commercial motor vehicle safety standards to reduce crashes, injuries, and fatalities involving large trucks and buses.

Explanatory: Increase in law enforcement efforts to ensure safe operation of commercial vehicles navigating the Mississippi highway system.

OFFICE OF PUBLIC SAFETY PLANNING (743-00)

1. Comprehensive Mission Statement:

The Mississippi Department of Public Safety Planning provides training, funding, planning, prevention, and protection services through the work of its four Divisions, to ensure a safe and secure environment and enhanced quality of life for the citizens of the State of Mississippi. The Division of Public Safety Planning is made up of four components: (1) Office of Justice Programs; (2) Office of Standards and Training; (3) Governor's Office of Highway Safety; and (4) Mississippi Leadership Council on Aging. 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:

The Division of Public Safety Planning 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. To serve the public in pursuit of safety for all Mississippians.

3. Relevant Statewide Goals and Bench Marks:

Relevant Benchmark # 1

- 1) Administer Public Safety Planning Law Enforcement training, Federal and State 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.
- 2) To strengthen partnerships with state, local and tribal stakeholders.

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

The Public Safety Strategic Plan, for FY 2023 -FY 2027, describes the underlying issues and situations facing the Mississippi's Law Enforcement, Highways Safety and Criminal justice systems at the state, local and tribal levels and how PSP is responding to them. It emphasizes the importance of partnerships between Public Safety Planning and state, local and tribal governments. The Division of Public Safety Planning 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 training, 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 Mississippi Department of Public Safety's Division of Public Safety Planning, utilize various methods and data sources to increase cooperative highway safety programs, criminal justice

programs, law enforcement training programs, delinquency prevention programs, and assist in reducing crime against senior citizens.

5. Agency's External/Internal Assessment:

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2023 through FY 2027:

Program 1: Office of Highway Safety 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:

- 1) 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 (2013-2023) of 167 to 148 by the end of (2016-2023).
- 2) 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.
- 3) 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.

A.1.1 STRATEGY: Impaired Driving and Occupant Protection: Provide a comprehensive statewide Impaired Driving and 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 Driving and 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.

Outcome: Number of agency personnel and statewide projects supported

Outcome Percent of fatalities in crashes involving a driver or motorcycle operator with a bac of .08 and above

Outcome: Decrease the number in DUI arrests and adjudications

Output: Number of State/local Overtime or Officers in which Grant Funds are provided

Output: Number of Reports Generated from DUI related accidents and Occupant Protection.

Output: Number of applications funded and statewide programs supported

Output: Increase the number of participation in the task force. *Output:* Increase the number of agencies that participate in the Child Passenger Seat Enforcement program.

Efficiencies: Costs of DUI Citations and Occupant Protection Seatbelt per Incident

Efficiencies: Cost of Development of Data Collection System

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.

Efficiencies: Dollar amount of federal funds received

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

Program 2: Office of Justice Programs

GOAL A: To provide the State, units of local government and tribal agencies critical funding assistance to prevent or reduce crime, juvenile delinquency, and violence.

OBJECTIVE A.1 Reduction of Crime Statewide

- 1) Reduce the overall violent crime rate in the State by 5% through federal grant funds.
- 2) Provide state and local funding to sustain crime reduction efforts in the State.

Outcome: Reduced spending for statewide incarceration and decreased recidivism rates.

A.1.1. STRATEGY: Continue to provide critical funding to escalated crime areas in the State of Mississippi through recommended programs OJP federal grant funds. Resources will be provided to local law enforcement agencies to acquire upgraded technologies, hire additional personnel, alternatives to detention, drug courts, Hot Spot Policing, fund body armor and body-worn cameras and for law enforcement officers.

Output: Provide continuous support to crime reduction and prevention programs.

Output: Implement programs to involve communities in a process of developing and implementing strategic crime prevention plans in targeted areas.

Efficiency: Cost associated with implementing crime reduction programs.

Explanatory: Availability of Federal and State funding.

Program 3: The Board of Law Enforcement Training

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.

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.

A.1.1. 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. Issue certificates to individuals who demonstrate required competencies; assist officers and departments in the review and maintenance of their certificates. Promote State Accreditation Standards to all agencies.

A.1.2 Strategy: Provide assistance to the law enforcement community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions. 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.

Outcome: Percent of appointed law enforcement officers obtaining certification

Outcome: Percent of appointed part-time, reserve, and auxiliary officers obtaining certification

Outcome: Percent of administrative disciplinary actions taken within one year

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

Outcome: Ensure Competency of Critical Skill Areas for 100% of Part-Time/Reserve/Auxiliary Law Enforcement Trainees

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

Output: Number of State Accredited Agencies

Output: Number of Disciplinary Actions Taken Against Certificates

Output: Number of Field Service Monitoring Visits
Output: Number of Officer's Files Maintained and Served
Output: Officers Requiring In-Service Training (Sheriffs, Chiefs, Constables, Municipal Officers)
Output: Instructors Approved
Output: Curriculum Approved
Output: Training Quality Monitoring – 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
Efficiency: Average Cost of Required In-Service Training
Efficiency: Training Quality Monitoring - Cost
Explanatory: Number of Training Providers Certified
Efficiency: Average Cost to Achieve Accreditation
Efficiency: Average Cost per Revocation Hearing
Efficiency: Average Cost per Monitoring Visit
Efficiency: Average cost to Maintain Files
Explanatory: Number of Certified Individual Appointed
Explanatory: Number of Individuals Meeting Requirement but not appointed
Explanatory: Agencies participating in the Accreditation Process
Explanatory: Number of Reprimands Issued
Explanatory: Number of Certificates Suspended
Explanatory: Number of Certificates Revoked
Explanatory: Number of Certificates Inactivated
Explanatory: Evaluating and assisting academies, training providers and agencies
Explanatory: Number of Officers Served

Program 4: Emergency Telecommunications

The purpose of the Emergency Telecommunication 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.

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.

A.1.1. 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. Issue certificates to individuals who demonstrate required

competencies; assist emergency telecommunicators and departments in the review and maintenance of their certificates.

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

Outcome: Percent of administrative review actions taken within one year

Output: Emergency Telecommunicators Certified

Output: Certification Transactions

Output: Telecommunication's Instructors Approved

Output: Telecommunication's Curriculum Approved

Output: Number of Separation Reports Received and Processed

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 Certification Cost per Individual Telecommunicator Certificate Issued

Efficiency: Average Recertification Cost per Individual Telecommunicator Certificate Issued

Efficiency: Certification Transaction Cost per Student

Efficiency: Average Cost of Eight Hour In-Service Training Course

Efficiency: Emergency Telecommunicator Cost per Course

Efficiency: Average Cost per Complaint Resolved

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: Number of Certified Individual Appointed

Explanatory: Number of Individuals Meeting Training Requirement

Explanatory: Number of Training Providers Certified

Explanatory: Number of Courses Approved

Explanatory: Number of Reprimands Issued

Explanatory: Number of Certificates Suspended

Explanatory: Number of Certificates Revoked

Explanatory: Number of Certificates Inactivated

Explanatory: Evaluating and assisting agencies and training providers

Explanatory: Number of Telecommunicators Served

Program 5: Council on Aging

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 and Established new triad programs in counties and municipalities to coordinate efforts to educate and protect senior citizens from crimes, criminals and better provide needed services.

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

Outputs: 4 Board Meetings Board members reviewed programs, expenditures, objectives and continued protection of senior population

Outputs: Conduct 1 training programs per year

Outputs: Expand Triad Programs by 4 each year

Efficiency: Average cost per meeting is [\\$300.00](#) per quarter.

Efficiency: Cost per initial program \$1,400.00

Efficiency: Average cost per meeting is [\\$300.00](#) per quarter.

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

Program 6: Jail Officer Training

The purpose of the Jail Officer 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.

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.

A.1.1. Strategy: Set standards for training facilities to ensure the development, delivery, and quality of training and education; certify training facilities and instructors. Issue certificates to individuals who demonstrate required competencies;

assist jail and youth detention officers and departments in the review and maintenance of their certificates

Outcome: Percent of appointed jail and youth detention officers obtaining certification

Outcome: Ensure Competency of Critical Skill Areas for 100 % of Graduates

Outcome: Percent of administrative review actions taken within one year

Output: Jail and Youth Detention Instructors Approved

Output: Jail and Youth Detention Curriculum Approved

Output: Jail and Youth Detention Officers Certified

Output: Number of Separation Reports Received and Processed

Output: Number of Administrative Review Actions

Output: Number of Certification Transactions - Documents

Output: Number of Jail and Detention Officer Files Maintained and Served.

Efficiency: Average Certification Cost per Individual Jail and Youth Detention Officer Certificate Issued

Efficiency: Average Cost of Basic Jail Officer Training Course

Efficiency: Average Cost per Complaint Resolved

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

Efficiency: Average Cost of Files Reviewed in One Year Period

Explanatory: Number of Individual Appointed

Explanatory: Number of Individuals Meeting Training Requirement

Explanatory: Number of Training Providers Certified

Explanatory: Number of Courses Approved

Explanatory: Number of Reprimands Issued

Explanatory: Number of Certificates Suspended

Explanatory: Number of Certificates Revoked

Explanatory: Number of Certificates Inactivated

Explanatory: Evaluating and assisting agencies and training providers

Explanatory: Number of Officers Served

Program 7: Juvenile Facility Monitoring Unit (JFMU)

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.

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.

A.1.1. STRATEGY: Provide assistance to the youth detention community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions. 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.

A.1.2 STRATEGY: Inspect to ensure the safe and secure operation of youth detention facilities. Investigate violations of administrative and criminal statutes relating to the agency's mission

Outcome: Ratio of trained direct care staff to juveniles

Output: Certified Youth Detention Officers

Output: Juveniles in Facilities Served

Output: Youth Detention Facilities Served

Output: Number of Facilities Inspected

Efficiency: Average Certification Cost per Individual Youth Detention Officer Certificate Issued

Efficiency: Average Cost of Facility Inspected

Explanatory: Number of Individuals Appointed

Explanatory: Number of Individuals Meeting Training Requirement

Explanatory: Number of Facilities

Explanatory: Number of Inspections

OFFICE OF HOMELAND SECURITY (746-00)

1. 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.

2. Statement of Agency 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 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:

- 1) Number of relevant training classes made available for Task Force personnel that will be increased by two percent each year.
- 2) Number of documented training exercises in which Task Force personnel participate that will be increased by 2 percent.

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

Relevant Benchmarks #2:

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

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

Relevant Benchmarks #3:

- 1) 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.
- 2) Number of trainings provided to designated personnel and number of attendees in support of all public and private schools in Mississippi.
 - 3) Number of elementary, middle school, and high school students receiving training in preparation for natural disasters, man-made events, and terrorism events.
 - 4) Number of grants awarded to state and local agencies, increasing annually.

4. Overview

The MOHS strategic plan for the next five years is to improve:

- Cross-discipline skillsets among task forces
- Increase the exchange and analysis of information
- Facilitate planning, equipment, training, and exercises to sustain the state's capability to prevent, protect, and respond to disasters and threats or acts of terrorism.

MOHS will administer federal grants to 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 five years. Conduct training that will allow law enforcement to acquire the skills needed to respond to an incident or event and develop partnerships among agencies throughout the state. The Search and Rescue Task Force will enhance its abilities over the next five years through training, gaining additional certifications, and participation in exercises. The Helicopter Aquatic Rescue Team Certification will continue to partner 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 also begin building an Incident Support Team (IST) that will be able to manage large-scale technical rescue incidents from within a disaster zone.

MOHS will continue to support enhancing the capabilities of the Bomb Squads, which are strategically located throughout the state. Technical training in explosives and chemical, biological, and radiological related classes for bomb technicians, which typically has long wait times for enrollment, will be prioritized. MOHS will implement a program to enhance training for first responders by working with the Department of Homeland Security, Office of Bombing Prevention (OBP), to certify instructors. The goal is 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.

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 Threat and Hazard Identification Risk Assessment (THIRA) and State Preparedness Review (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.

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 assist the state's Human Trafficking Program by providing analytical support to the State Coordinator and Investigators.

The Fusion Center aid in development of the Mississippi Cybersecurity Unit (MCU). MCU will follow a structured and progressive approach to Mississippi cybersecurity. Upon approval and funding, MCU will establish the Mississippi Vulnerability Threat Intelligence Program (MSVTIP). Program analysis focus will begin with state networks, including but not limited to DPS, MOHS, MSAG, MS.GOV, MSDE, MS OSA, DFA. Beginning with specified state networks allows for MCU to scale the program, identify any performance gaps, and initiate a cybersecurity culture change within Mississippi.

5. Agency's External/Internal Assessment

- 1) MOHS receives most its operating funding from HSGP funds.
- 2) The MS Analysis and Information Center will be requesting state funding to support fusion center activities within the state.
 - a. An occurrence of a foreign or domestic terrorist attack or natural disaster within Mississippi may deplete resources rapidly.
 - b. Substantial changes in federal or state laws or regulations may impact the number of programs supported by federal grant funds.
 - c. 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.

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.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY2023 through FY 2027

Program 1: Statewide Homeland Security Response Teams and Specialized Training

GOAL A: To establish and Maintain Statewide Homeland Security Specialized Response Teams.

OBJECTIVE A.1: To equip, train, and exercise locally staffed, statewide homeland security specialized response teams and local first responders.

Outcome: Specialized response teams along with specialized training to first local first responders that will increase capabilities to respond to incidents at no cost to agencies.

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

Output: Provide immediate specialized response support to the state of Mississippi.

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. Obtain state funds to support and sustain the existing Fusion Center.

Outcome: Provide long-term stability of available resources for all levels of law enforcement.

A.1.1 Strategy: Conduct Statewide Intelligence Meetings.

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, including School Safety, Cyber, Human Trafficking.

Outcome: Potential threats to students or victims identified and addressed.

Outcome: Increased outreach to the public and private sectors.

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.

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.2.1 Strategy: Mississippi Cybersecurity Unit (MCU)

Objective: Establish MCU as the Cybersecurity center for Mississippi providing leadership, best practices, training, support, and resource sharing.

Objective: Development of cybersecurity job titles and salary ranges that aid in attracting and retaining capable cybersecurity professionals.

Objective: Observe, collect, and analyze cyber and related information to develop a comprehensive understanding of the security problem facing Mississippi. Identify inter-dependencies related to cyber-systems and networks to ensure security, integrity, confidentiality, and network resiliency.

Objective: Development of statewide cybersecurity best practices, standards, and framework across all three branches of Mississippi government.

Objective: Conduct regular red-blue cybersecurity exercises to test and improve the networks of the state.

Outcome: Protection and hardening of state networks.

Outcome: Identification and prosecution of cyber criminals.

Outcome: Increased reporting of cyber incidents.

Efficiency: Reduction of cyber-attacks and increase in network stability.

Explanatory: The MCU will provide Mississippians with a trustworthy and stable cyber environment. MCU will directly support the overall missions of MOHS, DPS, and the State of Mississippi. Formation of the MCU will lead to a coordinated statewide effort to analyze the state's current capabilities, harden existing systems, and ensure overall network resiliency.

Program 3: Community-Level Homeland Security Preparedness.

GOAL A: Provide Mississippi Citizens with Community Level Homeland Security Preparedness Training.

OBJECTIVE A1: Provide support to accelerate homeland security preparedness to the community level to citizens to prepare, prevent, protect, and respond to manmade or natural disasters.

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: Number of events 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.

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 of 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.

Program 4: THIRA and Stakeholder Preparedness Review

GOAL A: To provide Mississippi with an effective assessment of our state's current risks and capabilities in preparing for disasters.

OBJECTIVE A.1: Produce an Assessment that can be utilized by Mississippi officials to make educated 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.

Efficiency: Lessening the number of gaps compared to identified threats and hazards.

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.