

MISSISSIPPI DEPARTMENT OF PUBLIC SAFETY

MISSISSIPPI HIGHWAY SAFETY PATROL

LBO #711-00

Strategic Plan for Fiscal Years 2020 – 2024



July 16, 2018



Table of Contents

Table of Contents2

1. Comprehensive Mission Statement.....3

2. Philosophy3

3. Relevant Statewide Goals and Benchmarks.....3

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

5. Agency’s External/Internal Assessment6

 External Assessment.....6

 Internal Assessment.....7

 Management Systems.....7

6. Goals, Objectives, Strategies and Measures9

 FY20209

 FY202120

 FY202230

 FY202339

 FY202446



1. Comprehensive Mission Statement

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

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

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

2. Philosophy

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

3. Relevant Statewide Goals and Benchmarks

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

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

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



Relevant Benchmark # 1: Incidence of Crime

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

Relevant Benchmark # 2: Highway Safety

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

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

Relevant Benchmark #1: Cost of Government

- Issuance cost

Relevant Benchmark #2: Government Efficiency

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

4. Overview of the Agency 5-Year Strategic Plan

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

Besides the needs to keep the division up-to-date and responsive to the needs of Mississippi, one of the most troubling long-term issues facing the division is the chronic shortage of troopers. MS Code § 45-3-7 was modified in 1981 to authorize MHSP to employ up to 650 troopers. However, there are currently 520 troopers in MHSP – making it 81% staffed under the current statute.



Nationally, the average number of patrol officers is approximately 23 officers for every 100,000 citizens in a state (Census of State and Local Law Enforcement Agencies, U.S. Department of Justice, 2008). As Mississippi has a population of approximately three million citizens, that average would indicate that the state should actually deploy at least 690 patrol officers instead of the 520 it does at the time of this writing.

MHSP also anticipates the retirement of at least 20 to 25 troopers yearly, which makes the potential for a significant shortfall of officers even greater (as acquiring trained personnel requires a significant expenditure of time and limited resources). It also could significantly damage the continuity of service as these experienced patrol officers would not be present to pass on lessons learned to new officers. Predictability of the number of troopers retiring in any one year is problematic, as there are multiple scenarios that can come into play. There are multiple paths and timeframes for retirement and multiple personal considerations. There are also scenarios where officers can count military service towards their years of service and retire earlier than time on the job would predict.

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

Therefore, there are repeated strategies presented in this plan for additional trooper schools. For reference, a Patrol School was completed in early 2015 and it graduated 48 new troopers (included in the current officer count). Another Patrol School was conducted in FY18 and graduated 60 more troopers. However, attrition continues to plague MHSP. After that FY18 graduation, another 8 troopers retired, bringing with it not only the loss of workforce but the loss of significant experience. 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.

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 should be achieved in FY2019 and CALEA accreditation in early FY2020.



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.

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 195 civilian employees and 29 sworn officers. The Bureau staffs 34 permanent locations and has 9 travel teams covering 17 sites. Of these, 162 of these employees are considered DL Examiners and 42 are CDL examiners.

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 sufficient 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.



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

Mission Redirection

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

Changes in Technology

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

Changes in Federal Regulations and/or Funding

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

Internal Assessment

Recruitment and Retention of Staff

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

Management Systems

Enforcement

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



written by type of ticket. They also maintain situational awareness through various sources of information to concentrate forces for significant events such as athletic meets, rallies, etc.

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

Driver Services

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



6. Goals, Objectives, Strategies and Measures

FY2020

Program1: Law Enforcement

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

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

Outcome: Increase in enforcement citations

Outcome: Increase in DUI arrests

Outcome: Increase in seatbelt/child restraint citations

Outcome: Decrease in traffic investigations

Outcome: Decrease in fatality investigations

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

Outcome: Improvement in highway safety

Outcome: Reduction in accidents and deaths on highway

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

Outcome: Improvement in highway safety

Outcome: Reduction in accidents and deaths on highway

Efficiency: 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 sunseting 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.



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: 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 in the state 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 § 63-103)

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.



FY2022

Program1: Law Enforcement

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

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

Outcome: Increase in enforcement citation

Outcome: Increase in DUI arrests

Outcome: Increase in seatbelt/child restraint citations

Outcome: Decrease in traffic investigations

Outcome: Decrease in fatality investigations

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

Outcome: Improvement in highway safety

Outcome: Reduction in accidents and deaths on highway

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

Outcome: Improvement in highway safety

Outcome: Reduction in accidents and deaths on highway

Efficiency: Effective and efficient placement of limited patrol resources

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

Output: Number of DUI arrests

Efficiency: Cost per Drivers Suspended (DUI/Drug)

Efficiency: Cost per Driver Suspended (Other)

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

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

Output: Percentage of seatbelt and child restraint citations issued

Efficiency: Cost per Citation

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

OBJECTIVE A.2. Maintain 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.



FY2023

Program1: Law Enforcement

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

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

Outcome: Increase in enforcement citation

Outcome: Increase in DUI arrests

Outcome: Increase in seatbelt/child restraint citations

Outcome: Decrease in traffic investigations

Outcome: Decrease in fatality investigations

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

Outcome: Improvement in highway safety

Outcome: Reduction in accidents and deaths on highway

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

Outcome: Improvement in highway safety

Outcome: Reduction in accidents and deaths on highway

Efficiency: Effective and efficient placement of limited patrol resources

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

Output: Number of DUI arrests

Efficiency: Cost per Drivers Suspended (DUI/Drug)

Efficiency: Cost per Driver Suspended (Other)

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

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

Output: Percentage of seatbelt and child restraint citations issued

Efficiency: Cost per Citation

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

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

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



Outcome: Demonstrates the agency's continued pursuit of excellence

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

Output: New policies and updated existing policies as needed

Efficiency: Man-hours required to complete task

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

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

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

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

Explanatory: Lack of personnel and funding could hinder efforts

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

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

Efficiency: Man-hours required to maintain records

Explanatory: Lack of personnel and funding could hinder efforts

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

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

Outcome: Increase in enforcement actions

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

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

Efficiency: Average cost per response

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

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

Efficiency: Average cost per response

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

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

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

Output: Availability of aircraft and personnel for air missions

Efficiency: Average cost per hour of operation



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

Objective C.1. 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 events

OBJECTIVE D.3. Maintain Cybercrime Unit

Output: Number of solved criminal investigations

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

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

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

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

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

Outcome: Increase apprehension of human traffickers.

Outcome: Connect human trafficking victims with appropriate assistance.

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



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

Efficiency: Cost of seminar participation per attendee

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

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

Output: Increased apprehension of human traffickers

Efficiency: Number of arrests made

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

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

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

Efficiency: Number of trafficking victims placed.

Explanatory: Provide resources and support for victims.

OBJECTIVE E.2. Promote Missing/Endangered Child Policy

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

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

Output: Visit other agencies to clarify policies.

Efficiency: Number of agencies visited.

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

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

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

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

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

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

Efficiency: Timeliness of search retrievals

Efficiency: Accuracy of information in maintained systems



Program 2: Driver Services

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

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

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

Outcome: Percentage change in complaints

Outcome: Percentage change in wait time

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

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

Output: Cost per license document produced

Output: Average wait time for Driver Services' customers

Output: Number of documented complaints by Driver Services' customers

Efficiency: Cost per Regular 4 Year License Produced

Efficiency: Cost per Regular 8 Year License Produced

Efficiency: Cost per Commercial Driver License Produced

Efficiency: Cost per Identification Card Produced

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

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

Output: Cost per license document produced

Output: Average wait time for Driver Services' customers

Output: Number of documented complaints by Driver Services' customers

Efficiency: Cost per Regular 4 Year License Produced

Efficiency: Cost per Regular 8 Year License Produced

Efficiency: Cost per Identification Card Produced

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

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

Output: Cost per license document produced

Output: Number of documented complaints by Driver Services' customers

Efficiency: Cost per Regular 4 Year License Produced

Efficiency: Cost per Identification Card Produced

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



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

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

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

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

Output: Motor vehicle records sold

Efficiency: Cost per driver suspended (DUI/Drug)

Efficiency: Cost per driver suspended (Other)

Efficiency: Cost per motor vehicle record sold

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

Output: Number of accident reports processed

Efficiency: Cost per accident reports processed

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

Output: Accident Reports Processed

Efficiency: Cost per Accident Report processed



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-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

1. Agency Mission Statement:

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

2. Overview for Statement of Agency Philosophy:

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

3. Relevant Statewide Goals and Benchmarks:

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

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

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

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

4. Overview of Agency 5-Year Strategic Plan FY2020 through FY 2024:

Management Information Systems:

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

the implementation of a ten-year, \$44 million dollar upgrade/replacement of all IT infrastructure for Driver Services in an effort to improve services to the citizens of Mississippi.

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

Over the next five years MIS will be involved in the upgrade and replacement of equipment and applications to better meet the mobility and handheld needs of the DPS staff. As the Department of Homeland Security designated national leader for the development of electronic verification systems for licenses and IDs, MIS will continue to provide leadership, contract administration and management of \$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 (1000) positions/employees annually. The Human Resources Department supports the myriad missions of the Department of Public Safety by providing information to employees, managers, executive staff and, where applicable, outside agencies, boards and the general public. From advertising vacancies through MSPB, print or broadcast media; partnering with managers and executive staff on such issues as retention and employee development; or advising employees with regard to employee benefits, discipline or compensation, the Human Resources Department fulfills its mission of providing services to support the employees at the heart of the Department of Public Safety.

In an effort to address the entry-level turnover rate, the Human Resources Department began conducting salary surveys in FY2015 for agency-specific law enforcement and critical civilian positions to update the starting salaries of the titles. The Human Resources Department projects an increase of five (5) new staff members over the next five years. 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 civilian staff members; add processing and oversight capacity for the increasing volume of worker's comp claims; and serve as

internal consultant for the new rules and regulations for securing contract workers. The average cost (with fringe) for the new positions is projected at \$54,229.00.

Printing and Mail Branch:

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

Maintenance Division:

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

Comptroller's Office:

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

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

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

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

5. Agency's External/Internal Assessments:

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

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

6. Program Goals:

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

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

Outcome: Increased productivity for Driver Records Division

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

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

Efficiency: Reduction in processing time for customer base.

Explanatory: Reduced Waiting time for Driver Services customers.

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

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

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

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

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

Output: Tracking report of turnover for selected titles.

Efficiency: Reduction in vacancy rate for critical positions.

Explanatory: Approval of realignment request.

The Mississippi Forensics Laboratory Strategic Plan for Fiscal Years 2020-2024

I. Mission Statement

The mission of the Mississippi Forensics Laboratory is to provide the highest quality, objective services in the recognition, collection, preservation, scientific analysis and interpretation of physical evidence in the pursuit of truth within the criminal justice system. Mississippi Forensics Laboratory management is committed to good professional practice and to the quality of testing in serving its customers.

II. Agency Philosophy

Professionalism:

Ethical and professionally responsible forensic scientists and laboratory managers . . .

- 1) Are independent, impartial, detached, and objective, approaching all examinations with due diligence and an open mind.
- 2) Conduct full and fair examinations. Conclusions are based on the evidence and reference material relevant to the evidence, not on extraneous information, political pressure, or other outside influences.
- 3) Are aware of their limitations and only render conclusions within their area of expertise and about matters which they have given formal consideration.
- 4) Honestly communicate with all parties (the investigator, prosecutor, defense, and other expert witnesses) about all information relating to their analyses, when communications are permitted by law and agency practice.
- 5) Report to the appropriate legal or administrative authority unethical, illegal, or scientifically questionable conduct of other laboratory employees or managers. Laboratory management will take appropriate action if there is potential for, or there has been, a miscarriage of justice due to circumstances that have come to light, incompetent practice or malpractice.
- 6) Report conflicts between their ethical/professional responsibilities and applicable agency policy, law, regulation, or other legal authority, and attempt to resolve them.

- 7) Do not accept or participate in any case on a contingency fee basis or in which they have any other personal financial conflict of interest or an appearance of such a conflict.

Competency and Proficiency:

Ethical and professionally responsible forensic scientists and laboratory managers . . .

- 8) Are committed to career-long learning in the forensic disciplines which they practice and stay abreast of new equipment and techniques, while guarding against the misuse of methods that have not been validated. Conclusions and opinions are based on generally accepted tests and procedures.
- 9) Are properly trained and determined to be competent through testing prior to undertaking the examination of the evidence.
- 10) Honestly, fairly and objectively administer and complete regularly scheduled:
- relevant proficiency tests;
 - comprehensive technical reviews of examiners' work;
 - verifications of conclusions.
- 11) Give utmost care to the treatment of any samples or items of potential evidentiary value to avoid tampering, adulteration, loss or unnecessary consumption.
- 12) Use appropriate controls and standards when conducting examinations and analyses.

Clear Communications:

Ethical and professionally responsible forensic scientists and laboratory managers . . .

- 13) Accurately represent their education, training, experience, and area of expertise.
- 14) Present accurate and complete data in reports, testimony, publications and oral presentations.
- 15) Make and retain full, contemporaneous, clear and accurate records of all examinations and tests conducted and conclusions drawn, in sufficient detail to allow meaningful review and assessment of the conclusions by an independent person competent in the field. Reports are prepared in which facts, opinions and interpretations are clearly distinguishable, and which clearly describe limitations on the methods, interpretations and opinions presented.
- 16) Do not alter reports or other records, or withhold information from reports for strategic tactical litigation advantage.

- 17) Support sound scientific techniques and practices and do not use their positions to pressure an examiner or technician to arrive at conclusions or results that are not supported by data.
- 18) Testify to results obtained and conclusions reached only when they have confidence that the opinions are based on good scientific principles and methods. Opinions are to be stated so as to be clear in their meaning. Wording should not be such that invalid inferences may be drawn or opinions may be slanted.
- 19) Attempt to qualify their responses while testifying when asked a question with the requirement of a simple “yes” or “no” answer, if answering “yes” or “no” would be misleading to the judge or the jury.

III. Statewide Goals and Benchmarks

Statewide Goal #1: To protect the public’s safety, including providing timely and appropriate responses to emergencies and disasters and to operate a fair and effective system of justice.

Benchmarks #1:

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

IV. Overview of the Agency’s 5-Year Strategic Plan:

The Mississippi Forensics Laboratory has consistently experienced a dramatic increase in the backlog of cases over the past 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 TWELTH year that MSFL employees have not been realigned nor had a significant pay increase. Our ability to retain employees competitively with this special skill set is paramount. There is no “pool” of trained forensic scientists waiting for us to tap into. Over the last few years the MSFL has primarily lost staffing due to the elimination of 14 un-budgeted PINS, retirement, and the loss of analysts to other higher paying jobs. Even with one of the highest levels of productivity in our history the MSFL cannot keep up with the rate of incoming requests with the current staffing. The backlog of requests over 90 days old has increased from 23 in FY 2013 to over 6,300 this past FY which directly coincides with the steady loss of PINS and increase in caseload over the corresponding years.

In particular, in the past year, MSFL has seen a dramatic increase in gun crimes and in the number of synthetic cannabinoid and designer opioid drug cases. This increase in these types of cases, which may have large numbers of submissions, has put a strain on the resources of the MSFL Drug and Firearms Sections. MSFL has lost several trained analysts through attrition, which has had a negative impact on the ability of the these Sections to maintain its case load. MSFL plans to request additional positions as funding allows this fiscal year.

The MSFL upgraded the Intoxilyzer breath instruments statewide in 2003 and maintains control of the system and all remote locations through a centralized computer system. It is time the MSFL, once again, upgrades the existing 250 Intoxilyzer breath instruments as well as ensures computer connectivity with the Central Office for accurate monitoring and quality control. The DUI/Implied consent program has grown to 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 and controlled substance analysis, which are in high demand. The new Gulf Coast Forensics Lab, replacing the lab lost to Hurricane Katrina, was completed in early 2011, and the facility was occupied in April of 2011.

The MSFL will maintain ANSI-ASQ National Accreditation Board (ANAB). Initial accreditation was obtained December 2003 and was valid for five years. While the MSFL evaluates compliance with ANAB standards routinely, during FY08 the MSFL applied for re-accreditation, was inspected in December 2008, and received re-accreditation in January 2009. Additional international accreditation standards were required by 2012 and were incorporated in order to maintain compliance and accreditation. MSFL has acquired accreditation status under the ISO 17025 standards as of April 2014. The MSFL is the only full-service accredited forensic laboratory system in Mississippi. Many states have already implemented legislation mandating that any forensic lab examining evidence for criminal courts must be accredited.

The Mississippi Forensics Laboratory, with the appropriate resources, has expanded the DNA CODIS Database to include all arrestees. The database currently includes convicted felons and sex offenders. The MSFL was awarded a federal grant to compliment the State's new legislation for set up and implementation of this program. This will be a substantial addition to our existing program, and we hope to add additional permanent personnel to be able to utilize this tool in an expeditious manner to assist law enforcement with identification of criminals. The State will have to fund this program in order to maintain it. In addition to our forensic caseload, the CODIS program will be responsible for the analysis of 700-800 DNA samples per month and management of the State's database. Currently this includes fingerprint verification of all hits as well as expungement of profiles from the database. Additional staffing resources will be critical for maintenance of this program. Convicted felons are charged \$100 to defray the cost of the DNA Program, however this special fund was abolished and re-purposed to the general fund.

Over the next three to five years the MSFL plans to offer computer forensics analysis. There has been high interest from the law enforcement community for us to make available this service. The MSFL plans to first offer audio and visual enhancement to include digital video images from cameras. This will be about a two-year process to acquire equipment, personnel, and to validate the methodology in use. Currently there is no accredited laboratory available in this state with that service capability.

The MSFL, in order to make up for the lack of personnel, hopes to invest in the latest in automated technology to expand the capabilities of the personnel in place. This will be especially useful in high throughput areas such as toxicology and drug analysis. The MSFL plays a significant role in the State's DUI enforcement by analyzing all the breath alcohol samples in the State as well as the blood alcohols and other impairing substances. The MSFL Toxicology Department continues to see a significant rise in the number DUI cases submitted to the laboratory and is constantly adapting to new compounds such as the synthetic cannabinoids (spice), cathinone derivatives (bath salts) and new synthetic opiates. The implementation of automated technology and instrumentation, albeit initially a financial investment, will be the most cost- effective approach to an ever-increasing caseload. The MSFL plans to spread out this financial request for equipment over the next five years.

V. Agency's External/Internal Assessment

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

1) Changes in State Statutes and Regulations:

- a. The MSFL is intimately involved in the administration of the DUI statutes as defined by M.C.A. § 63-11-19, and almost any modification to such statute has the potential to affect our operation. The MSFL controls and regulates the breath and blood analyses for the presence of alcohol and drugs that may influence a driver. The MSFL has also had to develop and implement the ignition interlock program without any directed funding.

- b. Any change in Mississippi Code Title 97 (Crimes) has the potential to affect evidence collected and examined as it relates to proof of crime or identification of individuals involved in a crime.
- c. Changes in the Controlled Substances Act affect operation and analysis of drugs as this statute is updated annually. Addition of new controlled substances, such as synthetic cannabinoid, bath salts, and pseudo-LSD type drugs involves addition of new analyses, validation, and standard operating procedures.
- d. Implementation of CODIS and the addition of collecting samples on all-arrestees will double the number of DNA profiles analyzed by the MSFL for upload into the DNA database. The MSFL has not been funded and does not have the personnel or equipment to respond to this task.

2) Court Rulings:

- a. Court rulings and interpretations have had a significant impact on the Mississippi Forensics Laboratory. Recent US Supreme Court Rulings and MS Appellate Court Rulings involving confrontation of the analyst in court have increased our court and testimony time, leaving less time in the Laboratory for analysis and ultimately affecting our turn-around time on cases.
- b. Courts, prosecutors, defense attorneys, and juries request and expect more scientific analysis of evidence be presented than ever, resulting in an inflated laboratory workload. The numbers of specific types of requests for analysis of evidence have steadily increased every year for the past 5 years amounting to a 15% rise in some cases. Demands for the production of data for review by other experts have also increased.

3) Demographic Effects

- a. Changes in criminal patterns such as methamphetamine clandestine laboratories, use of new drugs, and increased use of drugs, such as heroin, challenge both our Toxicology Departments and Drug Analysis Sections to adapt analytical methods to identify and report use to law enforcement agencies, health care providers, courts, and coroners.
- b. An increase in property crimes has rapidly increased the use of newer “touch” DNA technologies, which impacts cost due to increase of reagents, turn-around time of analysis, and time available for analysis of major crimes without additional resources.

4) Operational Procedures:

- a. The MSFL is an internationally accredited laboratory (ISO 17025) and must comply with all the requirements of accreditation. These requirements and quality control measures are subject to modification that subsequently results in additional work to ensure compliance.

- b. Any disaster, major crime spree, terror activity, etc., can affect prioritization of personnel and resources to be re-directed as needed and ultimately result in the modification of normal daily operations, including personnel and funds.

5) Changes in Technology:

- a. The MSFL is obligated to offer the latest forensic techniques available to provide the most discriminate information in the inclusion or exclusion of individuals as suspects and in the analysis of physical evidence. As newer technology is developed and accepted as the standard in forensic analysis, the MSFL has to be able to acquire, validate, and offer these techniques. Failure to offer the best available analysis could ultimately result in reversal of cases in the future by courts.
- b. The MSFL must comply with federally mandated guidelines by the FBI in the administration of the CODIS DNA database. The MSFL is currently aware that new standards are going to be implemented requiring technology changes in-house with equipment to produce the required 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) An annual review of the laboratory's management system and testing activities is conducted to ensure their continuing suitability and effectiveness and to introduce necessary changes or improvements.

VI. Agency's Goals, Objectives, Strategies and Measures by Program for FY2020 through FY 2024:

PROGRAM 1: Forensic Analysis

FY 2020

GOAL A: Provide forensic services for the criminal justice system (Miss. Code Ann. § 45-1--17).

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

Outcome: Production of analytical results for the adjudication of cases

A.1.1. STRATEGY: Monitor casework production

Output: Reports issued

Efficiency: Cost per case analyzed

Efficiency: Average turnaround time

Efficiency: Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

Output: Number of court testimonies

Efficiency: Cost per testimony

Explanatory: Increase use of the confrontational rights of the accused as a result of national and state court rulings

OBJECTIVE A.2: Provide the highest quality services to our customers

Outcome: Maintain high quality product

A.2.1. STRATEGY: Monitor quality of case reports

Output: Amended reports issued

Efficiency: Number issued due to administrative error(s)

Efficiency: Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

Output: Number of proficiency samples analyzed

Output: Percentage tested/and successful

OBJECTIVE A.3: Provide Mississippi law enforcement agencies with needed services

Outcome: Meet the forensic services needs of our customers

A.3.1. STRATEGY: Seek feedback, both positive and negative from customers in order to improve services offered and the management system

Output: Distribute customer satisfaction surveys

Efficiency: Analysis of completed surveys

A.3.2. STRATEGY: Investigate additional service for computer crimes

Output: Estimated number of cases per year

Efficiency: Implementation cost

Efficiency: Cost per case

PROGRAM 2: DNA Analysis

GOAL A: Provide forensic services for the criminal justice system (Miss. Code Ann. § 45-1-17, §99-49-1, §45-33-37(4) and §47-5-183.

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

Outcome: Production of analytical results for the adjudication of cases

A.1.1. STRATEGY: Monitor casework production

Output: Reports issued

Efficiency: Cost per case analyzed

Efficiency: Average turnaround time

Efficiency: Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

Output: Number of court testimonies

Efficiency: Cost per testimony

OBJECTIVE A.2: Provide the highest quality services to our customers

Outcome: Maintain high quality product

A.2.1. STRATEGY: Monitor quality of case reports

Output: Amended reports issued

Efficiency: Number issued due to administrative error(s)

Efficiency: Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

Output: Number of proficiency samples analyzed

Output: Percentage tested/and successful

OBJECTIVE A.3: Provide accurate and timely uploaded profiles to the CODIS database

Outcome: Maintain the integrity of the CODIS database

Output: Profiles uploaded

Efficiency: Number of profiles generated and uploaded

Explanatory: Federal funding for implementation but must transition to state funds

A.3.1. STRATEGY: Monitor the database

Output: Known Felony Offender samples in database

Efficiency: Cost per sample analyzed

Efficiency: Percentage of DNA database hits confirmed within 30 days

Explanatory: Anticipate expansion of DNA database to felons and all arrestees

FY 2021

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.

FY 2022

GOAL A: Provide forensic services for the criminal justice system (Miss. Code Ann. § 45-1--17).

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

Outcome: Production of analytical results for the adjudication of cases

Outcome: Replace existing Intoxilyzer 8000 equipment statewide with new upgraded instruments.

Outcome: Investigate new automated technologies for forensic application

A.1.1. STRATEGY: Monitor casework production

Output: Reports issued

Efficiency: Cost per case analyzed

Efficiency: Average turnaround time; improve towards a 30-day turnaround time on all casework

Efficiency: Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

Output: Number of court testimonies

Efficiency: Cost per testimony

A.1.3. STRATEGY: Provide computer aided video conferencing

Efficiency: Reduction of cost per testimony

Output: Number of video testimonies

Explanatory: Increase use of the confrontational rights of the accused as a result of national and state court rulings.

OBJECTIVE A.2: Provide the highest quality services to our customers

Outcome: Maintain high quality product; maintain ISO 17025 accreditation

Outcome: Investigate new automated technologies

A.2.1. STRATEGY: Monitor quality of case reports

Output: Amended reports issued

Efficiency: Number issued due to administrative error(s)

Efficiency: Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

Output: Number of proficiency samples analyzed

Output: Percentage tested/and successful

OBJECTIVE A.3: Provide Mississippi law enforcement agencies with needed services

Outcome: Meet the forensic services needs of our customers

A.3.1. STRATEGY: Seek feedback, both positive and negative, from customers in order to improve services offered and the management system

Output: Distribute customer satisfaction surveys

Efficiency: Analysis of completed surveys

Explanatory: Additional services dependent on availability of resources

PROGRAM 2: DNA Analysis

GOAL A: Provide forensic services for the criminal justice system (Miss. Code Ann. § 45-1-17, §99-49-1, §45-33-37(4) and §47-5-183.

OBJECTIVE A.1.: Provide timely analysis of scientific evidence for our clients

Outcome: Production of analytical results for the adjudication of cases

A.1.1. STRATEGY: Monitor casework production

Output: Reports issued

Efficiency: Cost per case analyzed

Efficiency: Average turnaround time

Efficiency: Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

Output: Number of court testimonies

Efficiency: Cost per testimony

OBJECTIVE A.2: Provide the highest quality services to our customers

Outcome: Maintain high quality product

A.2.1. STRATEGY: Monitor quality of case reports

Output: Amended reports issued

Efficiency: Number issued due to administrative error(s)

Efficiency: Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

Output: Number of proficiency samples analyzed

Output: Percentage tested/and successful

OBJECTIVE A.3.: Provide accurate and timely uploaded profiles to the CODIS database

Outcome: Maintain the integrity of the CODIS database

Output: Profiles uploaded

Efficiency: Number of profiles generated and uploaded

Explanatory: Federal funding for implementation but must transition to state funds

A.3.1. STRATEGY: Monitor the database

Output: Known Felony Offender samples in database

Efficiency: Cost per sample analyzed

Efficiency: Percentage of DNA database hits confirmed within 30 days

Explanatory: Maintain DNA database to include all felons and arrestees.

FY 2023

GOAL A: Provide forensic services for the criminal justice system (Miss. Code Ann. § 45-1--17).

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

Outcome: Production of analytical results for the adjudication of cases

Outcome: Purchase and install automated instrumentation

A.1.1. STRATEGY: Monitor casework production

Output: Reports issued

Efficiency: Cost per case analyzed

Efficiency: Average turnaround time, Improve towards a 30-day turnaround time on all casework

Efficiency: Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

Output: Number of court testimonies

Efficiency: Cost per testimony

Explanatory: Increase use of the confrontational rights of the accused as a result of national and state court rulings

Outcome: Provide computer aided video conferencing

Efficiency: Reduction of cost per testimony

Output: Number of video testimonies

OBJECTIVE A.2: Provide the highest quality services to our customers

Outcome: Maintain high quality product; maintain ISO 17025 accreditation

A.2.1. STRATEGY: Monitor quality of case reports

Output: Amended reports issued

Efficiency: Number issued due to administrative error(s)

Efficiency: Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

Output: Number of proficiency samples analyzed

Output: Percentage tested/and successful

OBJECTIVE A.3: Provide Mississippi law enforcement agencies with needed services

Outcome: Meet the forensic services needs of our customers

A.3.1. STRATEGY: Seek feedback, both positive and negative, from customers in order to improve services offered and the management system

Output: Distribute customer satisfaction surveys

Efficiency: Analysis of completed surveys

PROGRAM 2: DNA Analysis

GOAL A: Provide forensic services for the criminal justice system (Miss. Code Ann. § 45-1-17, §99-49-1, §45-33-37(4) and §47-5-183.

OBJECTIVE A.1: Provide timely analysis of scientific evidence for our clients

Outcome: Production of analytical results for the adjudication of cases

Outcome: Purchase and install automated instrumentation

A.1.1. STRATEGY: Monitor casework production

Output: Reports issued

Efficiency: Cost per case analyzed

Efficiency: Average turnaround time

Efficiency: Backlog of cases greater than 90 days old

A.1.2. STRATEGY: Provide expert testimony

Output: Number of court testimonies

Efficiency: Cost per testimony

OBJECTIVE A.2: Provide the highest quality services to our customers

Outcome: Maintain high quality product

A.2.1. STRATEGY: Monitor quality of case reports

Output: Amended reports issued

Efficiency: Number issued due to administrative error(s)

Efficiency: Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

Output: Number of proficiency samples analyzed

Output: Percentage tested/and successful

OBJECTIVE A.3: Provide accurate and timely uploaded profiles to the CODIS database

Outcome: Maintain the integrity of the CODIS database

Output: Profiles uploaded

Efficiency: Number of profiles generated and uploaded

Explanatory: Federal funding for implementation but must transition to state funds

A.3.1. STRATEGY: Monitor and maintain the database

Output: Known Arrestees and Felony Offender samples in database

Efficiency: Cost per sample analyzed

Efficiency: Percentage of DNA database hits confirmed within 30 days

FY 2024

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

Building a Better Mississippi

The Mississippi Law Enforcement Officers' Training Academy

Strategic Plan for Performance and Budgetary Success

Fiscal Year 2020-2024



Mississippi Law Enforcement Officers' Training Academy

**MISSISSIPPI LAW ENFORCEMENT OFFICERS' TRAINING ACADEMY
PLAN FOR PERFORMANCE AND BUDGETARY SUCCESS STRATEGIC
PLAN
Fiscal Years 2020 – 2024**

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	2019
Basic Students	201
In-Service/Adv. Students	1405
Refresher Students	67
Certified Investigators	23
MHP Cadets	57

Performance Measures - MLEOTA

	2018	2017	2016	2015
Basic Students	201	204	238	242
In-Service/Adv. Students	1405	2397	1308	1887
Refresher Students	67	59	53	55
Certified Investigative Program Students	23	24	45	0
MHP Cadets	57	0	0	129

Data retrieved from MLEOTA's budget request

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

Relevant Benchmarks #1.:

- Increase number of participants for three (3) twelve week (12) Basic Police Classes per fiscal year for a projected 240 entry level law enforcement officers.
- Increase number of for two (2) Basic Refresher Courses per fiscal year for a projected 70 participants.
- Increase number of participants for Mississippi Highway Safety Patrol training as appropriated for a projected 75 participants per school.
- Increase number of participants of Certified Investigators to 60 participants per year.

Statewide Goal #2.: To ensure the current law enforcement community on the state and local level receive advanced, updated training for the safety and wellbeing of the citizens of Mississippi.

Relevant Benchmarks #2.:

- Increase number of participants for classes which provide advanced, update, in-service training of skills and knowledge for a projected 2600 students per fiscal year.
- Increase number of participants for two (2) Certified Investigator Programs per fiscal year training 60 students per fiscal year.

4. Overview Narrative of the Mississippi Law Enforcement Officers' Training Academy 5-Year Strategic Plan

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

These classes will include but not limited to a certified investigator program, law enforcement management training, firearms instructor certification, accident reconstruction, instructor techniques courses, defensive driving, domestic violence intervention, crime scene, law enforcement 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, a defensive tactic facility and skeet repair.

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, (2017 currently unavailable) and the increase in populations, violent crimes have increased while robberies and property crimes have decreased each year within the United States. Again, MLEOTA supports the idea that having more law enforcement with better training will; reduce crime by the presence of officers 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
2016	323,127,513	1,248,185	332,198	7,919,035
2015	321,418,820	1,197,704	327,374	7,993,631
2014	318,907,401	1,153,022	322,905	8,209,010

Data retrieved from US Department of Justice-UCR Report



MISSISSIPPI
DEPARTMENT OF PUBLIC SAFETY
BUREAU OF NARCOTICS
Five-Year Strategic Plan
Fiscal Years 2020-2024
718-00

MISSISSIPPI
DEPARTMENT OF PUBLIC SAFETY
BUREAU OF NARCOTICS
Strategic Plan, 2020-2024

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 men to liberty, equality and justice. It safeguards lives and property; and it protects the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder.

3. Relevant Statewide Goal and Benchmark

Statewide Goal: To provide for the public's safety, including providing timely and appropriate responses to emergencies and disasters, and to operate a fair and effective system of justice

Statewide Benchmark: Number of reported arrests for drug abuse violations per 100,000 of population

4. Overview of Five-Year Strategic Plan

The 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 abuse violations. To do so, the MBN will utilize intelligence-gathering to initiate drug investigations as well as information-sharing with federal, state, and local enforcement and regulatory agencies in the state and around the nation.

In furtherance of its goal and objective, the MBN will:

- Staff its headquarters and eight enforcement districts as well as assign agents to federal and state task forces and special operations groups;
- Offer drug enforcement training to law enforcement agencies and drug awareness training to school and college groups as well as professional and community organizations;

- Manage the destruction of drugs and drug-related contraband confiscated by state and local law enforcement agencies.

In addition, in anticipation of continued expansion of the MBN's asset forfeiture system, the agency will:

- 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.

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 to emerging drug-trafficking trends.

A case in point: The State is contending with a drug abuse crisis involving opioids, including prescription painkillers, heroin and fentanyl. According to information reported to the MBN, in 2017 opioids contributed to the accidental overdose deaths of 256 Mississippians — that's approximately one death every two days.

After a review of available intelligence, one method the MBN used to stem the opioid crisis was to lessen the vulnerability of independent pharmacies to burglaries. The agency did so by collaborating with the Mississippi Board of Pharmacy to develop improved security protocols as a part of continuing education for the pharmacists. As a result, the overall number of successful pharmacy burglaries fell by more than half from 2016 to 2017, down from 41 to 23 respectively.

5.2: When narcotics agents successfully combat a drug problem, dealers adapt — often making it necessary for law enforcement to seek revisions of the law as well as other resources.

5.3: There are no pending monetary demands stemming from federal and state audits of MBN operations; nor are there any judgments against the agency.

5.4: An executive director appointed by the commissioner of the state Department of Public Safety heads the MBN. The deputy director—chief of enforcement oversees investigations, while the lead attorney—chief of staff oversees administration; both report to the executive director.

5.5: The agency has a manual on policies and procedures that covers all issues governing administration and investigations. It is revised as needed; and all personnel are required to acknowledge written receipt of it, with such written receipt maintained by Human Resources.

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

6. Agency Goal, Objective, Strategy and Measures

Program: Drug Enforcement

Fiscal Year 2020

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

Objective: Increase the number of arrests for drug abuse violations

Outcome: Percentage change in number of drug suspects arrested

Outcome: Percentage change in number of drug cases prosecuted

Outcome: Percentage change in number of drug organizations disrupted and/or dismantled

Strategy: Use intelligence-gathering to initiate drug investigations and information-sharing with federal, state, and local enforcement and regulatory agencies in the state and around the nation

Output: Number of drug suspects arrested

Output: Number of drug cases prosecuted

Output: Number of drug organizations disrupted and/or dismantled

Efficiency: Cost of purchasing information

Efficiency: Cost of purchasing evidence

Fiscal Year 2021

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

Objective: Increase the number of arrests for drug abuse violations

Outcome: Percentage change in number of drug suspects arrested

Outcome: Percentage change in number of drug cases prosecuted

Outcome: Percentage change in number of drug organizations disrupted and/or dismantled

Strategy: Use intelligence-gathering to initiate drug investigations and information-sharing with federal, state, and local enforcement and regulatory agencies in the state and around the nation

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 2022

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

Objective: Increase the number of arrests for drug abuse violations

Outcome: Percentage change in number of drug suspects arrested

Outcome: Percentage change in number of drug cases prosecuted

Outcome: Percentage change in number of drug organizations disrupted and/or dismantled

Strategy: Use intelligence-gathering to initiate drug investigations and information-sharing with federal, state, and local enforcement and regulatory agencies in the state and around the nation

Output: Number of drug suspects arrested

Output: Number of drug cases prosecuted

Output: Number of drug organizations disrupted or dismantled

Efficiency: Cost of purchasing information

Efficiency: Cost of purchasing evidence

Fiscal Year 2023

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

Objective: Increase the number of arrests for drug abuse violations

Outcome: Percentage change in number of drug suspects arrested

Outcome: Percentage change in number of drug cases prosecuted

Outcome: Percentage change in number of drug organizations disrupted and/or dismantled

Strategy: Use intelligence-gathering to initiate drug investigations and information-sharing with federal, state, and local enforcement and regulatory agencies in the state and around the nation

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 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 abuse violations

Outcome: Percentage change in number of drug suspects arrested

Outcome: Percentage change in number of drug cases prosecuted

Outcome: Percentage change in number of drug organizations disrupted and/or dismantled

Strategy: Use intelligence-gathering to initiate drug investigations and information-sharing with federal, state, and local enforcement and regulatory agencies in the state and around the nation

Output: Number of drug suspects arrested

Output: Number of drug cases prosecuted

Output: Number of drug organizations disrupted or dismantled

Efficiency: Cost of purchasing information

Efficiency: Cost of purchasing evidence

The Mississippi State Medical Examiner's Office Strategic Plan for Fiscal Years 2020-2024

I. Mission Statement

The mission of the Mississippi State Medical Examiner's Office is to assure that all deaths which affect the public interest are properly investigated, diagnosed and reported. The types of deaths investigated by the SMEO include all child deaths and all deaths occurring in law enforcement custody. In addition, the SMEO investigates and examines deaths due to violence (all homicides), drug toxicity, work place accidents, infectious disease, natural disease, aviation and maritime deaths, elder abuse and mass disasters. The State Medical Examiner's Office is also tasked with the identification of all unknown human remains and all fire deaths. This is accomplished in the prescribed timeframe and manner so as to protect the decedent, as mandated in the Mississippi Code §41-61-63. The SMEO also assures that all coroners and their deputies meet the required educational standards, and it provides continuing education courses in the most current forensic investigative techniques and procedures, as mandated in Mississippi Code §41-61-57. In an effort to assist coroners in the forensic determination of cause and manner of death, the office provides information on the latest forensic technology and expert services and resources. 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:

The ethical and professionally responsible medical examiners . . .

- 1) Are independent, impartial, detached, and objective, approaching all examinations with due diligence and an open mind.
- 2) Conduct full and fair examinations. Conclusions are based on the evidence and reference material relevant to the evidence, not on extraneous information, political pressure, or other outside influences.
- 3) Are aware of their limitations and only render conclusions within their area of expertise and about matters which they have given formal consideration.

- 4) Honestly communicate with all parties (the investigator, prosecutor, defense, and other expert witnesses) about all information relating to their analyses, when communications are permitted by law and agency practice.
- 5) Report to the appropriate legal or administrative authority unethical, illegal, or scientifically questionable conduct of other medical examiner employees. The State Medical Examiner will take appropriate action if there is potential for, or there has been, a miscarriage of justice due to circumstances that have come to light, incompetent practice or malpractice.
- 6) Report conflicts between their ethical/professional responsibilities and applicable agency policy, law, regulation, or other legal authority, and attempt to resolve them.
- 7) Do not accept or participate in any case on a contingency fee basis or in which they have any other personal financial conflict of interest or an appearance of such a conflict.

Competency and Proficiency:

The ethical and professionally responsible medical examiners . . .

- 8) Are committed to career-long learning in forensic medicine and stay abreast of new techniques while guarding against the misuse of unsubstantiated opinions and conclusions.
- 9) Are properly trained and determined to be competent through board certification.

Clear Communications:

The ethical and professionally responsible medical examiners . . .

- 10) Accurately represent their education, training, experience, and area of expertise.
- 11) Present accurate and complete data in reports, testimony, publications and oral presentations.
- 12) Make and retain full, contemporaneous, clear and accurate records of all examinations conducted and conclusions drawn, in sufficient detail to allow meaningful review and assessment of the conclusions by an independent person competent in the field. Reports are prepared in which facts, opinions and interpretations are clearly distinguishable, and which clearly describe limitations of the interpretations and opinions presented.
- 13) Do not alter reports or other records, or withhold information from reports for strategic tactical litigation advantage.

- 14) Testify to results obtained and conclusions reached when they have confidence that the opinions are based on good scientific and medical principles and methods. Opinions are to be stated so as to be clear in their meaning. Wording should not be such that invalid inferences may be drawn or opinion may be slanted.
- 15) Attempt to qualify their responses while testifying when asked a question with the requirement of a simple “yes” or “no” answer, if answering “yes” or “no” would be misleading to the judge or the jury.

III. Statewide Goals and Benchmarks:

Statewide Goal #1: To protect the public’s safety, including providing timely and appropriate responses to emergencies and disasters and to operate a fair and effective system of justice.

Benchmarks #1:

- Crimes per 100,000 population (includes the crimes of murder, rape, robbery aggravated assault, burglary, larceny-theft, and motor vehicle theft)
- Reported arrests for drug abuse violations per 100,000 population
- Case clearance rates (the number of outgoing cases as a percentage of the number of incoming cases)
- Time to case disposition (percentage of cases disposed within the time standard set for each case type)
- Alcohol and Drug impaired driving fatalities per 100,000 population

Statewide Goal #2: to protect Mississippians from risks to public health and to provide them with the health-related information and access to quality healthcare necessary to increase the length and quality of their lives.

Benchmarks #2:

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

- Identify deaths due to injury of any intent (unintentional, suicide, homicide, undetermined)
- Identify prescription drug abuse deaths
- Identify and investigate occupational deaths
- Identify and investigate the deaths of persons 10-14 and 15-24 years by unintentional injuries (not including motor vehicle injuries), motor vehicle injuries, homicide and suicide
- Identify and investigate the deaths of persons ages 0-9 years by unintentional injuries (not including motor vehicle injuries), motor vehicle injuries, and homicide

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

The five year strategic plan for the office of the State Medical Examiner is to assure all deaths affecting the public interest are thoroughly investigated and reported; to provide a central record-keeping system by storing information in a central database; and to assist the county coroner (Medical Examiner Investigator) or deputy in arranging autopsies. 2017-2018 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 State Medical Examiner's Office is influenced by a number of external and internal factors, many of which are listed here.

1) Court Rulings:

Court rulings and interpretations have had a significant impact on the State Medical Examiner. Recent US Supreme Court Rulings and MS Appellate Court Rulings involving confrontation of the medical examiner in court have increased our court and testimony time, leaving less time in the MSME Office for autopsies and ultimately effecting our turn-around time on cases.

2) Demographic Effects:

Increases in homicides, suicides and drug related deaths may increase overall caseload.

3) Operational Procedures:

Any disaster, major crime spree, terror activity, etc. can affect prioritization of personnel and resources to be re-directed as needed and ultimately result in the modification of normal daily operations, including personnel and funds.

4) Potential loss of skilled and professional personnel:

The retention of highly qualified and trained forensic pathologists is challenging. The demand for these individuals is greater than the supply and one loss will greatly impact the efficiency of the operation.

Internal Management Systems utilized to evaluate performance achievements in relationship to targeted performance levels.

- 1) The State Medical Examiner's Office is a division of the Department of Public Safety falling under the purview the Director of the Mississippi Crime Laboratory. The Chief State Medical Examiner oversees four board certified forensic pathologists and staff.

- 2) The hiring of three additional Forensic Pathologists will greatly enhance the efficiency of the State Medical Examiner's Office in performing its duties through the state, especially at the Gulf Coast Regional Office.
- 3) Digital X-ray equipment is already installed in the Gulf Coast morgue and in the new Rankin County facility. This will be a major improvement over the current equipment and will greatly increase the quality of the x-ray images used for diagnosis at the autopsy.
- 4) The loss of a Forensic Pathologist would have a significant negative impact on the ability of the State Medical Examiner's Office to perform its duties and achieve its goals.

VI. Agency's Goals, Objectives, Strategies and Measures by Program for FY2020 through FY 2024:

PROGRAM 1: Forensic Pathology

FY 2020

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 2021

OBJECTIVE A.1: Provide timely reporting of death investigations

Outcome: Production of autopsy reports

A.1.1. STRATEGY: Monitor case production

Output: Autopsy reports issued

Efficiency: Cost per case analyzed

Efficiency: Average turnaround time

A.1.2. STRATEGY: Provide expert testimony

Output: Court testimonies

Efficiency: Cost per testimony

OBJECTIVE A.2: Provide timely services to our Gulf Coast region

Outcome: Provide autopsy services at the Gulf Coast Regional Morgue

A.2.1. STRATEGY: 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 2022

OBJECTIVE A.1: Provide timely reporting of death investigations

Outcome: Production of autopsy reports

A.1.1. STRATEGY: Monitor case production

Output: Autopsy reports issued

Efficiency: Cost per case analyzed

Efficiency: Average turnaround time

A.1.2. STRATEGY: Provide expert testimony

Output: Court testimonies

Efficiency: Cost per testimony

OBJECTIVE A.2: Provide timely services to our Gulf Coast region

Outcome: Provide autopsy services at the Gulf Coast Regional Morgue

A.2.1. STRATEGY: Maintain forensic services

Output: Autopsy reports issued

Efficiency: Cost per case analyzed

OBJECTIVE A.3: Provide timely services to our North Mississippi region

Outcome: 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 2023

OBJECTIVE A.1: Provide timely reporting of death investigations

Outcome: Production of autopsy reports

A.1.1. STRATEGY: Monitor case production

Output: Autopsy reports issued

Efficiency: Cost per case analyzed

Efficiency: Average turnaround time

A.1.2. STRATEGY: Provide expert testimony

Output: Court testimonies

Efficiency: Cost per testimony

OBJECTIVE A.2: Provide timely services to our Gulf Coast region

Outcome: Provide autopsy services at the Gulf Coast Regional Morgue

A.2.1. STRATEGY: Maintain forensic services

Output: Autopsy reports issued

Efficiency: Cost per case analyzed

OBJECTIVE A.3: Provide timely services to our North Mississippi Region

Outcome: Provide autopsy services at the North Mississippi Morgue

A.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 2024

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

Mississippi Leadership Council on Aging
Five Year Strategic Plan
Fiscal Years 2020-2024
743-00

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 2020 through FY 2024:

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 \$65,431.00 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 45 Triad programs

Explanatory: Reduction of special fund converted to general funds by

Senate Bill 2362.

STRATEGIC PLAN



Department of Public Safety,
Division of Public Safety Planning
Board of Emergency Telecommunications Standards & Training
2020-2024

743-00

Public Safety - Board of Emergency Telecommunications (743-00)
Strategic Plan (2020-2024)
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 insure that emergency telecommunicators have the best preparation feasible to enable them to carry out their duties in a manner that protects the health, safety and welfare of the citizens of this state.

2. Philosophy

The Board of Emergency Telecommunications Standards and Training conducts agency business with fairness and conviction. We approach our responsibilities to all people of Mississippi with a deep sense of purpose and commitment. We believe in a state where we look to our laws for justice and equity, where calls for emergency service are responded to by well-qualified persons with the highest standards of ethics and accountability. Our core values are integrity, dedication, and quality responsive customer service.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1.: To protect the public's safety, by providing timely and appropriate training for emergency telecommunicators that respond to the public's calls to emergencies and disasters.

Relevant Benchmarks #1.:

- Number of active telecommunicators providing public safety response.
- Number of new emergency telecommunicators in the state.

Statewide Goal #2.: To ensure Mississippians are efficiently served by high-quality

professionals in order to operate a fair and effective system of justice.

Relevant Benchmarks #2.:

- Percentage of new and renewed professional certifications issued.
- Number of administrative actions taken against professional certificates.

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

The Board of Emergency Telecommunications Standards and Training has identified several primary areas of activities for the next five years. The Board plans to train and certify newly hired telecommunicators as required by law, provide continuing education for re-certification, review/redesign telecommunications curriculum and provide accreditation and certification to telecommunications agencies. The Board plans to continue the reimbursement of 100% of training costs to the agencies governed by this program.

With growing awareness that there are many threats to the health, safety and welfare of all our citizens, the 911 emergency telecommunications community can have a significant impact on every aspect of public safety. The 911 coordinator at each county as well as 911 officials in each center can provide training to all participants in public safety. The Board has developed and implemented a public safety training program utilizing 911 personnel as trainers. Once selected personnel have completed their initial training program, they will be provided with curricula and other resources to provide needed training at every level. Many communities could benefit from the implementation of full service emergency medical dispatch and pre-arrival instructions. Promoting understanding of this lifesaving service would aid the implementation in every 911 center. Emergency planning and command incident programs will be directed toward key leadership in each community.

The Board has implemented an agency accreditation (selection, training, supervision and policy) and certification program that promotes a basic level of achievement and encourages agencies to seek higher levels. The accreditation program includes standards for 911 centers. The program begins with a two year period of self assessment and implementation of policy that addresses the accreditation standards. The Board has provided policy guidelines, obtained and developed to assure the current state of the art and best practices, at no cost to agencies. Agencies assess each guideline and make needed changes to develop and implement their local policy. Such participation will not only aid the agencies in overall management and operational functions but may also enable them to obtain a discount in insurance rates for high levels of accreditation.

The Board will continue to search for cost effective training aids which would be available to local agencies to augment the delivery of advanced and in-service training. Telecommunicators are required to complete six subject areas consisting of forty-eight hours per certification period.

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 2020 Through FY 2024:

Goal A: Certification and Standards Development – To develop, implement, and enforce professional standards, and to create new incentives and opportunities for the emergency telecommunicator community to grow in their professional competencies.

Objective A.1. Contribute to continuing reduction in the threat of crime in Mississippi by ensuring the competencies of new and existing certified emergency telecommunicators

through development and implementation of professional standards.

Outcome: Percent of appointed emergency telecommunicators obtaining certification

Outcome: Percent of appointed emergency telecommunicators obtaining recertification

Outcome: Insure Competency of Critical Skill Areas for 100% of Course Graduates

A.1.1. Strategy: Issue certificates to individuals who demonstrate required competencies; assist emergency telecommunicators and departments in the review and maintenance of their certificates.

Output: Emergency Telecommunicators Certified

Output: Certification Transactions

Efficiency: Average Certification Cost per Individual Telecommunicator Certificate Issued

Efficiency: Average Recertification Cost per Individual Telecommunicator Certificate Issued

Efficiency: Certification Transaction Cost per Student

Explanatory: Number of Certified Individual Appointed

Explanatory: Number of Individuals Meeting Training Requirement

A.1.2 Strategy: Set standards for training facilities to ensure the development, delivery, and quality of emergency telecommunicator's training and education; certify emergency telecommunicator's training facilities and instructors; approve and maintain continuing education requirements.

Output: Telecommunication's Instructors Approved

Output: Telecommunication's Curriculum Approved

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

Efficiency: Emergency Telecommunicator Cost per Course

Explanatory: Number of Training Providers Certified

Explanatory: Number of Courses Approved

Goal B: Regulate Emergency Telecommunicator Certification - To develop, implement, and enforce processes designed to ensure compliance with professional standards and state statutes, and to investigate violations.

Objective B.1. Reduce the incidence of telecommunicator misconduct in Mississippi within the provisions of statutes and rules that govern the agency.

Outcome: Percent of administrative review actions taken within

one year

B.1.1. Strategy: Investigate violations of administrative and criminal statutes relating to the Board's mission, and revoke certificates, suspend certificates, reprimand certificates or inactivate certificates for violations of statutes or policy.

Output: Number of Separation Reports Received and Processed

Efficiency: Average Cost per Complaint Resolved

Explanatory: Number of Reprimands Issued

Explanatory: Number of Certificates Suspended

Explanatory: Number of Certificates Revoked

Explanatory: Number of Certificates Inactivated

B.1.2. Strategy: Provide assistance to the emergency telecommunications community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions.

Output: Number of Field Service Monitoring Visits

Output: Number of Training Quality Monitoring – Documents

Output: Number of Emergency Telecommunicator's Files
Maintained and Served

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

Efficiency: Average Cost of Files Reviewed in One Year Period

Efficiency: Training Quality Monitoring Cost per Student

Explanatory: Evaluating and assisting agencies and training providers

Explanatory: Number of Telecommunicators Served

STRATEGIC PLAN



Department of Public Safety,
Division of Public Safety Planning
Board on Jail Officer Standards & Training
2020-2024

743-00

Public Safety - Board on County Jail Officer Stds & Tng (743-00)
Strategic Plan (2020-2024)
BOARD ON JAIL OFFICER STANDARDS AND TRAINING
743-00

1. Comprehensive Mission Statement:

The mission of the Board on Jail Officer Standards and Training is to establish and enforce standards to ensure that the people of Mississippi are served by highly trained and ethical jail and youth detention personnel. In Mississippi Code, § 45-4-1, the Legislature found that the administration of jails and youth detention facilities is of statewide concern, and that the activities of jail officers are important to the health, safety and welfare of the people of this state and are of such nature as to require education and training of a professional nature of jail officers. It is the intent of the Legislature to provide for the coordination of training programs and the establishment of standards for jail officers. The purpose of the Board is to insure that jail officers are selected according to high standards. Once selected, the Board intends that jail officers have the best preparation feasible to enable them to carry out their duties in a manner that protects the health, safety and welfare of the citizens of this state.

2. Philosophy

The Board on Jail Officer Standards and Training conducts agency business with fairness and conviction. We approach our responsibilities to all people of Mississippi with a deep sense of purpose and commitment. We believe in a state where we look to our laws for justice and equity, where well-qualified persons with the highest standards of ethics and accountability serve in jail and youth detention facilities. Our core values are integrity, dedication, and quality responsive customer service.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1.: To protect the public's safety, by providing timely and appropriate training for jail and youth detention officers that serve in jails and youth detention facilities.

Relevant Benchmarks #1.:

- Number of active jail and youth detention officers providing public safety duties in jail and youth detention facilities.
- Number of new jail and youth detention officers in the state.

Statewide Goal #2.: To ensure Mississippians are efficiently served by high-quality professionals in order to operate a fair and effective system of justice.

Relevant Benchmarks #2.:

- Percentage of new professional certifications issued.
- Number of administrative actions taken against professional certificates.

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

The Board on Jail Officer Standards and Training continues the process of fine-tuning the training program and the delivery system. The Board has accredited training facilities and certified instructors to serve the detention officer community. With the numbers of institutions and trainers needed to minimize travel and other expenses the Board faces considerable challenge in providing assessment and monitoring of training quality. The Board is constantly researching the upgrading of training for adult detention officers and juvenile detention officers.

The Board plans to train and certify newly hired detention officers as required by law and continue the reimbursement of training costs to the agencies governed by this program. Due to the increasing demand for training reimbursements and cost of training, the Board 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 2020 through FY 2024:

Goal A: Certification and Standards Development – To develop, implement, and enforce professional standards, and to create new incentives and opportunities for the jail and detention officer community to grow in their professional competencies.

Objective A.1. Contribute to continuing reduction in the threat of crime in Mississippi by ensuring the competencies of new and existing certified jail and youth detention officers

through development and implementation of professional standards.

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

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

A.1.1. Strategy: Issue certificates to individuals who demonstrate required competencies; assist jail and youth detention officers and departments in the review and maintenance of their certificates.

Output: Jail and Youth Detention Officers Certified

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

Explanatory: Number of Individual Appointed

Explanatory: Number of Individuals Meeting Training Requirement

A.1.2 Strategy: Set standards for training facilities to ensure the development, delivery, and quality of training and education; certify training facilities and instructors.

Output: Jail and Youth Detention Instructors Approved

Output: Jail and Youth Detention Curriculum Approved

Efficiency: Average Cost of Basic Jail Officer Training Course

Explanatory: Number of Training Providers Certified

Explanatory: Number of Courses Approved

Goal B: Regulate Jail Officer and Youth Detention Officer Certification - To develop, implement, and enforce processes designed to ensure compliance with professional standards and state statutes, and to investigate violations.

Objective B.1. Reduce the incidence of jail and youth detention officer misconduct in Mississippi within the provisions of statutes and rules that govern the agency.

Outcome: Percent of administrative review actions taken within one year

B.1.1. Strategy: Investigate violations of administrative and criminal statutes relating to the Board's mission, and revoke certificates, suspend

certificates, reprimand certificates or inactivate certificates for violations of statutes or policy.

Output: Number of Separation Reports Received and Processed

Output: Number of Administrative Review Actions

Efficiency: Average Cost per Complaint Resolved

Explanatory: Number of Reprimands Issued

Explanatory: Number of Certificates Suspended

Explanatory: Number of Certificates Revoked

Explanatory: Number of Certificates Inactivated

B.1.2. Strategy: Provide assistance to the emergency telecommunications community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions.

Output: Number of Certification Transactions - Documents

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

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

Efficiency: Average Cost of Files Reviewed in One Year Period

Explanatory: Evaluating and assisting agencies and training providers

Explanatory: Number of Officers Served

5- Year STRATEGIC PLAN



Office of Justice Programs Juvenile
Justice Programs Division Juvenile
Facility Monitoring Unit

743-00

FY 2020 - 2024

JUVENILE FACILITY MONITORING UNIT

1. Comprehensive Mission Statement

The mission of the Juvenile Facilities Monitoring Unit is to investigate, evaluate and secure the rights of children held in juvenile justice facilities to ensure that the people of Mississippi are served by a fair and effective system of justice. In Mississippi Code, § 43-21-323, the Legislature established the Juvenile Facilities Monitoring Unit to work in cooperation with the Juvenile Justice Advisory Committee. Juvenile justice facilities include detention centers, training schools and group homes throughout the state and the Unit is to ensure that the facilities operate in compliance with national best practices and state and federal law. The unit monitors only group homes that serve as dispositional placement for delinquent youth.

2. Philosophy

The Juvenile Facilities Monitoring Unit conducts agency business with fairness and conviction. We approach our responsibilities to all people of Mississippi with a deep sense of purpose and commitment. We believe in a state where we look to our laws for justice and equity, where well-qualified persons with the highest standards of ethics and accountability serve in youth detention facilities. Our core values are integrity, dedication, and quality responsive customer service.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1.:

To protect the public's safety, by monitoring the timely and appropriate training for youth detention officers that serve in youth detention facilities. .

Relevant Benchmarks #1.:

- Number of active youth detention officers providing public safety duties in youth detention facilities.
- Number of new youth detention officers in the state.

Statewide Goal #2.: To ensure Mississippians are effectively and efficiently served by high-quality professionals in youth detention facilities that are in compliance with national best practices and state and federal law.

Relevant Benchmarks #2.:

- Number of facilities inspected for proper detention management and operations.
- Number of facilities inspected for emergency preparedness and mental health issues.

4. Overview of the Agency 5-Year Strategic Plan

The Juvenile Facility Monitoring Unit Strategic Plan involves inspecting facilities, training juvenile detention facilities' staff, investigating complaints concerning the treatment of children, providing technical assistance and conducting assessments of the level of compliance of the facilities. Under Mississippi Code § 43-21-321, the Juvenile Facilities Monitoring Unit (JFMU) is statutorily tasked with the following duties:

- To review and evaluate all procedures set by detention centers, training schools and group homes and all records containing information related to the operations of the detention centers, training schools and group homes;
- To review and investigate all complaints filed with the monitoring unit concerning children's treatment in detention centers, training schools and group homes;
- To conduct quarterly monitoring visits of all detention centers, training schools and group homes. The monitor shall have access to an entire facility and shall conduct confidential interviews with youth and facility staff;
- To advise a facility on how to meet the needs of children who require immediate attention;
- To provide technical assistance and advice to juvenile detention facilities, which will assist the facilities in complying with state and federal law.

However, with the passage of Senate Bill 2364 with what is now Mississippi Code § 43-21-901, the Mississippi Juvenile Detention Facilities Licensing Act, the Juvenile Facilities Monitoring Unit (JFMU) has two additional target areas as priorities for the next five years which include licensing and training/curriculum. The JFMU will continue to monitor facilities for conditions of confinement and provide technical assistance to facilities as needed.

The Juvenile Facilities Monitoring Unit is requesting an increase in funding for FY 2020. The JFMU will need additional funding for FY 2020 – FY 2024 to fulfill the requirements of Mississippi Code § 43-21-901 which identifies the Department of Public Safety as the Licensing and Certification agency for all juvenile detention centers. Mississippi Code § 43-21-901 adopts uniform juvenile justice standards as set forth in the Juvenile Detention and Alternatives Task Force: Report to the Mississippi Legislature 2014 which recommends that funding be made available for training of detention staff.

The Department of Public Safety staff has been in communication with the Center for Children's Law and Policy concerning the development of a juvenile justice training curriculum for juvenile detention officers. An estimated cost of an appropriate training curriculum which provides training on relevant juvenile justice issues concerning adolescent brain development and Prison Rape Elimination Act is \$125,000.

Furthermore, the additional responsibilities will require the hiring of two Staff Officers II at a total cost of \$148,714 (includes support costs, travel, and, fringes). Additional staff will allow for more time in each facility thereby reducing the frequency of incidents, as well as allowing staff to quickly identify issues within the facility and work with detention staff to resolve them. A greater presence on behalf of the state monitors in the detention facilities identifying issues ultimately could save both the state and respective counties from frivolous lawsuits. Ultimately, allowing the state to be compliant with the Department of Justice, Civil Rights Act.

5. Agency's External/Internal Assessment

- 1) A lack of cooperation from juvenile detention facilities.
- 2) A lack of funding for operational expenses.
- 3) Laws may be passed that change the scope of the mission of the unit such as the 2016 passage of Miss. Code Ann. Sec. 43-21-901 *et Seq.* also known as the Mississippi Juvenile Detention Facilities Licensing Act.

The procedures govern the overall operation of the agency. In addition, internal operational procedures guide the staff in the performance of its work. Budgetary constraints are always considered when new or expanded projects are requested.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2020 through FY 2024:

Goal A: Enforce Youth Detention Officer Standards – To implement, and enforce professional standards, and to create new incentives and opportunities for the youth detention community to grow in their professional competencies.

Objective A.1. Contribute to continuing reduction in the threat of crime in Mississippi by ensuring the competencies of new and existing youth direct care staff through development and implementation of professional standards.

Outcome: Ratio of trained direct care staff to juveniles

A.1.1. Strategy: Enforce certification regulations required of individuals in direct care of juveniles; assist youth detention officers and departments in the review and maintenance of their certificates.

Output: Certified Youth Detention Officers
Output: Juveniles in Facilities Served

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

Explanatory: Number of Individual Appointed
Explanatory: Number of Individuals Meeting Training Requirement

A.1.2 Strategy: Inspect to ensure the safe and secure operation of youth detention facilities.

Output: Youth Detention Facilities Served
Output: Number of Facilities Inspected)

Efficiency: Average Cost of Facility Inspected

Explanatory: Number of Facilities
Explanatory: Number of Inspections

Goal B: Enforce Youth Detention Operation Standards - To implement, and enforce processes designed to ensure compliance with conditions of confinement and to investigate violations.

Objective B.1. Reduce the incidence of misconduct in youth detention facilities in Mississippi within the provisions of statutes and rules that govern the agency.

Outcome: Percent of administrative review actions taken within one year

B.1.1. Strategy: Investigate violations of administrative and criminal statutes relating to the agency's mission.

Output: Number of Complaints within Juvenile Facilities

Efficiency: Average Cost per Complaint Resolved

Explanatory: Number of Complaints

B.1.2. Strategy: Provide assistance to the youth detention community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions.

Output: Number of Monitoring Actions-Documents

Output: Strategic Plans Implemented and Reviewed

Efficiency: Average Cost per Services Action

Explanatory: Evaluating and As

STRATEGIC PLAN



Department of Public Safety,
Division of Public Safety Planning
Board on Law Enforcement Officer Standards & Training
2020-2024

743-00

Public Safety - Bd on Law Enforcement Officers' Stds & Tng (743-00)
Strategic Plan
Board on Law Enforcement Officer Standards and Training (2020-2024)

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.

The Board is requesting to increase the equipment budget from \$3000.00 to \$5000.00 for FY 2020. This will be necessary to replace aging computer equipment.

The Board has increased the refresher course by 80 training hours beginning July1, 2018. This change will require an additional \$600.00 per officer to reimburse the agencies for their full-time officers completing the refresher course. The Board will begin reimbursing agencies \$300.00 per student for their full-time officers completing the skills testing/law courses. Within the next five years, the Board will need to ask for additional funding as the demand for reimbursement increases.

The Board has increased the part-time basic course by 107 training hours. Beginning July 1, 2018, the Board will directly fund part-time academies the amount of \$400.00 per student that completes the part-time training program, \$200.00 for part-time officers

completing the refresher program, and \$150.00 for part-time officers completing the skills testing/law courses. 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 2020 Through FY 2024:

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 Law Enforcement Trainees

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



5 Year Strategic Plan for
the Fiscal Years of
2020-2024
743-00

Mississippi Office of Highway Safety

Year Strategic Plans for the Fiscal Years 2020-2024

1. Comprehensive Mission Statement:

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

2. Philosophy:

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

3. Relevant Statewide Goals and Bench Marks

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

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

4. Overview of the Agency 5-Year Strategic Plan

The MOHS program operates under the provisions of the Federal Highway Safety Act of 1966, 23 Chapter 4, Section 402. 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 FY20-FY24.

The MOHS will continue to use during FY20-FY24 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 FY20-FY24. 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.

5. Agency's External/Internal Assessment:

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

5.1 External Assessments:

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

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

The MOHS will participate in an upcoming Management Review Assessment in August, 2018 for the review of the MOHS grant program, which will include grant document, administrative, policy and regulation review. The MOHS will take part in a Traffic Records Assessment during the federal fiscal year FY19 (2018-2019) and an Occupant Protection Review during the fiscal year FY20 (2019-2020). The state will receive 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.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY2020 through FY2024.

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 (2012-2016) of 175 to 170 by the end of (2015-2019).
- Activity Measure/Impaired Driving: To maintain the number of impaired driving citations issues during grant funded enforcement activities during the five year average (2013-2017) of 11,025 by the end of 2016-2020.
- MOHS Outcome Measure: Teen-AL: To maintain the number of alcohol related fatalities among 16-20 year old drivers and passengers from the five year average (2012-2016) of 13.6 by the end of 2015-2019. 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 FY20-FY24.

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: Survey: Conduct an attitudinal survey based on the NHTSA/GHSA agreed upon questions to track driver attitude and awareness related to impaired driving. Contract with a Research Group to perform Behavioral Measures Survey; Participate in statewide Behavioral Measures Survey for Youth (Smart Track); Conduct Survey within final quarter of grant period; and Generate final analysis report to include in the Annual Report.

Output: Continue to perform (1) attitudinal survey per year.

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

Strategy A.1.9: Evaluation: Continue to evaluate grant funded impaired driving activities; Review monthly cost report; Review monthly activity reports; Review quarterly progress reports; Conduct in-house monitoring; Conduct on-site monitoring visits; and Review all surveys and analysis of data collected.

Output: Continue to perform (12) grant reviews on activities, monthly cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Perform (4) quarterly grant reviews on activities, cost reporting per sub-grantee during the fiscal year or as many as the grant is effective.

Output: Continue to conduct at least (1) on-site monitoring visit per sub-grantee; 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.1.10: 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.1.11: Public Information and Enforcement: Continue to implement educational alcohol/drug programs aimed at reducing the number of impaired drivers under the age of 21, to include parent education; Continue funding University Medical Center youth programs 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.1.12: Education: Improve education on new and/or updated laws related to alcohol/drug impaired driving; Supply services through the LEL Program and TSRP Program; Provide information through MAHSL Meetings and special MOHS Task Forces.

- 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 (2012-2016) of 293 to 307 by the end of (2015-2019). Based on early state data, the MOHS will again experience an increase in unrestrained fatalities in 2017, which will result in increases in the number of unrestrained fatalities for the projected end of 2019.

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 (2013-2017) of 77.8% to 79.62% by the end of 2016-2020.

MOHS Outcome Measure: Teen-OP: To decrease the expected rise in number of unbelted related fatalities among 16-20 year old drivers and passengers from the five year average (2012-2016) of 32 to 37.92 by the end of 2015-2019. Based on early state data, the MOHS will increase the number of unbelted related fatalities among the age group of 16-20 year olds.

Strategy A.1: Occupant Protection Coordinated Program: Provide a comprehensive statewide Occupant Protection Coordinated Program. Conduct pre and post seatbelt surveys annually for FY20-FY24; 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 FY20-FY24; 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 FY20-FY24; 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* 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 through MAHSL Meetings and 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 driver attitude and awareness related to seat belt issues by conducting surveys during the fourth quarter of FY 20-24. Conduct Seatbelt and Child Restraint Survey to track seatbelt usage across the State.

Output: Continue to perform (1) attitudinal survey per year.

Output: Continue to perform (1) seatbelt and child restraint survey per year,

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

Program 3: 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 decrease the expected rise in the number of unrestrained passenger vehicle occupant fatalities in all seating positions from the five year average (2012-2016) of 293 to 307 by the end of (2015-2019). Based on early state data, the MOHS will again experience an increase in unrestrained fatalities in 2017, which will result in increases in the number of unrestrained fatalities for the projected end of 2019.

Speed: To decrease the number of speeding related fatalities by 5% from the five year average (2012-2016) of 99 to 94 by the end of (2015-2019).

Under 21: To maintain the number of under the age of 21 drivers in fatal crashes from the five year average of 83 (2012-2016) by the end of (2015-2019).

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 monthly

MAHSL Meetings at least (1) per quarter to stay up to date on the latest information. Attend quarterly meetings to strategic plan enforcement efforts through data trends, performance measures and strategies.

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

Strategy 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 MAHSL Meetings and 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

Strategy A1.5: Surveys: MOHS will utilize the NHTSA/GHSA questions to track driver attitude and awareness related to seat belt issues by conducting surveys during the fourth quarter of FY 2020-2024.

Output: Continue to perform (1) attitudinal survey per year.

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

**FIVE (5) YEAR STRATEGIC PLAN
FISCAL YEARS 2020 - 2024**



**DIVISION OF PUBLIC SAFETY
PLANNING
OFFICE OF JUSTICE PROGRAMS**

Division of Public Safety Planning
Office of Justice Programs (OJP)
Five (5) Year Strategic Plan for the Fiscal Years
2020-2024

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 2020 -FY 2024, describes the underlying issues and situations facing the Mississippi's criminal justice systems at the state, local and tribal levels and how OJP is responding to them. It emphasizes the importance of partnerships between OJP and state, local and tribal governments. Most important, the plan communicates the challenges that OJP faces in prioritizing increasing demands for resources and how it will address these challenges. The OJP Strategic Plan provides a framework to focus funding in order to optimize the return on investment of taxpayer dollars.

OJP programs, services, and investments are substantial and broad in scope. Its programs and projects constitute an investment portfolio of millions of dollars. Although most programs are individually managed by one of OJP's bureaus or program areas, collectively they represent a major strategic policy framework that is molded and shaped in coordination with the federal Department of Justice (DOJ) programs.

The Office of Justice Programs receives annual funding from the Department of Justice, Office of Justice Programs in the areas of Edward Byrne Justice Assistance Grant (JAG)

and the Juvenile Justice Program (OJJDP). These programs constitute the submission of two (2) different plans, with different goals and objectives and performance measures. The following is a summary of each strategic plan.

5. Agency's External/Internal Assessment:

The Division of Public Safety Planning, Office of Justice Programs, has a strategic plan in place to provide direction for the agency over the next five years. It will evaluate its performance in carrying the plan through the receipt of grant awards from federal agencies, state and local projects funded, annual review of the division's activities, and adherence to the agency's policies and procedures. The OJP will continue to provide feedback through quarterly reporting to the DOJ funders. The Performance Measurement Tool (PMT) will be utilized to collect pertinent data from funded subrecipients and the data will be studied and analyzed in an effort to gauge program effectiveness and accountability to determine if the State is getting its intended results.

Agency Goals, Objectives, Strategies and Measures by Program for FFY 2020 through FY2024

Program 1: Edward Byrne Justice Assistance Grant Program (JAG)

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

OBJECTIVE A.1 Reduction of Crime Statewide

- Reduce the overall violent crime rate in the State by 5%.
- Improve the violent crime ranking of Mississippi within the nation by two rank levels, from the rank of 34 to the rank of 36.
- Improve the violent crime ranking of Jackson among America's most violent cities by two rank levels, from a rank of 14 to a rank of 16. (Hot Spot Policing)
- Expand the presence of drug courts in the State by establishing an additional nine drug courts.
- Reduce the percent of Mississippi Department of Corrections inmates who committed a drug offense by 5%.
- Reduce federal funding to statewide drug task forces and transition to state and local funding to sustain drug effort efforts in the State.

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

Strategy for Goal A.1: Reduction of Violent Crime: Continue to provide critical funding to escalated crime areas in the State of Mississippi through recommended programs from JAG Strategic Plan. The strategic justice plan, commissioned by the Mississippi Department of Public Safety's Division of Public Safety Planning, utilized various methods and data sources to render a needs assessment of violent crime and drug crime in Mississippi, along with an analysis of criminal justice resources. Using Uniform Crime Report and state-level crime data, coupled with focus group interview and questionnaire data, the needs assessment revealed that while positive inroads against violence and drug-related crime have been made in recent years, there remains room for

additional improvement. Mississippi continues to exhibit an unusually high murder rate, and Jackson is among the more violent cities in the United States.

The state proposes to implement effective crime reduction and crime prevention strategies through Hot Spot policing, in selected communities that exhibit high rates of crime based on uniform crime reports. The goal of this program will be to improve social and physical order in selected high crime areas in Mississippi. Primary components of the program are to: (1) increase arrests; implement situational prevention strategies; and (3) implement social service actions.

Support will be continued to small jurisdictions that do not qualify for a direct award under the Justice Assistance Grant Program. These jurisdictions often lag behind in resources, including manpower, equipment and necessary technology to provide effective law enforcement services.

Resources will be provided to local law enforcement agencies to acquire upgraded technologies, hire additional personnel, fund body armor and body-worn cameras and for law enforcement officers.

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

Output: Increase the availability of drug court resources.

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

Output: Plan to implement a violence crime prevention and reduction program in Jackson, Mississippi.

Output: Plan to implement programs to disrupt the flow of illegal drugs in target areas in the State.

Output: Sustain drug task force units statewide through state funding.

Output: Implement crime reduction programs through Hot Spot Policing.

Output: Initiate alternatives to incarceration programs in State Correctional Facilities.

Output: Continue to provide resources to small local law enforcement agencies.

Efficiency: Cost of treatment for drug court participants.

Efficiency: Cost associated with implementing crime reduction programs.

Explanatory: Availability of Federal and State funding.

Program 2: Juvenile Justice Programs

GOAL A: The overall goal of the Juvenile Justice unit is to achieve and maintain full compliance with the Juvenile Justice Delinquency and Prevention Act of 2002. The primary focus is to address deinstitutionalization of status offenders (DSO), separation of juveniles from adults in institutions (Separation), removal of juveniles from adult jails and lockups (Jail Removal), Disproportionate Minority Contact (DMC), alternatives to detention, and diversion.

OBJECTIVE A.1

- To conduct annual onsite monitoring visits to all State facilities that securely detain juvenile offenders.

- To decrease the number of juvenile arrests, referrals to youth courts, lower the number of status offenders being detained, and lower the cost that counties spend on holding youth by 50%.
- Continue plans to implement an adequate compliance monitoring system in order to receive maximum funding.
- To continue to fund projects to prevent juvenile delinquency.

Outcome: Maintained funding directed at programs that offer alternatives to detention.

Strategy for Goal A.1: As required by federal law, states participating in the Juvenile Justice Delinquency Prevent Act must provide for an adequate system for monitoring jails, detention facilities, correctional facilities, and non-secure facilities to ensure that the core protections are met. The state must also provide annual reporting of the results of such monitoring to the administrator of the Office of Juvenile Justice and Delinquency Prevention (OJJDP).

One of the efforts to achieve this goal is making the staff at the facilities aware of the JJDP of 2002. Our presence in the state over time will eventually help us achieve this goal. We will be able to classify facilities non-secure which in the previous years have been projected on by the compliance monitoring report spreadsheet. For facilities in which the inspection process reveals that they do not hold juveniles as adult correctional facilities or non-juvenile holding adult jails and lockups do, the DPSP will allow for these facilities to submit an annual exemption letter signed by the chief executive officer attesting to their non-juvenile holding policy. All exemption letters will be filed along with the facility's site visit forms; however, these facilities will continue to be monitored to ensure that their non-juvenile holding status has not changed. All of these efforts will help lower the DSO violation numbers tremendously.

Mississippi also has a great need and few resources for alternatives programs, therefore one of the main priorities is to assist in the planning, establishing, operating, coordinating, and evaluating of projects directly or through sub-grants or subcontracts with public and private agencies for the development of more effective education, training, research, prevention, diversion, treatment, and rehabilitation programs in the area of juvenile delinquency prevention and programs to improve the juvenile system.

Output: Submit a compliance monitoring plan to OJJDP annually as part of the Formula Grant Application requirement.

Output: Identification of the Monitoring Universe.

Output : Classification of Facilities.

Output: Inspection of Facilities.

Output: Data Collection and Data Verification.

Output: Requirement to maintain full-time Compliance Monitor and Juvenile Justice Specialist/Disproportionate Minority Coordinator (DMC) on staff.

Output: Continue efforts to support alternatives to detention, and diversion programs.

Output: Continue to educate staff at State facilities about the JJPDA.

Efficiency: Cost of youth served per year.

Explanatory: Maintain an efficient and effective system that provides adequate protection of youth, and ensure that sufficient staff is maintained to monitor state and local facilities housing youth.



MISSISSIPPI OFFICE OF HOMELAND SECURITY
STRATEGIC PLAN FOR FISCAL YEARS
2020 – 2024

LBO #746 – 00



I. COMPREHENSIVE MISSION STATEMENT

The mission of the Mississippi Office of Homeland Security is to partner with federal, state and local emergency personnel during both man-made and natural disasters, as well as working to prevent, protect, and respond to threats and/or acts of terrorism within our state. This office will lead efforts in “All-Hazard” prevention, preparedness, and response, by continuing to foster strong partnerships across professional response disciplines, and further educating the citizens of Mississippi.

II. PHILOSOPHY

The Mississippi Office of Homeland Security is committed to providing and safeguarding the citizens of Mississippi through prevention, preparation, protection and response to disasters and threats or acts of terrorism within our state. The philosophy of the Mississippi Office of Homeland Security is to adhere to the highest professional standards, quality of public safety and the respect of the rights and value of individuals.

III. RELEVANT STATEWIDE GOALS AND BENCHMARKS

STATEWIDE GOAL #1: To Enhance and Support Statewide Homeland Security Specialized Response Teams.

RELEVANT BENCHMARK #1: To continue to encourage and assist educational institutions and critical infrastructure owners to develop disaster contingency capabilities through technical assistance, planning, and exercise.

RELEVANT BENCHMARK #2: To grow Mississippi’s all-hazard response capabilities through continued training and exercise.

RELEVANT BENCHMARK #3: To develop a certification and credentialing requirement for the state’s first responders as well as funding equipment to prepare for, respond to and remediate incidents that occur.

STATEWIDE GOAL #2: To Enhance and Support Community-Level Homeland Security Preparedness.

RELEVANT BENCHMARK #1: To include proposing legislation to sustain homeland security programs, training and exercising Mississippi law enforcement personnel to respond to active shooter and civil disturbance incidents.

RELEVANT BENCHMARK #2: To Continue to enhance the capabilities of law enforcement personnel to respond to active shooter and civil disturbance incidents and enhance the capabilities of the first responder community in Mississippi by providing opportunities to train and exercise emergency management plans.

RELEVANT BENCHMARK #3: To expand and sustain whole-community preparedness efforts; including high school and college campus levels.

RELEVANT BENCHMARK #4: To continue the training recommended by the US Office of Domestic Preparedness guidelines.

STATEWIDE GOAL #3: To Continue Implementation of National Incident Management System and National Response Framework.

RELEVANT BENCHMARK #1: To continue support and enhancement of the Statewide Interoperable Communications Plan and Emergency Notifications Systems.

RELEVANT BENCHMARK #2: To implement the Incident Command System Sustainment Training as required by Homeland Security Presidential Directive 5.

STATEWIDE GOAL #4: To Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security.

RELEVANT BENCHMARK #1: To continue the efforts to strengthen the state's capability to share relevant and timely information with appropriate homeland security stakeholders.

RELEVANT BENCHMARK #2: To engage critical infrastructure partners and key asset owners in accordance with Presidential Policy Directive 21 and provide them with technical assistance and support as requested.

IV. OVERVIEW OF THE FIVE-YEAR STRATEGIC PLAN

The Mississippi Office of Homeland Security implements programs in the areas of Grants Administration, Training, and Operations to develop, grow, and integrate emergency response capabilities across federal, state and local agencies to enhance homeland security. Over the next five years, the priority of the Mississippi Office of Homeland Security is to improve cross discipline information and information exchange and analysis, planning, equipment, training, and exercise requirements needed to expand and sustain the state's capability to prevent, protect, and respond to disasters and threats or acts of terrorism.

The Mississippi Office of Homeland Security will administer federal grants to state and local agencies; train emergency responders, partner with government and the private sector to further evaluate and protect infrastructure and expand state-wide interoperability.

V. EXTERNAL ASSESSMENT OF VARIABLES AFFECTING PERFORMANCE

- Occurrence of a foreign or domestic terrorist attack or natural disaster;
- Significant weapon of mass destruction (WMD), or cyber-attack;
- Substantial changes in federal and/or state law or regulations;
- Major changes in administrative policies and/or national security priorities by the US Department of Homeland Security; and
- A decrease in funding at the federal and state level, will result in irreversible erosion of the capabilities acquired by the MOHS.

V. INTERNAL ASSESSMENT OF PERFORMANCE

The Director of the Mississippi Office of Homeland Security has a strategic plan and vision in place to provide direction to this office for the next five years. He will ensure the accomplishments of agency goals and objectives through accountability to the citizens of the state while supporting the National Strategy and the National Response Framework

VI. GOALS, OBJECTIVES, STRATEGIES AND MEASURES BY PROGRAM

Financial Statement

The Mississippi Office of Homeland Security receives federal funds allocated through the United States Department of Homeland Security. The allocation of specific individual state funds is determined through variables, standards and formulas established by federal criteria. Due to mandates and restrictions governing these funds, the Mississippi Office of Homeland Security manages and distributes allocated federal funds according to Presidential Directives and Federal Guidelines to insure legal compliance of expenditures in accordance within the USDHS/MOHS contractual agreement.

Although funding of specific categories, line items and purpose fluctuate periodically, the Mississippi Office of Homeland Security grant awards 20% of allocated funds to state agencies and 80% to local agencies as required by federal mandates. These funds are grant awarded to various state and local emergency management, fire and law enforcement agencies; and annually provides training to first responders.

FY2020**Funding Requirements for FY2020**

State Funds:	\$ 451,962.00 – Contractual Services, Vehicle Fuel & Maintenance
Federal Funds:	\$18,489,762.00 – Administration & Implementation of Federal Programs
Total FY2020	\$18,941,724.00

Strategic Goal #1: Establish and Maintain Statewide Homeland Security Specialized Response Teams

Objective #1: Utilize federal funds to organize, equip, train, and exercise locally staffed, state-wide FEMA-Typed homeland security specialized response teams incorporating law enforcement, fire service, and emergency management disciplines. These various homeland security response teams are staffed from county emergency management agencies, fire, sheriffs and police departments from across the state. Participating agencies designate select individuals to staff the various homeland security response teams. These individuals receive the required specialized training and exercise, developmental skill-set certification and credentialing requirements.

Output #1: Provide immediate specialized response support to our greatest threats and hazards as identified in Mississippi's (THIRA) Threat, Hazard, Identification and Risk Assessment.

	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 PROJECTED
1. First Responder Training & Exercises (number of classes):	92	92	92

Efficiency #1:

1. First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
--	-------	-------	-------

Outcome #1:

1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
---	-------	-------	-------

Strategic Goal #2: Community Level Homeland Security Preparedness

Objective #2: Utilize federal funds to provide support and expansion to the existing Mississippi Community Level Homeland Security Preparedness consisting of the following programs; Advanced Law Enforcement Rapid Response Training (ALERRT); Higher Education Leadership Preparedness (HELP); Overland Search & Rescue training (OSAR); coordination of training provided by the Center for Domestic Preparedness (CDP) consortium schools; and Mississippi's Citizen Corps Council programs: CERT, Volunteers in Police Services, Neighborhood Watch, Medical Reserve Corps and Fire Corps.

Output #2: Provide support of proven programs and expansion to accelerate homeland security preparedness to the community level so as to better equip local responders and citizens to prepare, prevent, protect, and respond to disasters and acts of terrorism within their communities.

	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 PROJECTED
2. Citizen & Community Training/Exercises (number of classes):	125	125	125

Efficiency #2:

2. Citizen & Community Training/Exercises (costs per student):	\$176	\$176	\$176
--	-------	-------	-------

Outcome #2:

2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
---	-------	-------	-------

Strategic Goal #3: Continued Implementation of National Incident Management System and National Response Framework

Objective #3: Utilize federal funds to support and continue implementation of the National Response Framework (NRF) to include continued implementation & enhancement of the National Infrastructure Protection Plan (NIPP); and the National Incident Management System (NIMS) to all jurisdictions and disciplines to include development of certified regional Incident Management Teams; and continued support for strengthening interoperable communications. The Incident Command System (ICS) 100, 200, 700, and 800 curriculums continue to be a core investment priority for Mississippi and have been institutionalized at State Law Enforcement and Fire Academies through curriculum inclusion for all basic law enforcement officers and firefighters.

Output #3: Provide training support and exercises of the NIMS/ICS, resulting in statewide standardized span of control, response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety.

	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 PROJECTED
3. National Incident Management Training/Exercises (# classes):	168	168	168

Efficiency #3:

3. NIMS / ICS Training & Exercises (costs per student):	\$35	\$35	\$35
---	------	------	------

Outcome #3:

3. NIMS / ICS Training & Exercises (# students):	4,224	4,224	4,224
--	-------	-------	-------

Strategic Goal #4: Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security

Objective #4: Utilize federal funds to support and expand the existing Mississippi Analysis and Information Center (MSAIC) organized and founded in 2007, which executes the protective and strategic intelligence missions of the Mississippi Office of Homeland Security (MOHS) and the State of Mississippi. The MSAIC, which is supported through federal funds, achieved an overall score of 98.2% across the assessment criterion – exceeding the national average by 11%. The MSAIC also provides briefings to the Governor and other state executives on specific incidents and emerging threats and conducted outreach to over 50 groups on the topics of suspicious activity, active shooter awareness and services available to homeland security stakeholders.

Outcome #4: Provide support and further development of a Cyber Information and Data Security partnerships and outreach, which encompasses and aids both state and local governments and private industry stakeholders; resulting in shared situational awareness of vulnerabilities to prevent and/or limit future attacks. Assists in mitigation solutions, provide recovery assistance and solutions, as well as provide investigative intelligence and support.

	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 PROJECTED
4. Fusion Center Requests for Information (number of requests):	756	756	756

Efficiency #4:

4. Fusion Center RFI (costs per investigation):	\$1,089	\$1,089	\$1,089
---	---------	---------	---------

FY2021**Funding Requirements for FY2021**

State Funds:	\$ 501,962.00 – Contractual Services, Vehicle Fuel & Maintenance
Federal Funds:	\$18,439,762.00 – Administration & Implementation of Federal Programs
Total FY2021	\$18,941,724.00

Strategic Goal #1: Establish and Maintain Statewide Homeland Security Specialized Response Teams

Objective #1: Utilize federal funds to organize, equip, train, and exercise locally staffed, state-wide FEMA-Typed homeland security specialized response teams incorporating law enforcement, fire service, and emergency management disciplines. These various homeland security response teams are staffed from county emergency management agencies, fire, sheriffs and police departments from across the state. Participating agencies designate select individuals to staff the various homeland security response teams. These individuals receive the required specialized training and exercise, developmental skill-set certification and credentialing requirements.

Output #1: Provide immediate specialized response support to our greatest threats and hazards as identified in Mississippi's (THIRA) Threat, Hazard, Identification and Risk Assessment

	FY2019 ESTIMATED	FY2020 PROJECTED	FY2021 PROJECTED
1. First Responder Training & Exercises (number of classes):	92	92	92

Efficiency #1:

1. First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
--	-------	-------	-------

Outcome #1:

1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
---	-------	-------	-------

Strategic Goal #2: Community Level Homeland Security Preparedness

Objective #2: Utilize federal funds to provide support and expansion to the existing Mississippi Community Level Homeland Security Preparedness consisting of the following programs; Advanced Law Enforcement Rapid Response Training (ALERRT); Higher Education Leadership Preparedness (HELP); Overland Search & Rescue training (OSAR); coordination of training provided by the Center for Domestic Preparedness (CDP) consortium schools; and Mississippi's Citizen Corps Council programs: CERT, Volunteers in Police Services, Neighborhood Watch, Medical Reserve Corps and Fire Corps.

Output #2: Provide support of proven programs and expansion to accelerate homeland security preparedness to the community level so as to better equip local responders and citizens to prepare, prevent, protect, and respond to disasters and acts of terrorism within their communities.

	FY2019 ESTIMATED	FY2020 PROJECTED	FY2021 PROJECTED
2. Citizen & Community Training/Exercises (number of classes):	125	125	125

Efficiency #2:

2. Citizen & Community Training/Exercises (costs per student):	\$176	\$176	\$176
--	-------	-------	-------

Outcome #2:

2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
---	-------	-------	-------

Strategic Goal #3: Continued Implementation of National Incident Management System and National Response Framework

Objective #3: Utilize federal funds to support and continue implementation of the National Response Framework (NRF) to include continued implementation & enhancement of the National Infrastructure Protection Plan (NIPP); and the National Incident Management System (NIMS) to all jurisdictions and disciplines to include development of certified regional Incident Management Teams; and continued support for strengthening interoperable communications. The Incident Command System (ICS) 100, 200, 700, and 800 curriculums continue to be a core investment priority for Mississippi and have been institutionalized at State Law Enforcement and Fire Academies through curriculum inclusion for all basic law enforcement officers and firefighters.

Output #3: Provide training support and exercises of the NIMS/ICS, resulting in statewide standardized span of control, response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety.

	FY2019 ESTIMATED	FY2020 PROJECTED	FY2021 PROJECTED
3. National Incident Management Training/Exercises (# classes):	168	168	168

Efficiency #3:

3. NIMS / ICS Training & Exercises (costs per student):	\$35	\$35	\$35
---	------	------	------

Outcome #3:

3. NIMS / ICS Training & Exercises (# students):	4,224	4,224	4,224
--	-------	-------	-------

Strategic Goal #4: Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security

Objective #4: Utilize federal funds to support and expand the existing Mississippi Analysis and Information Center (MSAIC Fusion Center) organized and founded in 2007, which executes the protective and strategic intelligence missions of the Mississippi Office of Homeland Security (MOHS) and the State of Mississippi. The MSAIC, which is supported through federal funds, achieved an overall score of 98.2% across the assessment criterion – exceeding the national average by 11%. The MSAIC also provides briefings to the Governor and other state executives on specific incidents and emerging threats and conducted outreach to over 50 groups on the topics of suspicious activity, active shooter awareness and services available to homeland security stakeholders.

Outcome #4: Provide support and further development of a Cyber Information and Data Security partnerships and outreach, which encompasses and aids both state and local governments and private industry stakeholders; resulting in shared situational awareness of vulnerabilities to prevent and/or limit future attacks. Assists in mitigation solutions, provide recovery assistance and solutions, as well as provide investigative intelligence and support.

	FY2019 ESTIMATED	FY2020 PROJECTED	FY2021 PROJECTED
4. Fusion Center Requests for Information (number of requests):	756	756	756

Efficiency #4:

4. Fusion Center RFI (costs per investigation):	\$1,089	\$1,089	\$1,089
---	---------	---------	---------

FY2022**Funding Requirements for FY2022**

State Funds:	\$ 551,962.00 – Contractual Services, Vehicle Fuel & Maintenance
Federal Funds:	\$18,389,762.00 – Administration & Implementation of Federal Programs
Total FY2022	\$18,941,724.00

Strategic Goal #1: Establish and Maintain Statewide Homeland Security Specialized Response Teams

Objective #1: Utilize federal funds to organize, equip, train, and exercise locally staffed, state-wide FEMA-Typed homeland security specialized response teams incorporating law enforcement, fire service, and emergency management disciplines. These various homeland security response teams are staffed from county emergency management agencies, fire, sheriffs and police departments from across the state. Participating agencies designate select individuals to staff the various homeland security response teams. These individuals receive the required specialized training and exercise, developmental skill-set certification and credentialing requirements.

Output #1: Provide immediate specialized response support to our greatest threats and hazards as identified in Mississippi's (THIRA) Threat, Hazard, Identification and Risk Assessment.

	FY2020 ESTIMATED	FY2021 PROJECTED	FY2022 PROJECTED
1. First Responder Training & Exercises (number of classes):	92	92	92

Efficiency #1:

1. First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
--	-------	-------	-------

Outcome #1:

1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
---	-------	-------	-------

Strategic Goal #2: Community Level Homeland Security Preparedness

Objective #2: Utilize federal funds to provide support and expansion to the existing Mississippi Community Level Homeland Security Preparedness consisting of the following programs; Advanced Law Enforcement Rapid Response Training (ALERRT); Higher Education Leadership Preparedness (HELP); Overland Search & Rescue training (OSAR); coordination of training provided by the Center for Domestic Preparedness (CDP) consortium schools; and Mississippi's Citizen Corps Council programs: CERT, Volunteers in Police Services, Neighborhood Watch, Medical Reserve Corps and Fire Corps.

Output #2: Provide support of proven programs and expansion to accelerate homeland security preparedness to the community level so as to better equip local responders and citizens to prepare, prevent, protect, and respond to disasters and acts of terrorism within their communities

	FY2020 ESTIMATED	FY2021 PROJECTED	FY2022 PROJECTED
2. Citizen & Community Training/Exercises (number of classes):	125	125	125

Efficiency #2:

2. Citizen & Community Training/Exercises (costs per student):	\$176	\$176	\$176
--	-------	-------	-------

Outcome #2:

2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
---	-------	-------	-------

Strategic Goal #3: Continued Implementation of National Incident Management System and National Response Framework

Objective #3: Utilize federal funds to support and continue implementation of the National Response Framework (NRF) to include continued implementation & enhancement of the National Infrastructure Protection Plan (NIPP); and the National Incident Management System (NIMS) to all jurisdictions and disciplines to include development of certified regional Incident Management Teams; and continued support for strengthening interoperable communications. The Incident Command System (ICS) 100, 200, 700, and 800 curriculums continue to be a core investment priority for Mississippi and have been institutionalized at State Law Enforcement and Fire Academies through curriculum inclusion for all basic law enforcement officers and firefighters.

Output #3: Provide training support and exercises of the NIMS/ICS, resulting in statewide standardized span of control, response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety.

	FY2020 ESTIMATED	FY2021 PROJECTED	FY2022 PROJECTED
3. National Incident Management Training/Exercises (# classes):	168	168	168

Efficiency #3:

3. NIMS / ICS Training & Exercises (costs per student):	\$35	\$35	\$35
---	------	------	------

Outcome #3:

3. NIMS / ICS Training & Exercises (# students):	4,224	4,224	4,224
--	-------	-------	-------

Strategic Goal #4: Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security

Objective #4: Utilize federal funds to support and expand the existing Mississippi Analysis and Information Center (MSAIC) organized and founded in 2007, which executes the protective and strategic intelligence missions of the Mississippi Office of Homeland Security (MOHS) and the State of Mississippi. The MSAIC, which is supported through federal funds, achieved an overall score of 98.2% across the assessment criterion – exceeding the national average by 11%. The MSAIC also provides briefings to the Governor and other state executives on specific incidents and emerging threats and conducted outreach to over 50 groups on the topics of suspicious activity, active shooter awareness and services available to homeland security stakeholders.

Outcome #4: Provide support and further development of a Cyber Information and Data Security partnerships and outreach, which encompasses and aids both state and local governments and private industry stakeholders; resulting in shared situational awareness of vulnerabilities to prevent and/or limit future attacks. Assists in mitigation solutions, provide recovery assistance and solutions, as well as provide investigative intelligence and support.

	FY2020 ESTIMATED	FY2021 PROJECTED	FY2022 PROJECTED
4. Fusion Center Requests for Information (number of requests):	756	756	756

Efficiency #4:

4. Fusion Center RFI (costs per investigation):	\$1,089	\$1,089	\$1,089
---	---------	---------	---------

FY2023**Funding Requirements for FY2023**

State Funds:	\$ 601,962.00 – Contractual Services, Vehicle Fuel & Maintenance
Federal Funds:	<u>\$18,339,762.00</u> – Administration & Implementation of Federal Programs
Total FY2023	\$18,941,724.00

Strategic Goal #1: Establish and Maintain Statewide Homeland Security Specialized Response Teams

Objective #1: Utilize federal funds to organize, equip, train, and exercise locally staffed, state-wide FEMA-Typed homeland security specialized response teams incorporating law enforcement, fire service, and emergency management disciplines. These various homeland security response teams are staffed from county emergency management agencies, fire, sheriffs and police departments from across the state. Participating agencies designate select individuals to staff the various homeland security response teams. These individuals receive the required specialized training and exercise, developmental skill-set certification and credentialing requirements.

Output #1: Provide immediate specialized response support to our greatest threats and hazards as identified in Mississippi's (THIRA) Threat, Hazard, Identification and Risk Assessment.

	FY2021 ESTIMATED	FY2022 PROJECTED	FY2023 PROJECTED
1. First Responder Training & Exercises (number of classes):	92	92	92

Efficiency #1:

1. First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
--	-------	-------	-------

Outcome #1:

1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
---	-------	-------	-------

Strategic Goal #2: Community Level Homeland Security Preparedness

Objective #2: Utilize federal funds to provide support and expansion to the existing Mississippi Community Level Homeland Security Preparedness consisting of the following programs; Advanced Law Enforcement Rapid Response Training (ALERRT); Higher Education Leadership Preparedness (HELP); Overland Search & Rescue training (OSAR); coordination of training provided by the Center for Domestic Preparedness (CDP) consortium schools; and Mississippi's Citizen Corps Council programs: CERT, Volunteers in Police Services, Neighborhood Watch, Medical Reserve Corps and Fire Corps.

Output #2: Provide support of proven programs and expansion to accelerate homeland security preparedness to the community level so as to better equip local responders and citizens to prepare, prevent, protect, and respond to disasters and acts of terrorism within their communities.

	FY2021 ESTIMATED	FY2022 PROJECTED	FY2023 PROJECTED
2. Citizen & Community Training/Exercises (number of classes):	125	125	125

Efficiency #2:

2. Citizen & Community Training/Exercises (costs per student):	\$176	\$176	\$176
--	-------	-------	-------

Outcome #2:

2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
---	-------	-------	-------

Strategic Goal #3: Continued Implementation of National Incident Management System and National Response Framework

Objective #3: Utilize federal funds to support and continue implementation of the National Response Framework (NRF) to include continued implementation & enhancement of the National Infrastructure Protection Plan (NIPP); and the National Incident Management System (NIMS) to all jurisdictions and disciplines to include development of certified regional Incident Management Teams; and continued support for strengthening interoperable communications. The Incident Command System (ICS) 100, 200, 700, and 800 curriculums continue to be a core investment priority for Mississippi and have been institutionalized at State Law Enforcement and Fire Academies through curriculum inclusion for all basic law enforcement officers and firefighters.

Output #3: Provide training support and exercises of the NIMS/ICS, resulting in statewide standardized span of control, response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety.

	FY2021 ESTIMATED	FY2022 PROJECTED	FY2023 PROJECTED
3. National Incident Management Training/Exercises (# classes):	168	168	168

Efficiency #3:

3. NIMS / ICS Training & Exercises (costs per student):	\$35	\$35	\$35
---	------	------	------

Outcome #3:

3. NIMS / ICS Training & Exercises (# students):	4,224	4,224	4,224
--	-------	-------	-------

Strategic Goal #4: Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security

Objective #4: Utilize federal funds to support and expand the existing Mississippi Analysis and Information Center (MSAIC) organized and founded in 2007, which executes the protective and strategic intelligence missions of the Mississippi Office of Homeland Security (MOHS) and the State of Mississippi. The MSAIC, which is supported through federal funds, achieved an overall score of 98.2% across the assessment criterion – exceeding the national average by 11%. The MSAIC Fusion Center also provides briefings to the Governor and other state executives on specific incidents and emerging threats and conducted outreach to over 50 groups on the topics of suspicious activity, active shooter awareness and services available to homeland security stakeholders.

Outcome #4: Provide support and further development of a Cyber Information and Data Security partnerships and outreach, which encompasses and aids both state and local governments and private industry stakeholders; resulting in shared situational awareness of vulnerabilities to prevent and/or limit future attacks. Assists in mitigation solutions, provide recovery assistance and solutions, as well as provide investigative intelligence and support

	FY2021 ESTIMATED	FY2022 PROJECTED	FY2023 PROJECTED
4. Fusion Center Requests for Information (number of requests):	756	756	756

Efficiency #4:

4. Fusion Center RFI (costs per investigation):	\$1,089	\$1,089	\$1,089
---	---------	---------	---------

FY2024**Funding Requirements for FY2024**

State Funds:	\$ 651,962.00 – Contractual Services, Vehicle Fuel & Maintenance
Federal Funds:	<u>\$18,289,762.00</u> – Administration & Implementation of Federal Programs
Total FY2024	\$18,941,724.00

Strategic Goal #1: Establish and Maintain Statewide Homeland Security Specialized Response Teams

Objective #1: Utilize federal funds to organize, equip, train, and exercise locally staffed, state-wide FEMA-Typed homeland security specialized response teams incorporating law enforcement, fire service, and emergency management disciplines. These various homeland security response teams are staffed from county emergency management agencies, fire, sheriffs and police departments from across the state. Participating agencies designate select individuals to staff the various homeland security response teams. These individuals receive the required specialized training and exercise, developmental skill-set certification and credentialing requirements.

Output #1: Provide immediate specialized response support to our greatest threats and hazards as identified in Mississippi's (THIRA) Threat, Hazard, Identification and Risk Assessment.

	FY2022 ESTIMATED	FY2023 PROJECTED	FY2024 PROJECTED
1. First Responder Training & Exercises (number of classes):	92	92	92

Efficiency #1:

1. First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
--	-------	-------	-------

Outcome #1:

1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
---	-------	-------	-------

Strategic Goal #2: Community Level Homeland Security Preparedness

Objective #2: Utilize federal funds to provide support and expansion to the existing Mississippi Community Level Homeland Security Preparedness consisting of the following programs; Advanced Law Enforcement Rapid Response Training (ALERRT); Higher Education Leadership Preparedness (HELP); Overland Search & Rescue training (OSAR); coordination of training provided by the Center for Domestic Preparedness (CDP) consortium schools; and Mississippi's Citizen Corps Council programs: CERT, Volunteers in Police Services, Neighborhood Watch, Medical Reserve Corps and Fire Corps.

Output #2: Provide support of proven programs and expansion to accelerate homeland security preparedness to the community level so as to better equip local responders and citizens to prepare, prevent, protect, and respond to disasters and acts of terrorism within their communities.

	FY2022 ESTIMATED	FY2023 PROJECTED	FY2024 PROJECTED
2. Citizen & Community Training/Exercises (number of classes):	125	125	125

Efficiency #2:

2. Citizen & Community Training/Exercises (costs per student):	\$176	\$176	\$176
--	-------	-------	-------

Outcome #2:

2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
---	-------	-------	-------

Strategic Goal #3: Continued Implementation of National Incident Management System and National Response Framework

Objective #3: Utilize federal funds to support and continue implementation of the National Response Framework (NRF) to include continued implementation & enhancement of the National Infrastructure Protection Plan (NIPP); and the National Incident Management System (NIMS) to all jurisdictions and disciplines to include development of certified regional Incident Management Teams; and continued support for strengthening interoperable communications. The Incident Command System (ICS) 100, 200, 700, and 800 curriculums continue to be a core investment priority for Mississippi and have been institutionalized at State Law Enforcement and Fire Academies through curriculum inclusion for all basic law enforcement officers and firefighters.

Output #3: Provide training support and exercises of the NIMS/ICS, resulting in statewide standardized span of control, response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety.

	FY2022 ESTIMATED	FY2023 PROJECTED	FY2024 PROJECTED
3. National Incident Management Training/Exercises (# classes):	168	168	168

Efficiency #3:

3. NIMS / ICS Training & Exercises (costs per student):	\$35	\$35	\$35
---	------	------	------

Outcome #3:

3. NIMS / ICS Training & Exercises (# students):	4,224	4,224	4,224
--	-------	-------	-------

Strategic Goal #4: Strengthen Information Sharing and Collaboration Capabilities, Cyber and Data Security

Objective #4: Utilize federal funds to support and expand the existing Mississippi Analysis and Information Center (MSAIC) organized and founded in 2007, which executes the protective and strategic intelligence missions of the Mississippi Office of Homeland Security (MOHS) and the State of Mississippi. The MSAIC, which is supported through federal funds, achieved an overall score of 98.2% across the assessment criterion – exceeding the national average by 11%. The MSAIC also provides briefings to the Governor and other state executives on specific incidents and emerging threats and conducted outreach to over 50 groups on the topics of suspicious activity, active shooter awareness and services available to homeland security stakeholders.

Outcome #4: Provide support and further development of a Cyber Information and Data Security partnerships and outreach, which encompasses and aids both state and local governments and private industry stakeholders; resulting in shared situational awareness of vulnerabilities to prevent and/or limit future attacks. Assists in mitigation solutions, provide recovery assistance and solutions, as well as provide investigative intelligence and support.

	FY2022 ESTIMATED	FY2023 PROJECTED	FY2024 PROJECTED
4. Fusion Center Requests for Information (number of requests):	756	756	756

Efficiency #4:

4. Fusion Center RFI (costs per investigation):	\$1,089	\$1,089	\$1,089
---	---------	---------	---------

SUMMARY

FY2020

State Funds:	\$ 451,962.00 – Contractual Services, Vehicle Fuel & Maintenance
Federal Funds:	\$18,489,762.00 – Administration & Implementation of Federal Programs
Total FY2020	\$18,941,724.00

Program Outputs:

	<u>FY2018 ESTIMATED</u>	<u>FY2019 PROJECTED</u>	<u>FY2020 PROJECTED</u>
• MOHS grants for jurisdictions	38	38	38
• First Responder Classes (number of)	92	92	92

Program Efficiencies:

	<u>FY2018 ESTIMATED</u>	<u>FY2019 PROJECTED</u>	<u>FY2020 PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92
First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
2. Citizen & Community Training/Exercises (number of classes):	125	125	125
(Costs per student):	\$176	\$176	\$176
3. National Incident Management Training/Exercises (# classes):	168	168	168
(Costs per student):	\$35	\$35	\$35
4. Fusion Center Requests for Information (number of requests):	756	756	756
(Costs per investigation):	\$1,089	\$1,089	\$1,089

Program Outcomes:

	<u>FY2018 ESTIMATED</u>	<u>FY2019 PROJECTED</u>	<u>FY2020 PROJECTED</u>
1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
3. National Incident Management Training/Exercises (# students):	4,224	4,224	4,224

FY2021

State Funds: \$ 501,962.00 – Contractual Services, Vehicle Fuel & Maintenance
Federal Funds: \$18,439,762.00 – Administration & Implementation of Federal Programs
 Total FY2021 \$18,941,724.00

Program Outputs:

	<u>FY2019 ESTIMATED</u>	<u>FY2020 PROJECTED</u>	<u>FY2021 PROJECTED</u>
• MOHS grants for jurisdictions	38	38	38
• First Responder Classes (number of)	92	92	92

Program Efficiencies:

	<u>FY2019 ESTIMATED</u>	<u>FY2020 PROJECTED</u>	<u>FY2021 PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92
First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
2. Citizen & Community Training/Exercises (number of classes):	125	125	125
(Costs per student):	\$176	\$176	\$176
3. National Incident Management Training/Exercises (# classes):	168	168	168
(Costs per student):	\$35	\$35	\$35
4. Fusion Center Requests for Information (number of requests):	756	756	756
(Costs per investigation):	\$1,089	\$1,089	\$1,089

Program Outcomes:

	<u>FY2019 ESTIMATED</u>	<u>FY2020 PROJECTED</u>	<u>FY2021 PROJECTED</u>
1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
3. National Incident Management Training/Exercises (# students):	4,224	4,224	4,224

FY2022

State Funds:	\$ 551,962.00 – Contractual Services, Vehicle Fuel & Maintenance
Federal Funds:	\$18,389,762.00 – Administration & Implementation of Federal Programs
Total FY2022	\$18,941,724.00

Program Outputs:

	<u>FY2020 ESTIMATED</u>	<u>FY2021 PROJECTED</u>	<u>FY2022 PROJECTED</u>
• MOHS grants for jurisdictions	38	38	38
• First Responder Classes (number of)	92	92	92

Program Efficiencies:

	<u>FY2020 ESTIMATED</u>	<u>FY2021 PROJECTED</u>	<u>FY2022 PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92
First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
2. Citizen & Community Training/Exercises (number of classes):	125	125	125
(Costs per student):	\$176	\$176	\$176
3. National Incident Management Training/Exercises (# classes):	168	168	168
(Costs per student):	\$35	\$35	\$35
4. Fusion Center Requests for Information (number of requests):	756	756	756
(Costs per investigation):	\$1,089	\$1,089	\$1,089

Program Outcomes:

	<u>FY2020 ESTIMATED</u>	<u>FY2021 PROJECTED</u>	<u>FY2022 PROJECTED</u>
1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
3. National Incident Management Training/Exercises (# students):	4,224	4,224	4,224

FY2023

State Funds:	\$ 601,962.00 – Contractual Services, Vehicle Fuel & Maintenance
Federal Funds:	\$18,339,762.00 – Administration & Implementation of Federal Programs
Total FY2023	\$18,941,724.00

Program Outputs:

	<u>FY2021 ESTIMATED</u>	<u>FY2022 PROJECTED</u>	<u>FY2023 PROJECTED</u>
• MOHS grants for jurisdictions	38	38	38
• First Responder Classes (number of)	92	92	92

Program Efficiencies:

	<u>FY2021 ESTIMATED</u>	<u>FY2022 PROJECTED</u>	<u>FY2023 PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92
First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
2. Citizen & Community Training/Exercises (number of classes):	125	125	125
(Costs per student):	\$176	\$176	\$176
3. National Incident Management Training/Exercises (# classes):	168	168	168
(Costs per student):	\$35	\$35	\$35
4. Fusion Center Requests for Information (number of requests):	756	756	756
(Costs per investigation):	\$1,089	\$1,089	\$1,089

Program Outcomes:

	<u>FY2021 ESTIMATED</u>	<u>FY2022 PROJECTED</u>	<u>FY2023 PROJECTED</u>
1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
3. National Incident Management Training/Exercises (# students):	4,224	4,224	4,224

FY2024

State Funds:	\$ 651,962.00 – Contractual Services, Vehicle Fuel & Maintenance
Federal Funds:	\$18,289,762.00 – Administration & Implementation of Federal Programs
Total FY2024	\$18,941,724.00

Program Outputs:

	<u>FY2022 ESTIMATED</u>	<u>FY2023 PROJECTED</u>	<u>FY2024 PROJECTED</u>
• MOHS grants for jurisdictions	38	38	38
• First Responder Classes (number of)	92	92	92

Program Efficiencies:

	<u>FY2022 ESTIMATED</u>	<u>FY2023 PROJECTED</u>	<u>FY2024 PROJECTED</u>
1. First Responder Training & Exercises (number of classes):	92	92	92
First Responder Training & Exercises (costs per student):	\$547	\$547	\$547
2. Citizen & Community Training/Exercises (number of classes):	125	125	125
(Costs per student):	\$176	\$176	\$176
3. National Incident Management Training/Exercises (# classes):	168	168	168
(Costs per student):	\$35	\$35	\$35
4. Fusion Center Requests for Information (number of requests):	756	756	756
(Costs per investigation):	\$1,089	\$1,089	\$1,089

Program Outcomes:

	<u>FY2022 ESTIMATED</u>	<u>FY2023 PROJECTED</u>	<u>FY2024 PROJECTED</u>
1. First Responder Training & Exercises (number of students):	1,843	1,843	1,843
2. Citizen & Community Training/Exercises (number of students):	3,144	3,144	3,144
3. National Incident Management Training/Exercises (# students):	4,224	4,224	4,244