



Mississippi Department of Public Safety
Strategic Plan 2024-2028

MS DEPARTMENT OF PUBLIC SAFETY

STRATEGIC PLAN

FY 2024-2028

AGENCY OVERVIEW

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

OFFICE OF HIGHWAY SAFETY PATROL	711-00
OFFICE OF SUPPORT SERVICES	711-01
OFFICE OF FORENSICS LABORATORIES	713-00
OFFICE OF LAW ENFORCEMENT OFFICERS' TRAINING ACADEMY	714-00
DRIVER SERVICES BUREAU	715-00
BUREAU OF INVESTIGATIONS	716-00
OFFICE OF CAPITOL POLICE	717-00
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OFFICE OF HIGHWAY SAFETY PATROL (711-00)

1. Comprehensive Mission Statement

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

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: To protect the public's safety by providing timely and appropriate response to criminal activity, emergencies, and critical incidents.

Relevant Benchmark # 1: Minimize incidence of crime by proactively establishing highway enforcement programs to deter unlawful and hazardous conduct impacting the motoring public's safety.

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

Relevant Benchmark # 2: Increase enforcement efforts according to areas deemed high risks to enhance and promote highway safety statewide.

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

4. Overview of the Agency 5-Year Strategic Plan

During the upcoming three to five years, the MS Highway Patrol will implement the following to further the agency goals:

Strategically increase statewide patrols to reduce overall crime and promote highway safety according to operational statistical data.

- Increase DUI checkpoints
- Increase patrols for distracted drivers according to operational statistical data
- Deploy statewide saturation details to focus on areas that are deemed high risks, curtail impaired and distracted drivers, and increase police presence along municipal highway corridors to timely support law enforcement efforts in critical incidents.

Promote Public Safety through statewide campaigns for greater public awareness to reduce vehicle crashes and fatalities.

- Click it or Ticket Campaign
- Public Affairs Line to Line Campaign I-55
- Pay attention Pay a fine campaign for distracted drivers
- Coast to the Capitol detail on highway 49
- Drive Sober or get pulled over DUI Campaign
- Increase staffing patrols during holiday seasons due to increased travels of the motoring public
- Troopers and Truckers campaign expands safety inspections and includes traffic enforcement to deter unfavorable and risky driving behavior near commercial vehicles.
- Operation STOP (Safe Transportation of Passengers) involves Troopers working in school zones to promote safe driving near schools and patrolling school bus routes to ensure safe driving near and around school busses.

Recruitment: (1 to 2 years)

The following matters are to be considered in Recruitment:

- Maintain contact measures with candidates to ensure preparedness for training by creating partnerships with institutions of higher learning to support recruitment efforts, such as the Itawamba Community College (ICC) to initiate Candidates on Rapid Entry (CORE) program.
- Ensure MHP Recruiters are actively engaged in recruiting in all major universities to include regional job fairs and campus visits to build strong relationships with collegiate instructors, coaches, and other scholarly/technical personnel.

Retention: (2 to 3 years)

The agency continues to recruit and retain public safety officials to ensure organizational agility to promote public safety. The Police Executive Research Forum (2021) indicated law enforcement agencies reported an 18% increase in resignations and a 45% increase in retirements compared to the previous year. To mitigate shortages or resignations, the agency will implement the following:

- Establish a Temporary Additional Duty (TAD) assignment program to expand occupational opportunities, motivate, and encourage individuals to work in other areas of the MS Department of Public Safety
- Develop a Physical and Mental Wellness Initiative to encourage individuals to maintain an adequate level of overall good health.
- Incorporate coaching and mentoring sessions supervised by non-supervisory personnel to build a sense of morale and teamwork

Education: (3 to 5 years)

The agency will develop a special division for professional development to help the agency's leadership understand each trooper's ambitions and career path to support their respective career choices. The continual educational program will help the agency provide an agile workforce, promote servant leadership, support knowledge management, and build experience. The educational core curriculum should include the following:

- General knowledge and Professional Development (historical relevance, writing and effective communication, etc...)
- Semi-Annual Evaluation of Personnel to ensure professional standards
- Job shadowing (temporary cross-training assignments as earned)
- Coaching and Mentoring
- Leadership and Management Developmental Courses offered through Bethel University in Tennessee
- Leadership courses offered through MS State Personnel Board

5. External/Internal Assessment

1. The increase in demand for online shopping due to the pandemic and supply chain disruption requires the agency to maintain the Motor Carrier Division of safety inspectors to ensure safe travels and compliance of commercial motor carriers.
2. The nationwide peace officer shortage requires the agency to aggressively recruit candidates to maintain adequate staffing levels to advance the agency’s mission.

6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2024 through FY 2028

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

Goal A: Enhance and promote safe travels of the motoring public throughout Mississippi.

OBJECTIVE A.1. Proactively deter, detect, and minimize driver-initiated road hazards caused by speed or any unlawful operation of all motor vehicles by strategically placing agency assets.

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

A.1.1. STRATEGY: Conduct proactive traffic enforcement to support municipal and county jurisdictions to effectively respond to critical incidents, preserve order, deter unfavorable motorists’ behavior in or near school zones, deter alcohol-related driving offenses, and speed enforcement.

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

Output: Total DUI checkpoints

Output: Total citations issued

Output: Total warnings issued

Output: Total accidents investigated

Efficiency: Maximize workforce effectiveness to deploy agency resources in areas deemed high risks optimally.

Efficiency: Reduction in speed-related traffic accidents

- Efficiency:* Reduction in time when responding to critical incidents
- Efficiency:* Increase in law enforcement presence to preserve public order
- Explanatory:* Increase multijurisdictional support and promote public safety through statewide operations to reduce vehicle crashes and fatalities.

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

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

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

Outcome: Greater law enforcement presence in Mississippi communities

A.1.1. STRATEGY: Deploy agency resources to impact communities experiencing unfavorable criminal trends positively.

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

Output: Total multijurisdictional operations conducted

Output: Total arrests

Efficiency: Increase in law enforcement presence to preserve public order and time reductions in providing support

Explanatory: Increase multijurisdictional support to augment current city and county law enforcement operations to minimize criminal activity.

OFFICE OF SUPPORT SERVICES (711-01)

1. Comprehensive Mission Statement

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

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

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

Relevant Benchmark #1:

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

4. Overview of the Agency 5- Year Strategic Plan

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

5. External/ Internal Assessment

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

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

6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2024 through FY 2028

Program 1: Support Services

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

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

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

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

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

Output: Identify tasks deemed duplicative and establish standard protocols.

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

OFFICE OF FORENSICS LABORATORIES (713-00)

1. Comprehensive Mission Statement

The Office of Forensics Laboratories is comprised of the Mississippi Forensics Laboratory (MSFL) and the Office of State Medical Examiner (OSME). Each office plays a role in the investigation and adjudication of crime in our state by providing the highest quality scientific forensic analysis of evidence for judicial stakeholders and law enforcement.

The MSFL provides a full range of forensic services to law enforcement agencies throughout the state. Examinations are conducted on items of physical evidence collected from scenes of crime and involve a diverse array of scientific disciplines.

The OSME provides thorough investigations of all deaths affecting the public interest to protect the decedent, as mandated under Mississippi Code Section 41-61-63. Any death that occurs from a homicide, suicide, unattended, unexplained, SIDS and accident falls under their jurisdiction.

2. Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

Statewide Goals:

The goals of the Office of Forensics Laboratories are as follows:

1. To perform forensic examinations in an accurate manner utilizing scientifically valid techniques.
2. To render opinions and conclusions strictly in accordance with the facts in the case and only to the extent justified by the evidence.
3. To provide expert witness testimony in a clear, concise manner and within the constraints of specific expertise and competence.
4. To actively participate in proficiency testing.
5. To perform duties in a professional manner worthy of the confidence of the public.
6. To strive to maintain and improve the skills and knowledge of the staff in order to keep up with current technologies per discipline.
7. To increase public awareness of the role of forensic science within the criminal justice community.
8. To promote the development of employees through participation in organizations, research, and publications.

4. Overview of the Agency 5-Year Strategic Plan

Over the next five years, the Office of Forensics Laboratories will continue to provide the highest quality services to our judicial stakeholders and law enforcement, as mandated in Miss. Code Ann. § 41-61-77, § 45-1-17, § 45-1-29, § 45-33-37, § 45-47-1, § 63-11-5, § 63-11-19, § 63-11-31.1, and § 97-3-2.

The strategic plan for the next five years includes the following:

1. Fill all open positions within the MSFL
2. Increase salaries for employee retention
3. Open new positions for support of backlog elimination
4. Partner with vendor laboratories for support of backlog elimination
5. Continue training of new and current employees
6. Update equipment necessary to continue our service offerings

5. External/Internal Assessment

Currently our MSFL monthly reports show an approximate 15,000 cases backlogged for analysis. These numbers have increased over the last five years and may continue to increase without preventative and corrective measures.

The number of backlogged cases over the last five years increased due to a few factors:

1. Retention of trained individuals;
2. Recruitment of quality personnel;
3. Timely replacement of resigned or retired staff due to funding availability;
4. Additional personnel required.

The Mississippi Forensics Laboratory is influenced by several external and internal factors. Some of these factors are listed below:

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

The ability of the Office of Forensic Laboratories to continue operations and provide quality services to our clients depends on availability of funding. Funding is needed to fill open PINs, recruit new talent, maintain current talent, continue scientist training, and replace equipment that is no longer supported by vendor laboratories or has expired efficient use in the laboratory.

Internal Management Systems Used to Evaluate Agency's Performance

The MFSL has a management system appropriate to the range of its activities for the fulfillment of the purposes of the following:

1. ISO/IEC 17025:2017
2. ANAB-ANSI National Accreditation Board (<https://anab.ansi.org/>)
3. Mississippi Forensics Laboratory Quality Manual
4. FBI Director's Quality Assurance Standards for Forensic DNA Testing (July 1, 2020)
5. FBI Director's Quality Assurance Standards for Databasing Laboratories (July 1, 2020)

The MSFL operates a management system in accordance with Option A of ISO/IEC 17025:2017 clause 8.1. Evidence and cases are tracked using JusticeTrax® LIMS-plus software.

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.

The Mississippi Forensics Laboratory's administrative team consists of the MSFL Director, who reports to the Commissioner of Public Safety, two Deputy Directors (Administrative and Technical), two Division Coordinators (Impression Evidence and Analytical), the Bioscience Technical Leader, the Regional Lab Managers, and the Quality Assurance/Quality Control (QA/QC) Manager. Under this tier is a middle level of management which is composed of the Section Chiefs.

The Office of the State Medical Examiner is a division of the Department of Public Safety falling under the Office of Forensics Laboratories. Forensic Pathology is performed in two laboratories (Pearl & Biloxi) within the state of Mississippi. The Chief State Medical Examiner oversees the 3-board certified Deputy Chief Medical Examiners, the OSME Director, 1 Forensic Anthropologist, and support staff.

6. Agency’s Goals, Objectives, Strategies and Measures by Program for FY2024 through FY 2028

PROGRAM 1: FORENSIC ANALYSIS

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

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

Outcome: Production of analytical results for the adjudication of cases

A.1.1. STRATEGY: Monitor casework production, case submissions, and case reporting for the criminal justice system.

Output: Technical and administratively reviewed reports issued

Efficiency: Monitoring of input and output of cases on a monthly basis

Efficiency: Monthly reports generated of backlogged cases

Explanatory: The Office of Forensic Laboratories currently has a backlog of cases, as defined by those cases that have been submitted for analysis, but due to availability of resources (people, process, instrumentation) have not yet been analyzed or reported.

A.1.2. STRATEGY: Provide expert witness courtroom testimony

Output: Expert witness courtroom testimony in the support of criminal justice

Efficiency: Duration of time on stand and waiting to testify

Explanatory: There is an increase in use of expert witness testimony given the confrontational rights of the accused as a result of national and state court rulings.

A1.3. STRATEGY: Equip and procure staff for the main office in Pearl and regional Biloxi office including filling current positions and establishing new PINs within the organization for support of operations

Output: Case reports issued

Output: Court testimony rendered

Efficiency: Lower turn-around-time for casework

Efficiency: Faster adjudication of cases

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

Outcome: Maintain high quality product for all scientific and administrative operations

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: Proficiency tests purchased and issued to all reporting scientists as mandated by accreditation and federal standards

Output: Records maintained of the results and pass/fail for each scientist

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

Outcome: Meet the forensic DNA services needs of our customers

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

Output: Distribute customer satisfaction surveys

Efficiency: Analysis of completed surveys

Output: Estimated number of cases per year

Efficiency: Implementation cost

Efficiency: Cost per case

PROGRAM 2: FORENSIC DNA ANALYSIS

GOAL A: Provide forensic DNA/CODIS 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 Forensic DNA scientific evidence for our clients

Outcome: Production of analytical results for the adjudication of cases

A.1.1. STRATEGY: Monitor casework production, case submissions, and case reporting for the criminal justice system.

Output: Reports issued

Efficiency: Monitoring of input and output of cases on a monthly basis

Efficiency: Monthly reports generated of backlogged cases

Explanatory: The Office of Forensic Laboratories currently has a backlog of cases as defined by those cases that have been submitted for analysis but not yet analyzed or reported due to availability of resources (people, process, instrumentation).

A.1.2. STRATEGY: Provide expert witness courtroom testimony

Output: Expert witness courtroom testimony in the support of criminal justice
Efficiency: Duration of time on stand and waiting to testify
Explanatory: There is an increase in use of expert witness testimony given the confrontational rights of the accused as a result of national and state court rulings.

A.1.3. STRATEGY: Equip and procure forensic DNA casework and CODIS staff for the main office in Pearl including filling current positions and establishing new PINs within the organization for support of operations

Output: Case reports issued
Output: Court testimony rendered
Efficiency: Lower turn-around-time for casework
Efficiency: Faster adjudication of cases.

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

Outcome: Maintain high quality product for all forensic DNA scientific and administrative operations

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: Proficiency tests purchased and issued to all reporting scientists as mandated by accreditation and federal standards
Output: Records maintained of the results and pass/fail for each scientist

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

Outcome: Meet the forensic DNA service needs of our customers

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

Output: Distribute customer satisfaction surveys
Efficiency: Analysis of completed surveys
Output: Estimated number of cases per year
Efficiency: Implementation cost
Efficiency: Cost per case

OBJECTIVE A.4: Provide accurate and timely uploaded profiles into the CODIS database

- Outcome:* Meet the forensic DNA services/CODIS needs of our customers
- Outcome:* Maintain the integrity of the CODIS database

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

- Output:* DNA profiles generated and uploaded to the database
- Efficiency:* Cost per sample monitored
- Efficiency:* Number of hits within the database relative to the state of Mississippi
- Explanatory:* Currently the state of Mississippi is outsourcing the DNA profile generation of our convicted offender and arrestee sample testing. There is a goal to convert the current process to in-house operations. Expansion of DNA database to felons and arrestee samples is anticipated.

PROGRAM 3: FORENSIC PATHOLOGY

GOAL A: Provide forensic investigation of deaths services for the criminal justice system (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 casework production, case submissions, and case reporting for the criminal justice system.

- Output:* Autopsy reports issued
- Efficiency:* Monitoring of input and output of cases on a monthly basis
- Efficiency:* Monthly reports generated of backlogged cases

A.1.2. STRATEGY: Provide expert witness courtroom testimony

- Output:* Expert witness courtroom testimony in the support of criminal justice
- Efficiency:* Duration of time on stand and waiting to testify
- Explanatory:* There is an increase in use of expert witness testimony given the confrontational rights of the accused as a result of national and state court rulings.

A1.3. STRATEGY: Equip and procure staff for the main office in Pearl and regional Biloxi office including filling current positions and establishing new PINs within the organization for support of operations

- Output:* Autopsy reports issued
- Efficiency:* Cost per case analyzed

OBJECTIVE A.2: Provide timely services to the North Mississippi region

Outcome: Establish morgue/autopsy services in North Mississippi

A.2.1. STRATEGY: Request bond issue for a North Mississippi facility

Output: Construct state-owned facility

Efficiency: Increase offerings and turn-around-time for autopsy services

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

Outcome: Training provided for Coroners and Deputy Coroners

A.3.1. STRATEGY: Train newly elected officials and provide continuing education for existing officials

Output: Conduct trainings as requested or required to support officials

Efficiency: Benefit and productivity of trainings

Efficiency: Cost and time required for training

OBJECTIVE A.4: Support local elected officials and law enforcement with death investigations.

Outcome: Aiding elected officials and law enforcement with death investigations.

A.4.1. STRATEGY: Field-based support of newly elected officials with death investigations

Output: Assist field investigations

Output: Transfer of knowledge

Efficiency: Benefit and productivity of provided support

Efficiency: Cost and time required for provided support

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

1. Comprehensive Mission Statement:

Pursuant to Section 45-5-1, M.S. Code of 1972, the Mississippi Law Enforcement Officers' Training Academy's (MLEOTA) mission is to protect the domestic tranquility and the public safety of the people of Mississippi by sufficiently training law enforcement officers. By ensuring a documented, well-trained law enforcement community, the citizens of the state of Mississippi will have their safety, morals, and general welfare protected.

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

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

Relevant Benchmarks #1:

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

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

Relevant Benchmarks #2:

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

Relevant Benchmarks #3:

- 1) Enhance MLEOTA's investigator training program regimen by offering additional advanced courses in crime scene investigation, including the implementation of Mississippi's first Outdoor Climatological Crime Scene Investigator's Course. The course will be located on a ½ acre site on the MLEOTA grounds. (*Commonly referred to as the 'Body Farm' - the site will use pig cadavers and will be only the 7th such training site in the United States*)

4. Overview of the Agency 5-Year Strategic Plan

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

These classes will include but are not limited to a certified investigator program, law enforcement management training, firearms instructor certification, accident reconstruction, instructor techniques courses, defensive driving, domestic violence intervention, crime scene, law enforcement for the elderly, and a host of other law enforcement related training classes.

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

5. External/Internal Assessment

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

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2024 through FY 2028

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

GOAL A: Train, certify and offer recertification of law enforcement officers according to the prescribed programs governed by the Board of Law Enforcement Standards and Training.

OBJECTIVE A.1: Increase the number of certified law enforcement officers and offer additional training opportunities.

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

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

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

Output: Utilization of well-trained law enforcement officers to ensure the

safety and well-being of Mississippi's citizens and guests.

Efficiency: Enhance the skill level of all patrol officers and investigators throughout the state to detect, investigate, solve, and ultimately reduce crime.

Explanatory: Reducing costs associated with criminal activity promotes safer communities and allows the state to utilize funds elsewhere.

DRIVER SERVICE BUREAU (715-00)

1. Comprehensive Mission Statement

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

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

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

Relevant Benchmark #1:

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

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

Relevant Benchmark #2:

1. Customer wait time
2. Customer complaints

4. Overview of the Agency 5-Year Strategic Plan

As we continue to rollout updates to how we operate, we strive to enhance those changes as we go; therefore, providing the most professional and proficient services possible.

The purpose of this plan is to identify for our valued employees and citizens the overall objectives of our organization and what we are striving to achieve within the next five years. The Bureau is committed to improving the Bureau by means of enhanced recruitment of higher skilled individuals and providing customer service training. This training will concentrate on "The customer is always right" approach.

Furthermore, the Bureau is committed to enhanced services and reducing the cost of those services to the taxpayer. During the next five years, our goal is to provide an At Home Knowledge Testing for our teenagers. This will reduce the amount of time teenagers spend at a Driver Service location, resulting in a faster overall process for obtaining a regular learner's

permit. Furthermore, the Bureau is devoted to lowering mailing costs by adopting a digital format as a more efficient way of corresponding with our customers. This process will ensure that the customer receives the material sooner and that delivery is confirmed.

In the form of a Virtual Examiner, the Bureau is also committed to creating innovative technology. Virtual Examiner will help to reduce wait times and the time it takes to issue credentials.

5. External/Internal Assessment

1. The Bureau is committed to advancing its means of production with the use of digital technologies. The Bureau is committed to expediting the issuance of credentials.
 - a. Create a means for CDL drivers to renew their driver's licenses on-line. This will minimize the waiting lines at the CDL locations.
 - b. Make it possible for teens to take the knowledge test at home which will reduce the number of people waiting at service stations. This will speed up the process of getting their learner's permit because they will only have to visit a driver service location once. A substantial number of teens currently fail the knowledge exam, compelling them to return to a driver service location multiple times.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2024 through FY 2028

Program 1: Driver License

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

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

- Outcome:* Reduce complaints
- Outcome:* Increase number of commercial truck drivers
- Outcome:* Decrease the number of suspended drivers

A.1.1 Strategy: Create innovative approach to servicing Mississippi's driver/commercial license, identification, and firearm permit matters by June 30, 2028

- Output:* Number of credentials issued

BUREAU OF INVESTIGATIONS (716-00)

1. Comprehensive Mission Statement:

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

2. Statement of Agency Philosophy

MBI is committed to providing impartial investigative support to local, state, and federal agencies to advance the solvability of criminal investigations occurring within the State. The philosophy of MBI is to exude professionalism with unequivocal support to law enforcement agencies statewide and bring closure to critical incidents concerning criminal investigations. Moreover, MBI seeks to proactively exercise general policing powers as codified in State law to identify unlawful trends, initiate investigations, and deploy assets to mitigate and deter illegal activities.

3. Relevant Statewide Goals and Benchmarks

State Goal #1: To proactively initiate MBI investigations according to the identification of unlawful trends and to provide support to all local, state, and federal law enforcement agencies statewide.

Relevant Benchmark #1: Increase criminal investigations.

4. Overview of the Agency 5-Year Strategic Plan

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

Within the next five years, our goals are to increase professional training standards, create open training environments to expand outreach efforts to the law enforcement community, increase investigative support, and acquire technological advancements to proactively combat human trafficking, automobile theft, and cyber-related offenses.

5. External/Internal Assessment

- 1) The emergence and rapidity of technological advancements in investigations and criminal activity require the agency to maintain certified personnel that is equipped to support complex criminal investigations.
- 2) Shortage in human capital to investigate criminal offenses requires the agency to leverage liaison partnerships or identify untraditional hiring practices to support investigative response and caseload.

- 3) The volatile nature of human trafficking trends and cyber-related criminal offenses requires the agency to acquire technological equipment, personnel certifications, and training to mitigate contemporary criminal trends used to evade law enforcement intervention.
- 4) The increase in automobile-related criminal offenses requires the agency to establish a dedicated unit to identify trends to curb the influx of theft-related criminal offenses.
- 5) The increase in juvenile delinquency.
- 6) The national increase of homicides by firearms nationwide requires the agency to research offenses in Mississippi to identify commonalities to support the strategic placement of agency resources to support enforcement intervention efforts.

6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2024 through FY 2028

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

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

Outcome: Provide impartial investigative response statewide to all officer-involved shootings and critical incidents.

A.1.1. STRATEGY: Standardize OIS investigations

Output: Conduct training and outreach initiatives to ensure impartial, effective, and proficient investigations.

Efficiency: Ensure proper staffing and investigative measures are taken in all OIS to ensure a standardized approach to critical incident management and response.

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

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

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

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

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

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

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

Output: Operations conducted, and cases initiated.

Output: Total arrests or cases cleared.

Efficiency: Reduction in response times concerning calls to service and establishing effective partnerships.

Efficiency: Increase in law enforcement presence to preserve public order

Explanatory: Increase in multi-jurisdictional support to assist law enforcement agency crime-fighting capabilities.

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

GOAL A: Ensure continuing education initiatives for all agents.

OBJECTIVE A.1: Ensure Agents are properly trained.

Outcome: Enhance and expand the educational levels of all agents.

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

Output: Conduct quarterly educational initiatives.

Efficiency: Increase and assume contemporary effective investigative capabilities, communication efforts, and professionalism to advance solvability in criminal investigations statewide.

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

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

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

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

Outcome: Increase proactive measures to mitigate human trafficking.

A.1. STRATEGY: Implement multi-jurisdictional task forces, education, and training.

Output: Operations conducted, and cases initiated.

Output: Total arrests.

Output: Total child/victim recoveries.

Efficiency: Increase investigative measures to mitigate human trafficking and build awareness through law-enforcement presence and educational outreach.

Explanatory: Increase awareness of human trafficking characteristics and ensure efficient contemporary investigations are conducted statewide.

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

GOAL A: To increase the probability of solving cases deemed cold.

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

Outcome: Proactively reassess case files to identify, locate, and interview persons of interest to bring closure to dated criminal investigations.

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

Efficiency: A reduction in cold cases.

Explanatory: Revive an investigation that has not been resolved by obtaining new information, re-examining archives, discovering or introducing new

material evidence, and creating profiles to reasonably uncover the identities of potential suspects.

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

GOAL A: Preserve investigative integrity at all crime scenes.

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

Outcome: Increase the probability of crime scene integrity and evidence collection to support, infer, and corroborate crime scene specifics throughout Mississippi.

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

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

Efficiency: Prevent or minimize crime scene contamination through best-accepted practices.

Efficiency: Increase opportunities to advance criminal cases and assist prosecutorial efforts in criminal proceedings.

Explanatory: Preserve artifacts to support investigations effectively.

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

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

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

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

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

Output: Cases received or initiated.

Output: Cases cleared.

Efficiency: Increase in electronic data capturing and preservation capabilities to infer case specifics leading to the prosecution of offenders.

Explanatory: Increase in multi-jurisdictional support through accepted -best practices for data capturing and preservation, as provided by trained personnel with investigative tools needed to advance criminal investigations having a cyber nexus.

STATE CAPITOL POLICE (717-00)

1. Comprehensive Mission Statement

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

2. Statement of Agency Philosophy

The Office of Capitol Police is committed to maintaining the highest level of integrity and professionalism in all its operations. Furthermore, Capitol Police will continue striving to improve our working relationship and reputation with our partner agencies, while becoming a fully functioning law enforcement entity.

3. Relevant Statewide Goals and Benchmarks

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

Relevant Benchmark #1:

- 1) Number of recorded incidents
- 2) Number of auto burglaries
- 3) Number of business burglaries
- 4) Number of robberies
- 5) Number of motor vehicle collisions

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

Relevant Benchmark #2:

- 1) Time of response to emergency calls
- 2) Time of response to non-emergency calls
- 3) Time of response to medical calls
- 4) Time to perform building checks

4. Overview of Agency 5-Year Strategic Plan

Our agency transitioned from the MS Department of Finance and Administration to the Department of Public Safety in FY22. This is an ongoing effort, combining all resources under one agency to operate in a standardized and efficient manner.

The Office of Capitol Police plans to double its law enforcement personnel over the next 2 years (FY 23-25) by filling 75 vacancies. The additional manpower will create a crime suppression unit (Flex team), increase patrol officers, add investigators, and supervisory personnel. The flex team will work with local, state, and federal agencies to target crimes against persons and

saturate problem areas. We want to be prepared to respond quickly and efficiently to emergencies occurring in the Capitol Complex District.

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

Capitol Police will combine their computer aided dispatch center with Mississippi Highway Patrol and Mississippi Bureau of Narcotics. This will house 3-4 dispatchers under one roof during any given shift. Dispatchers will be crossed trained to work together which will enhance our call talking abilities. CPD is preparing to be a fully functional 911 system for the CCID. We are also working with DPS to create a mobile command center.

The Department of Public Safety has secured grant money for technological upgrades for Capitol Police. This money will be used to outfit 20 new Dodge Durango's as well as the existing patrol fleet with in-car cameras. The funds will also purchase body cameras for officers, stationary and mobile cameras, license plate readers (stationary and mobile), throughout the CCID, to enhance security and investigative capabilities.

Renovations will begin on the new Capitol Police Department in early FY22-23, formerly known as the Wright and Ferguson Funeral Home. The construction should take approximately a year to complete once it begins.

5. External/Internal Assessment

1. Significant increase in crime.
2. Increased events within the CCID (as Covid restrictions have been lifted) could impact the need for additional manpower.
3. Retirement and shift realignment could severely affect the agency and its ability to cover responsibilities.
4. Added technology could enhance quality of police response and performance.
5. The shortage of staffing at the Jackson Police Department has increased our call volume.

6. Agency Goals, Objectives, Strategies and Measures by Program for BY 2024 through FY 2028

PROGRAM 1. Law Enforcement

GOAL A: Expand law enforcement

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

Outcome: Events and shifts adequately covered without excessive overtime.

A.1.1 STRATEGY: Attract and retain qualified employees.

Output: Attrition averted.

Output: Increased efficiency and frequency of patrols.

Output: Events are adequately staffed.

A.1.2 STRATEGY: Equip and train employees

Output: Increase officer confidence

Output: More tools to resolve situations

Output: Better protection of visitors, buildings, and district

A.1.3 STRATEGY: Form Flex Team (crime suppression team)

Output: Respond quickly and efficiently to emergencies occurring in the Capitol Complex District (i.e., aggravated assaults, robberies, burglaries, and organized crime).

BUREAU OF NARCOTICS (718-00)

1. Comprehensive Mission Statement

Created by statutory authority in 1971, the Mississippi Bureau of Narcotics (MBN) provides for the public's safety by reducing the availability of illicit controlled substances and diverted pharmaceutical drugs. This reduction is accomplished through comprehensive statewide enforcement initiatives that are supported by strategic planning and training. In addition, MBN works with law enforcement (local/state/federal), prosecution entities (local/state/federal), and regulatory agencies in the state and throughout the nation.

2. Statement of Agency Philosophy

MBN respects the constitutional rights of all persons to liberty, equality, and justice. It safeguards lives and property. MBN protects the innocent against deception, the weak against oppression or intimidation, and the peaceful against disorder perpetuated by violence emanating from the illicit drug culture.

3. Relevant Statewide Goal and Benchmark

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

Relevant Benchmark #1: Number of reported arrests for drug related violations per 100,000 of population

4. Overview of 5-Year Strategic Plan

MBN's goal is to reduce the supply and demand of illicit drugs and diverted pharmaceutical drugs through investigating organizations involved in activity that violates the Mississippi Uniform Controlled Substance Act [see Miss. Code Ann. § 41-29-159 (b)].

The agency's objective is to increase the identification and dismantling of drug trafficking organizations through an increase in the number of arrests of individuals in violation of the Mississippi Uniform Controlled Substance Act. MBN will utilize intelligence-gathering for the purpose of initiating drug investigations, while sharing information with federal, state and local law enforcement and regulatory agencies.

Over the next five years, MBN plans to hire and equip agents as listed below to:

- Initiate the creation of violent crime task forces led by MBN in each of its nine district offices. These task forces will consist of a partnership with local law enforcement agencies.
- Sufficiently maintain staffing with the existing High Intensity Drug Trafficking Area (HIDTA) groups as well as assign agents to federal and state task forces, along with special operations units.
- Provide legal representation for MBN as well as state and local agencies, seeking court-ordered forfeiture of suspected drug-derived assets, as mandated by the 2017 State Legislature.
- Maintain a public website for state and local asset forfeiture actions, as mandated by the 2017 State Legislature.

- Offer drug law enforcement and education training to law enforcement agencies, schools, colleges, and the public at large. Expand its strategic partnerships with behavioral and mental health professionals, along with community organizations.
- Manage the destruction of drugs and drug-related contraband confiscated by federal, state and local law enforcement agencies.

5. External/Internal Assessment and Internal Management Systems

- a. MBN enforcement operations utilize problem-oriented policing (see www.popcenter.org). This allows administrators to re-direct resources toward emerging drug-trafficking trends.
- b. MBN continues to broaden its focus. While the opioid epidemic wages on, the state's number of prescriptions written is decreasing yet the number of opioid related overdoses, especially heroin and/or fentanyl, continues to persist. MBN is involved in several multi-agency collaborations to help reduce the impact of this epidemic. Kratom, a not yet scheduled substance, has been responsible for numerous overdose deaths as well. At this time, communication with community leaders and local elected officials has resulted in Kratom being banned in 12 counties and 28 cities. The agency will also continue to combat the influx of ever-changing counterfeit substances and synthetic drugs into the state.
- c. Violent crime, an offspring of the drug culture, diminishes the quality of life in every community throughout our State. It often accompanies drug trafficking and involves the illegal possession, sale, and distribution of firearms. Those involved in drug trafficking often facilitate violent crimes through the use of firearms. Enforcement of the Uniformed Controlled Substance Act, along with eradicating the illegal possession and sale of firearms, has a direct impact on reducing violent crime and improving the quality of life in every community throughout the state of Mississippi.
- d. When narcotics agents successfully combat a drug problem, dealers adapt — often making it necessary for law enforcement to seek revisions of drug enforcement related laws and the acquisition of additional resources.
- e. There are no current monetary demands stemming from federal and state audits of MBN operations; nor are there any judgments against the agency. However, at this writing, litigation is pending against MBN.
- f. An executive director appointed by the Commissioner of Public Safety leads MBN. The Deputy Administrator (Enforcement Commander) oversees regional investigations. The Deputy Administrator (Operations Commander) oversees administration and special operations. The Operations Commander and Enforcement Commander report to the Executive Director.
- g. The agency is currently updating its policies and procedures manual, governing administration, and enforcement, which is routinely reviewed and revised as needed. All personnel are required to acknowledge written receipt of the manual, which is maintained by Human Resources.
- h. Reports that measure the agency's performance indicators are prepared monthly for review by MBN administrators and management staff.

6. Agency Goal, Objective, Strategy and Measures by Program for FY 2024 through FY 2028

a) Program 1: Drug Enforcement

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

OBJECTIVE A.1.: Increase the number of arrests for drug violations

- Outcome:* Percentage change in number of drug suspects arrested
- Outcome:* Percentage change in number of drug cases prosecuted
- Outcome:* Percentage change in number of drug organizations disrupted and/or dismantled

A1.1. STRATEGY: The agency’s objective is to increase the number of arrests for suspected drug violations. MBN will utilize intelligence-gathering for the purpose of initiating drug investigations, while sharing information with federal, state and local law enforcement and regulatory agencies.

- Output:* Number of drug suspects arrested
- Output:* Number of drug cases prosecuted
- Output:* Number of drug organizations disrupted and/or dismantled
- Efficiency:* Cost of purchasing information
- Efficiency:* Cost of purchasing evidence

b) Program II: Demand Reduction

GOAL A: Conduct drug education and awareness presentations throughout the state with strategic partners.

OBJECTIVE A.1.: Increase the number of presentations and training events.

- Outcome:* Percentage change in number of presentations
- Outcome:* Percentage change in number of training events
- Outcome:* Percentage change in number of drug related overdose deaths

A1.1. STRATEGY: The agency’s objective is to decrease the number of illicit drug use and pharmaceutical drug misuse initiations that result in drug related overdose deaths. MBN will utilize its strategic partners for the purpose of initiating drug education and awareness training events throughout the state.

- Output:* Number of presentations
- Output:* Number of training events
- Output:* Number of drug overdose deaths
- Efficiency:* Cost of purchasing training materials
- Efficiency:* Cost of travel

COMMERCIAL TRANSPORTATION ENFORCEMENT DIVISION (719-00)

1. Comprehensive Mission Statement

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

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

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

Relevant Benchmark #1:

- 1) Number of trucks weighed by portable and static scales
- 2) Number of overweight assessments issued
- 3) Number of 72-Hour Trip Permits Issued
- 4) Number of vehicles inspected

4. Overview of the Agency 5- year Strategic Plan

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

5. External/Internal Assessment

- The increase in demand for online shopping due to the pandemic and supply chain disruption requires the agency to hire and train more public safety inspectors to ensure safe travels and compliance of commercial motor carriers.
- The rapidity of technological advancements in commercial transportation organizations to alleviate driver shortages will require the agency to further train personnel to identify defects conducive to unsafe equipment, driver behavior, or technical error of commercial motor carriers.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2024 through FY 2028

Program 1: Law Enforcement (§77-7-16)

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

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

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

Outcome: Preservation of the highway and bridge infrastructure on state roadways.

A.1.1. STRATEGY: Conduct proactive traffic enforcement and safety compliance checks on commercial vehicles navigating the Mississippi highway system to reduce large vehicle related accidents, reduce the number of unsafe and overweight commercial vehicles on the roadway, and increase compliance with driver and vehicle credentialing requirements.

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

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

Output: Total vehicles weighed

Output: Total over gross

Output: Total vehicles inspected exceeding restricted weight limits

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

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

OFFICE OF PUBLIC SAFETY PLANNING (743-00)

1. Comprehensive Mission Statement

The Mississippi Department of Public Safety Planning provides training, funding, planning, prevention, and protection services through the work of its four Divisions, to ensure a safe and secure environment and enhanced quality of life for the citizens of the State of Mississippi. The Division of Public Safety Planning is made up of four components: (1) Office of Justice Programs; (2) Office of Standards and Training; (3) Governor's Office of Highway Safety; and (4) Mississippi Leadership Council on Aging. The Division's mission is accomplished through planning and developing state plans, providing funding to units of state and local government and public and private nonprofit agencies from approved plans, evaluation of programs, technical assistance and special initiatives.

2. Statement of Agency Philosophy

The Division of Public Safety Planning is responsible for increasing public safety through the development, implementation and evaluation of programs in the areas of criminal justice system improvements, juvenile justice delinquency prevention, and residential substance abuse. To serve the public in pursuit of safety for all Mississippians.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal # 1 To ensure Mississippians are efficiently served by high-quality professionals in order to operate a fair and effective system of justice and protect the public's safety, by providing timely and appropriate training for law enforcement officers that respond to emergencies and disasters.

Relevant Benchmark # 1

1. Administer Public Safety Planning Law Enforcement training, Federal and State grant awards process in a fair, accessible and transparent fashion – and, as good stewards of federal funds, manage the grant process in a manner that avoids waste, fraud, and abuse.
2. To strengthen partnerships with state, local and tribal stakeholders.

4. Overview of the Agency 5-Year Strategic Plan

The Public Safety Strategic Plan, for FY 2024 -FY 2028, describes the underlying issues and situations facing the Mississippi's Law Enforcement, Highways Safety and Criminal justice systems at the state, local and tribal levels and how PSP is responding to them. It emphasizes the importance of partnerships between Public Safety Planning and state, local and tribal governments. The Division of Public Safety Planning has a strategic plan in place to provide direction for the agency over the next five years. It will evaluate its performance in carrying the plan through training, the receipt of grant awards from federal agencies, state and local projects funded, annual review of the division's activities, and adherence to the agency's policies and procedures. The Mississippi Department of Public Safety's Division of Public Safety Planning, utilize various methods and data sources to increase cooperative highway safety programs, criminal justice

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

5. External/Internal Assessment

1. Decrease in Subgrantees
2. The number of officers needing of training has increased (Covid restrictions have been lifted) and could impact the need of additional classes.
3. Changes in technology could be utilized to increase the productivity of this PSP.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2024 through FY 2028

Program 1: Office of Highway Safety Impaired Driving and Alcohol Related Fatalities, Crashes and Injuries

GOAL A: The MOHS's primary goal is to assist State, local, non-profit organizations, community groups, institutions, colleges and universities in developing and implementing innovative highway safety programs which will in turn reduce the total number of fatal and serious injury crashes, including those that are alcohol/drug related.

OBJECTIVE A.1 Alcohol/Impaired Driving:

1. Alcohol and Other Drugs: To decrease the number of fatalities in crashes involving a driver or motorcycle operator with a BAC of .08 or above, by 1% of the five-year average (2019-2023) of 175 to 173 by the end of (2024-2028).
2. Activity Measure/Impaired Driving: To maintain the number of impaired driving citations issues during grant funded enforcement activities during the five-year average (2019-2023) of 5,815 by the end of 2024-2028.
3. MOHS Outcome Measure: Teen-AL: To reduce alcohol related fatalities in drivers under 21 years old by 4% from the year average (2019-2023) of 10 to 9 by the end of 2024-2028.

Outcome: Number of agency personnel and statewide projects supported
Outcome: Percent of fatalities in crashes involving a driver or motorcycle operator with a bac of .08 and above
Outcome: Decrease the number in DUI arrests and adjudications

A.1.1. STRATEGY: Impaired Driving and Occupant Protection: Provide a comprehensive statewide Impaired Driving and Occupant Protection Coordinated Program. Conduct pre and post seatbelt surveys annually for FY21-FY25; Fund law enforcement programs for day and night enforcement; Assign MOHS staff to manage Driving and Occupant Protection enforcement and outreach grants; Promote seatbelt safety through earned and paid media; and Provide technical assistance when needed for the Occupant Protection Program.

- Output:* Number of State/local Overtime or Officers in which Grant Funds are provided
- Output:* Number of Reports Generated from DUI related accidents and Occupant Protection.
- Output:* Number of applications funded and statewide programs supported
- Output:* Increase the number of participation in the task force. Output: Increase the number of agencies that participate in the Child Passenger Seat Enforcement program.
- Efficiencies:* Costs of DUI Citations and Occupant Protection Seatbelt per Incident
- Efficiencies:* Cost of Development of Data Collection System
- Efficiency:* Continue to reduce the amount of cost per citation for child restraint citations (Amount of Budget/Number of Citations) to show program cost efficiency.
- Efficiencies:* Dollar amount of federal funds received
- Explanatory:* Reduction of federal funding due to federal sequestration and reduction of funds.

Program 2: Office of Justice Programs

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

OBJECTIVE A.1. Reduction of Crime Statewide

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

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

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

- Output:* _ Provide continuous support to crime reduction and prevention programs.
- Output:* Implement programs to involve communities in a process of developing and implementing strategic crime prevention plans in targeted areas.
- Efficiency:* _ Cost associated with implementing crime reduction programs.
- Explanatory:* Availability of Federal and State funding.

Program 3: The Board of Law Enforcement Training

The Board on Law Enforcement Officer Standards and Training has established policies and procedures which govern the overall operation of the agency. In addition, internal operational procedures exist to guide the staff in the performance of its work. The Board meets on a bi-

monthly basis during which time staff activities are discussed and any problem areas can be identified. Budgetary constraints are always considered when new or expanded projects are requested.

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

Objective A.1. Contribute to continuing reduction in the threat of crime in Mississippi by ensuring the competencies of new and existing certified law enforcement officers through development and implementation of professional standards.

- Outcome:* Percent of appointed law enforcement officers obtaining certification
- Outcome:* Percent of appointed part-time, reserve, and auxiliary officers obtaining certification
- 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
- Outcome:* Percent of administrative disciplinary actions taken within one year

A.1.1. Strategy: Set standards for training academies to ensure the development, delivery, and quality of law enforcement training and education; certify law enforcement academies and instructors; develop, maintain, and administer certification examinations; approve and maintain continuing education requirements. Issue certificates to individuals who demonstrate required competencies; assist officers and departments in the review and maintenance of their certificates. Promote State Accreditation Standards to all agencies.

- Output:* Basic Law Enforcement Officers Certified
- Output:* Part-time, Reserve, Auxiliary Officers Certified
- Output:* Number of Certificates Reactivated by Refresher Course
- Output:* Certification Transactions – Actions
- Output:* Number of State Accredited Agencies
- Output:* Officers Requiring In-Service Training (Sheriffs, Chiefs, Constables, Municipal Officers)
- Output:* Instructors Approved
- Output:* Curriculum Approved
- Output:* Training Quality Monitoring – Actions
- Efficiency:* Average Certification Cost per Individual Basic Certificate Issued
- Efficiency:* Average Certification Cost per Individual Part-time, Reserve, Auxiliary Officer Certificate Issued
- Efficiency:* Average Certification Cost per Individual Refresher Certificate Issued
- Efficiency:* Average Cost of Required In-Service Training
- Efficiency:* Training Quality Monitoring - Cost

Explanatory: Number of Training Providers Certified
Efficiency: Average Cost to Achieve Accreditation *Efficiency:* Average Cost per Revocation Hearing *Efficiency:* Average Cost per Monitoring Visit
Explanatory: Number of Certified Individual Appointed
Explanatory: Number of Individuals Meeting Requirement but not appointed
Explanatory: Agencies participating in the Accreditation Process
Explanatory: Evaluating and assisting academies, training providers and agencies
Explanatory: Number of Officers Served

A.1.2. Strategy: Provide assistance to the law enforcement community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions. Investigate violations of administrative and criminal statutes relating to the Board’s mission, and revoke certificates, suspend certificates, reprimand certificates, or inactivate certificates for violations of statutes or policy.

Output: Number of Disciplinary Actions Taken Against Certificates
Efficiency: Average cost to Maintain Files
Explanatory: Number of Reprimands Issued
Explanatory: Number of Certificates Suspended
Explanatory: Number of Certificates Revoked
Explanatory: Number of Certificates Inactivated

Program 4: Emergency Telecommunications

The purpose of the Emergency Telecommunication Board (Mississippi Code, §19-5-351 and §19-5-353) is to ensure that emergency telecommunicators have the best preparation feasible to enable them to carry out their duties in a manner that protects the health, safety, and welfare of the citizens of this state.

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

Outcome: Percent of appointed emergency telecommunicators obtaining certification
Outcome: Percent of appointed emergency telecommunicators obtaining recertification
Outcome: Ensure Competency of Critical Skill Areas for 100% of Course Graduates
Outcome: Percent of administrative review actions taken within one year

A.1.1. Strategy: Set standards for training facilities to ensure the development, delivery, and quality of emergency telecommunicator’s training and education; certify emergency telecommunicator’s training facilities and instructors; approve and maintain continuing education requirements. Issue certificates to individuals who demonstrate required competencies; assist emergency telecommunicators and departments in the review and maintenance of their certificates.

Output: Emergency Telecommunicators Certified
Output: Certification Transactions
Output: Telecommunication's Instructors Approved
Output: Telecommunication's Curriculum Approved
Output: Number of Separation Reports Received and Processed
Output: Number of Field Service Monitoring Visits
Output: Number of Training Quality Monitoring – Documents
Output: Number of Emergency Telecommunicator's Files Maintained and Served
Efficiency: Average Certification Cost per Individual Telecommunicator Certificate Issued
Efficiency: Average Recertification Cost per Individual Telecommunicator Certificate Issued
Efficiency: Certification Transaction Cost per Student
Efficiency: Average Cost of Eight Hour In-Service Training Course
Efficiency: Emergency Telecommunicator Cost per Course
Efficiency: Average Cost per Complaint Resolved
Efficiency: Average Cost per Services Action (Technical Assistance and Inspections)
Efficiency: Average Cost of Files Reviewed in One Year Period
Efficiency: Training Quality Monitoring Cost per Student
Explanatory: Number of Certified Individual Appointed
Explanatory: Number of Individuals Meeting Training Requirement
Explanatory: Number of Training Providers Certified
Explanatory: Number of Courses Approved
Explanatory: Number of Reprimands Issued
Explanatory: Number of Certificates Suspended
Explanatory: Number of Certificates Revoked
Explanatory: Number of Certificates Inactivated
Explanatory: Evaluating and assisting agencies and training providers
Explanatory: Number of Telecommunicators Served

Program 5: Council on Aging

GOAL A: To promote a coordinated effort among law enforcement, social service agencies, and local communities to reduce crime against senior citizens.

OBJECTIVE A.1. Reduction of crime against the senior population and Established new triad programs in counties and municipalities to coordinate efforts to educate and protect senior citizens from crimes, criminals and better provide needed services.

Outcome: Change in operations via quarterly board meetings to review processes and procedures
Outcome: Change in the number of operational Triad programs

- Outcome:* Enhance law enforcement and non-law enforcement understanding of crimes against the elderly by conducting trainings
- Outcome:* Increase funding opportunities to counties to educate senior citizens

A.1.1. Strategy: Continue to provide critical funding to reduce crimes against senior citizens and increase funding opportunities to counties to educate senior citizens on crime prevention.

- Outputs:* 4 Board Meetings Board members reviewed programs, expenditures, objectives and continued protection of senior population
- Outputs:* Conduct 1 training programs per year
- Outputs:* Expand Triad Programs by 4 each year
- Efficiency:* Average cost per meeting is \$300.00 per quarter.
- Efficiency:* Cost per initial program \$1,400.00
- Efficiency:* Average cost per meeting is \$300.00 per quarter.
- Explanatory:* Reduction of special fund converted to general funds by Senate Bill 2362

Program 6: Jail Officer Training

The purpose of the Jail Officer Board is to ensure that jail officers are selected according to high standards. Once selected, the Board intends that jail officers have the best preparation feasible to enable them to carry out their duties in a manner that protects the health, safety, and welfare of the citizens of this state.

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

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

- Outcome:* Percent of appointed jail and youth detention officers obtaining certification
- Outcome:* Ensure Competency of Critical Skill Areas for 100 % of Graduates
- Outcome:* Percent of administrative review actions taken within one year

A.1.1. Strategy: Set standards for training facilities to ensure the development, delivery, and quality of training and education; certify training facilities and instructors. Issue certificates to individuals who demonstrate required competencies; assist jail and youth detention officers and departments in the review and maintenance of their certificates

- Output:* Jail and Youth Detention Instructors Approved
- Output:* Jail and Youth Detention Curriculum Approved

- Output:* Jail and Youth Detention Officers Certified
- Output:* Number of Separation Reports Received and Processed
- Output:* Number of Administrative Review Actions
- Output:* Number of Certification Transactions - Documents
- Output:* Number of Jail and Detention Officer Files Maintained and Served.
- Efficiency:* Average Certification Cost per Individual Jail and Youth Detention Officer Certificate Issued
- Efficiency:* Average Cost of Basic Jail Officer Training Course
- Efficiency:* Average Cost per Complaint Resolved
- Efficiency:* Average Cost per Services Action (Technical Assistance and Inspections)
- Efficiency:* Average Cost of Files Reviewed in One Year Period
- Explanatory:* Number of Individuals Appointed
- Explanatory:* Number of Individuals Meeting Training Requirement
- Explanatory:* Number of Training Providers Certified
- Explanatory:* Number of Courses Approved
- Explanatory:* Number of Reprimands Issued
- Explanatory:* Number of Certificates Suspended
- Explanatory:* Number of Certificates Revoked
- Explanatory:* Number of Certificates Inactivated
- Explanatory:* Evaluating and assisting agencies and training providers
- Explanatory:* Number of Officers Served

Program 7: Juvenile Facility Monitoring Unit (JFMU)

The Juvenile Facilities Monitoring Unit’s Strategic Plan involves inspecting facilities, training juvenile detention facilities’ staff, investigating complaints concerning the treatment of children, providing technical assistance and conducting assessments of the level of compliance of the facilities.

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

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

Outcome: Ratio of trained direct care staff to juveniles

A.1.1. STRATEGY: Provide assistance to the youth detention community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions. Enforce certification regulations required of individuals in direct care of juveniles; assist youth detention officers and departments in the review and maintenance of their certificates. Inspect to ensure the safe and secure operation of youth detention facilities. Investigate violations of administrative and criminal statutes relating to the agency’s mission

Output: Certified Youth Detention Officers

Output: Juveniles in Facilities Served
Output: Youth Detention Facilities Served
Output: Number of Facilities Inspected
Efficiency: Average Certification Cost per Individual Youth Detention
Officer Certificate Issued
Efficiency: Percent of Admin Review Action Taken within One Year
Efficiency: Average Cost of Facility Inspected
Explanatory: Number of Individuals Appointed
Explanatory: Number of Individuals Meeting Training Requirement
Explanatory: Number of Facilities
Explanatory: Number of Inspections
Explanatory: Number of Strategic Plans Implemented

OFFICE OF HOMELAND SECURITY (746-00)

1. Comprehensive Mission Statement

The mission of the Mississippi Office of Homeland Security (MOHS) is to partner with federal, state and local emergency personnel during and after both man-made and natural disasters, as well as working to prevent, protect, and respond to threats and/or acts of terrorism within our state.

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

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

Relevant Benchmark #1:

- Number of OHS grants provided to local jurisdictions
- Number of callouts documented by MOHS Activity Reports.
- Number of Mission Assignment numbers issued by the Mississippi Emergency Management Agency for calls.
- Number of relevant training classes made available for Task Force personnel.
- Number of documented training exercises in which Task Force personnel participate.
- An increase in certified personnel on the Task Forces and Bomb Squads.
- Number of Bomb Squad callouts documented by the Bureau of Alcohol, Tobacco, Firearms, and Explosives Bomb, Arson, Tracking System.

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

Relevant Benchmark #2:

- Establish the Mississippi Cyber Unit (MCU).
- Establish a Statewide centralized Cyber Threat Protection Program (CTPP) for the state of Mississippi.
- Establish a Statewide Cyber Threat Intelligence Group (CTIG) unit for the state of Mississippi.
- Establish a statewide Cyber Incident Response Team (CIRT) to aid in mitigating

- cyber threats rapidly.
- Development of cyber forensics technician who specializes in cyber technology to assist law enforcement agencies in dealing with cyber-crimes.

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

Relevant Benchmark #3:

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

Statewide Goal #4: To establish a safer environment for Mississippi’s citizens, schools, and Critical Infrastructure. MOHS will utilize school intelligence analysts and sworn agents to work with state, local, and federal partners in preparing, protecting, and responding to threats and acts of violence. This goal will be accomplished by conducting training, education, response, and investigative support.

Relevant Benchmark #4:

- Hire agents and analysts to support local law enforcement and MOHS mission and programs, including the Mississippi Safe Schools Task Force.
- Create new courses facilitated by MOHS to support local jurisdictions in this effort.
- Number of school security assessments completed.
- Statewide threat assessment completed by the Mississippi Analysis and Information Center.

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

Relevant Benchmark #5:

- Number of liaisons established and maintained with federal, state, and local government agencies.
- Meet all identified timelines as set forth by MOHS and the Mississippi

- Emergency Management Agency (MEMA).
- Completion of the CPG101, NIMS Implementation Assessment, and Post Assessment.
- Completion and submission of assessments to FEMA by the December 31st deadline.

Statewide Goal #6: Increase the capabilities of the Mississippi Analysis and Information Center to a fully operational level.

Relevant Benchmarks #6:

- Hire fifteen additional intelligence analysts to fully staff MSAIC. This will allow MSAIC to move to a 24/7 operational posture and bring MSAIC in line with other states in our region. Currently MSAIC has a staff of four analysts and one supervisor.
- Reinstitute the Mississippi Information Liaison Officer (MILO) program.
 - Identify, recruit, and train MILOs in all 82 counties and one tribal nation in the state.
 - Redevelop a user-friendly MILO reporting system to optimize communication between local law enforcement and MSAIC.
- Develop real time intelligence capability to better assist law enforcement and agents in the field, particularly the Human Trafficking Task Force.

4. Overview of the Agency 5-Year Strategic Plan

MOHS programs will be implemented in the areas of Grants Administration, Training, Operations, Intelligence, Digital Forensics, and Cybersecurity. MOHS will develop, enhance, and integrate emergency response capabilities across local, state, tribal, and federal agencies. The strategic plan for the next five years is to improve:

- Cross discipline skillsets among task forces and stakeholders.
- Increase the exchange and analysis of information.
- Facilitate planning, equipment, training, and exercise requirements needed to expand and sustain the state’s capability in order to prevent, protect, and respond to disasters and threats or acts of terrorism.

MOHS will administer federal grants to local agencies, train emergency responders, partner with government agencies and the private sector to further evaluate and protect infrastructure and expand statewide interoperability. MOHS will utilize state funds to pay, equip, train, and support employees and the MOHS mission. Where possible, MOHS will utilize available federal funds to supplement state funding.

The Law Enforcement Support Task Force will continue to enhance its manpower and abilities over the next five years. The Task Force will schedule needed training and purchase equipment. The training conducted will allow law enforcement to acquire the skills needed to respond to an incident or event and develop partnerships among agencies throughout the state. As a mutual

aid resource, these enhancements will be conducted to ensure the task force can better serve the citizens of Mississippi. The Search and Rescue Task Force will enhance its abilities over the next three years through training, gaining additional certifications, and participation in exercises. The Helicopter Aquatic Rescue Team Certification has been established in partnership with the Mississippi National Guard. This certification will allow for air rescues in high water or events where normal means of transportation are not available. The Search and Rescue Task Force will also begin building an Incident Support Team (IST) that will be able to manage large-scale technical rescue incidents from within the disaster zone.

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

Over the next five years, MOHS will continue to support enhancing the capabilities of the Bomb Squads, which are strategically located throughout the state. Technical training in chemical, biological, radiological, and explosive (CBRNE) related classes for bomb technicians is prioritized. MOHS will implement a program to enhance training for first responders by developing training programs in conjunction with the Department of Homeland Security to certify instructors. The goal being to have these courses certified by the Mississippi Minimum Standards Board and become available to all responders in Mississippi.

MOHS will elevate local preparedness efforts throughout Mississippi with support of Community Level Homeland Security Preparedness training. These training courses will enhance citizens' ability to prepare themselves and their family for disasters.

Over the next five years, MOHS will collaborate with federal, state, and local agencies to identify and address the state's threats, risks, and hazards. MOHS will complete a thorough analysis of the data entered to ensure accuracy and complete an informative THIRA/SPR. This evaluation will be used to determine Mississippi's current level of preparedness for man-made and natural disasters, identify gaps, and enhance capabilities moving forward.

Over the next five years, MSAIC will establish new partnerships and strengthen existing ones in the private sector, particularly in relation to the state's critical infrastructure. A strong relationship with our private sector partners will increase awareness and support the sharing of information. MSAIC will enhance its ability to support school safety through increased training and resources for analysts, and coordination with the Mississippi Department of Education, School Resource Officers, and the Mississippi Department of Mental Health.

MSAIC will assist the state's Human Trafficking Program by providing analytical support to the State Coordinator and Investigators. MSAIC will develop a cyber analyst program to assist our law enforcement and private sector partners in the awareness, detection, prevention and investigation of cyber related incidents.

MOHS Funding

MOHS is primarily funded through receipt of federal funds allocated through the Department of Homeland Security/Federal Emergency Management Agency's Fiscal Year HSGP and Non-Profit Grant programs. The funding provided by the federal government does not fully fund MOHS as it stands today. While federal funding was sufficient to fully support MOHS in the past, currently funding levels have deteriorated below our minimum functional threshold. Future funding provided by the state of Mississippi is necessary to continue providing needed protection to Mississippi citizens and critical assets. In order to effectively address the increased threat to cybersecurity and the rise of violent crimes throughout the state of Mississippi MOHS must increase its bandwidth to functional levels. This includes the need for agents to address threats of violence/extremism, cyberattacks, to support local law enforcement, attacks on critical infrastructure, and the other areas of operations MOHS is responsible for.

MOHS is required to administer grant funds to projects prioritized by federal guidelines defined in the HSGP. For FY22, these areas are Community Preparedness; Enhancing the Protection of Soft Targets/Crowded Places; Enhancing Information and Intelligence Sharing and Cooperation with Federal Agencies; and Addressing Emergent Threats. Each year the national priorities could change depending on the nation's priorities and gaps that need to be filled. For FY22, a minimum of 30% federal funding for the HSGP must be allocated to the priority areas.

5. External/Internal Assessment

1. MOHS receives nearly all of its funding from HSGP funds, changes in the availability and level of funding from the federal government would affect the support and potentially the existence of this office.
2. An occurrence of a foreign or domestic terrorist attack or natural disaster within Mississippi will deplete resources rapidly.
3. Substantial changes in federal or state laws or regulations may impact the number of programs supported by federal grant funds.
4. Major changes in administrative policies or national security priorities by the
5. U.S. Department of Homeland Security will affect the number of programs supported by federal grant funds.
6. The need for additional personnel at MOHS to address identified threats, such as cybersecurity, cannot be met without additional funding from the state or grant funds.

6. Goals, Objectives, Strategies and Measures by Program for the FY 2024 through FY 2028

Program 1: Statewide Homeland Security Specialized Response Teams

Goal A: To establish and maintain Statewide Homeland Security Specialized Response Teams, to include the Search and Rescue Task Force, the Law Enforcement Support

Task Force, and the Bomb Squads.

Objective A.1: To organize, equip, train, and exercise locally staffed, statewide FEMA-Typed homeland security specialized response teams incorporating law enforcement, fire service, and emergency management disciplines. These response teams are staffed from county emergency management agencies, fire, sheriffs, and police departments from across the state. Participating agencies designate select individuals to staff the various homeland security response teams. These individuals receive the required specialized training and exercise, developmental skill-set certifications and credentialing requirements. It is the goal of these resources to increase exercises and training by two percent.

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

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

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

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

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

Program 2: Mississippi Cyber Unit

Goal A: Create the Mississippi Cyber Unit (MCU).

Objective A.1. Utilize state and federal funds to create and establish a Mississippi Cyber Unit.

Outcome: Enhancement of available resources to protect the Cyber Environment.

Outcome: Increase statewide cyber security resources.

A.1.1 Strategy: Develop Statewide Cyber Response to mitigate threats.

Output: Establish statewide cyber response unit.

Output: Increase the protection of Mississippi Cyber Security

Efficiency: Increase, Mississippi ability to survive a cyber-attack on critical resources.

Objective A.2. Support state, and local cyber protection.

Outcome: Potential threats to Mississippi critical infrastructure identified and

- addressed
- Outcome:* Increased outreach to the public and private sector
- Outcome:* Training provided to state and local Information Technology Specialist.

A.2.1 Strategy: Provide rapid response and mitigation of cyber threats in Mississippi.

- Output:* Develop a response force of trained cyber security agents.
- Output:* Outreach conducted with the appropriate stakeholder, such as private sector businesses and governmental agencies.
- Output:* Enhance Mississippi’s cyber security statewide.
- Efficiency:* Increased expertise and response time to cyber threats.

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

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

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

- Output:* Number of situational awareness bulletins provided to private and public sectors.
- Output:* Diversity of attendees from different areas of the public and private Sector
- Efficiency:* Follow-up received from attendees indicating the information received assisted in mitigation solutions or recovery assistance
- Explanatory:* Knowledge of the potential threats by the public and private sector will assist in an increase in reporting of information and the sharing of this information to prevent and/or limit future attacks.

Program 3: Mississippi Analysis and Information Center

Goal A: To strengthen information sharing and collaboration capabilities.

Objective A.1. Utilize state funds and federal funds, if available, to support and expand the existing Mississippi Analysis and Information Center.

- Outcome:* Enhancement of available resources for all levels of law enforcement
- Outcome:* Increase in training and capabilities of intelligence analysts

A.1.1 Strategy: Conduct statewide intelligence meetings with law enforcement

- Output:* Number of law enforcement officers/agencies who attend the meetings
- Output:* Cases coordinated or solved based on information received during the meeting
- Efficiency:* Increase, by two percent, in Requests for Information or Services from law enforcement

Objective A.2. Support specific programs, to include School Safety, Cybersecurity, Human Trafficking, and local law enforcement communication.

- Outcome:* Potential threats to students or victims identified and addressed
- Outcome:* Increased outreach to the public and private sector
- Outcome:* Training provided to law enforcement and the public
- Outcome:* Training provided to School Resource and School Safety Officers
- Efficiency:* Increased expertise and response time as Intelligence Analysts expand their level of knowledge in a specific area

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

- Output:* Number of trainings/conferences received by Intelligence Analysts
- Output:* Outreach conducted with the appropriate stakeholder, such as schools, victim assistance agencies, or the public and private sector
- Output:* Number of trainings provided and facilitated by MSAIC

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

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

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

- Output:* Number of situational awareness bulletins provided to Fusion Center partners
- Output:* Diversity of attendees from different areas of the public and private Sector
- Efficiency:* Follow-up received from attendees indicating the information received assisted in mitigation solutions or recovery assistance
- Explanatory:* Knowledge of potential threats by the public and private sector will assist in an increase in reporting of information and

the sharing of this information to prevent and/or limit future attacks.

Program 4: Community-Level Homeland Security Preparedness.

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

Objective A1: Provide support to accelerate homeland security preparedness to the community level to better equip local responders and citizens to prepare, prevent, protect, and respond to disasters and acts of terrorism within their communities.

- Outcome:* Three school intelligence analyst hired to provide schools and MOHS with vital information regarding school threats and protective measures.
- Outcome:* Number of counties in the State of Mississippi with Community Level Preparedness trained volunteers.
- Outcome:* Number of households affected by preparedness training
- Outcome:* Numbers of students/citizens trained in CERT programming
- Outcome:* Percentage of local law enforcement man hours saved in investigations of crimes.
- Outcome:* A two percent increase in total community preparedness training deliveries from previous year.
- Outcome:* Number of events students/citizens participated in while using their trained skills.

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

- Output:* The number of community level preparedness programs in the State of Mississippi
- Output:* Numbers of program funding grants given in relation to funding available
- Output:* Volunteer participation in statewide continuing education and exercises
- Output:* The numbers of youth (ages 5-19) participating in disaster preparation/response coursework.
- Efficiency:* The number programs in the State of Mississippi in relation to the number of programs the previous year
- Explanatory:* Community Level Homeland Security training allows citizens to

take ownership of their disaster preparedness plans and lessen the burden of professional responders in times of crisis

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

A.1.3. STRATEGY: Utilize state and federal funds to support and continue implementation of the school intelligence and Safety Program. Three school intelligence analysts have been hired to work with all Mississippi schools Public and private to establish a baseline of school threats across the state and to develop methods to provide these schools with prevention and protection methods to offer a safer environment to students.

- Output:* The number first responders that attend training.
- Output:* Provide training support and exercise of the NIMS/ICS.
- Output:* Provide statewide standardized span of control.
- Output:* Provide response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents
- Output:* Provide response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety
- Output:* Collect and provide intelligence to schools and local law enforcement on threats to schools so they may develop an adequate response and develop assets/resources management during disasters, terrorism, and critical incidents threatening schools.
- Efficiency:* Average cost per training attendee in relation to total training costs
- Explanatory:* The Incident Command System 100, 200, 700, and 800 curriculums continue to be a core investment priority for Mississippi and have been institutionalized at State Law Enforcement and Fire Academies through curriculum inclusion for all basic law enforcement officers and firefighters. Provide schools and local jurisdictions adequate threat information and protective measures to better safeguard against threats to schools.