



**Mississippi Department of Public Safety**  
**Strategic Plan 2025-2029**

**MS DEPARTMENT OF PUBLIC SAFETY**

**STRATEGIC PLAN**

**FY 2025-2029**

**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
BUREAU OF NARCOTICS	718-00
OFFICE OF COMMERCIAL TRANSPORTATION ENFORCEMENT DIVISION	719-00
OFFICE OF PUBLIC SAFETY PLANNING	743-00
OFFICE OF HOMELAND SECURITY	746-00

## OFFICE OF HIGHWAY SAFETY PATROL (711-00)

### 1. Comprehensive Mission Statement

The mission of the Mississippi Highway Safety Patrol (MHSP) is to actively engage in enforcement activities to reduce impaired, distracted, and careless 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, courage, respect, loyalty, and compassion**. These core values provide consistent guidance for all actions taken by our personnel. They should inspire the public's faith and confidence in the skills and abilities of each Trooper while minimizing the likelihood of unprofessional conduct. MHSP will continue to adhere to the highest levels of 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 through partnerships with institutions of higher learning to support recruitment efforts, such as the William Carey University, Itawamba Community College (ICC), Hinds Community College (HCC), and Gulf Coast Community College (GCCC) 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.
- Foster recruitment building and competition within Troop district personnel to attain a successful and large pool of applicants.

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 while encouraging yearly physical exams.
- Incorporate coaching and mentoring sessions supervised by non-supervisory personnel to build a sense of morale and teamwork.
- Assign non-supervisory personnel with seniority and leadership skills to supervise personnel during emergency situations or inadequate staff personnel.

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
- Leadership offered through MS Law Enforcement Officer’s Training Academy
- Leadership offered through the Federal Bureau of Investigation LEEDA Program

## 5. External/Internal Assessment

1. The increase in demand for online shopping due to the past 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 2025 through FY 2029

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

#### Goal A: Enhance and promote safe travel 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 enforcement
- Outcome:* Decrease in fatalities
- Outcome:* Increase in DUI Arrests
- Outcome:* Increase in criminal investigations & protective services caseload
- Outcome:* Percentage increase in seatbelt/child restraint citations

**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:* Number of citations issued
- Output:* Number of fatal accidents worked
- Output:* Number DUI arrests (includes felony DUI)
- Output:* Number of criminal investigations
- Output:* Number of seatbelt/child restraint citations issued
- Efficiency:* Cost per citation

**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:* Increase law enforcement presence in Mississippi communities

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

- Output:* Number of specialty units and enforcement troopers to operate within city and county limits in conjunction with local, state, and federal support requests.
- Output:* Number multijurisdictional operations conducted
- Output:* Number of 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. 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

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 Human Resources, Internal Security, Management Information Systems, Maintenance as well as the Finance Division which includes accounting, procurement, asset management and supply.

### 5. Agency's External/ Internal Assessment

1. Advancements in technology
2. Employee attrition

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 2025 through FY 2029:

#### 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:* Decrease Erroneous Records by 99%

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

*Output:* Number of Financial Transactions Processed  
*Output:* Number of Employees Supported  
*Efficiency:* Cost of Support Services as Percentage of Budgets



## **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 and OSME
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 positions, 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, 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 Medical Examiner oversees the 3-board certified Deputy Medical Examiners, the OSME Director, 1 Pathologist Assistant, 1 Forensic Anthropologist, and support staff. The OSME is in the process of renovating an office space in Oxford, MS that will include personnel upon completion.

**6. Agency’s Goals, Objectives, Strategies and Measures by Program for FY2025 through FY 2029**

**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: Use ARPA funds to renovate and staff facility at the University of MS South Oxford Center

*Output:* Renovate and staff 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 7<sup>th</sup> 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 2025 through FY 2029

### 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 the number of new certified law enforcement officers

*Outcome:* Increase the knowledge, skills, & abilities of current law enforcement officers

*Outcome:* Increase the number of law enforcement officers returning to service, or entering law enforcement from another state

*Outcome:* Increase the level of skills to investigate all crimes by law enforcement investigators

**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:* Number of basic students to graduate  
*Output:* Number of in-service & advanced student to graduate  
*Output:* Number of basic refresher students to graduate  
*Output:* Number of certified investigators' students to graduate  
*Output:* Percentage of law enforcement officers trained  
*Efficiency:* Cost of basic training class  
*Efficiency:* Cost of training  
*Efficiency:* Cost of sworn officers using motel complex  
*Efficiency:* Cost of sworn officers using barracks  
*Efficiency:* Cost of commuter training  
*Efficiency:* Cost of classroom rental  
*Efficiency:* Cost per meal

## **DRIVER SERVICE BUREAU (715-00)**

### **1. Comprehensive Mission Statement**

The Driver Service Bureau's (DSB) mission is to provide quality customer service in the issuance of driver licenses, commercial driver licenses, firearm permits, and identification cards in accordance with state and federal guidelines. DSB strives to provide a positive atmosphere for employees and customers alike.

### **2. Statement of Agency Philosophy**

DSB is committed to consistency, excellence, and professionalism while providing quality customer service.

### **3. Overview of the Agency 5-Year Strategic Plan**

As we continue to improve our systems and procedures, we strive to use those improvements to provide professional and proficient service statewide.

DSB is committed to enhancing services provided. Enhanced recruitment seeks higher skilled individuals. Enhanced training on professionalism and customer service proficiency will aid in reducing customer wait times.

DSB is creating a centralized call/enhanced customer service center which will provide a higher-level concentration to special circumstances & issues preventing customers from obtaining state issued credentials. The centralized call/enhanced customer service center will provide prompt telephonic engagement to customers seeking general information across the state.

DSB is committed to providing professional and proficient service while being mindful of costs. During the next five years, our goal is to provide as many services as possible electronically. This will reduce the amount of time customers spend at driver license locations and control costs.

During its 2020 Legislative Session, the Legislature passed, and the Governor signed HB1371, mandating DSB create a digital form of the driver's license. This mandate has been met through the APP called "Mississippi Mobile Identification (MiD)". Mississippians can renew their driver's license through the APP and DSB hopes to offer other services through MiD in the future; again ultimately, reducing wait times.

In the form of a "Virtual Examiner", the Bureau is also committed to creating innovative technology. DSB is hopeful the Virtual Examiner will aid in reducing wait times and the time it takes to issue credentials. In addition, the ultimate reduction of brick-and-mortar locations; therefore, reducing overall cost to taxpayers.

#### 4. 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 drivers suspended

Statewide Goal #2: Provide an atmosphere conducive to servicing Mississippian's driver license needs.

Relevant Benchmark #2:

1. Customer wait time
2. Customer complaints

#### 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 locations. 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 2025 through FY 2029

##### 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.

*Output:* Number of credentials issued  
*Output:* Average wait time (minutes)  
*Output:* Number of complaints  
*Output:* Number of suspended drivers

*Efficiency:* Time to issue credentials (minutes)  
*Efficiency:* Cost of driver licenses produced  
*Efficiency:* Cost of commercial driver licenses produced  
*Efficiency:* Cost of suspended driver licenses produced

## **BUREAU OF INVESTIGATION (716-00)**

### **1. Comprehensive Mission Statement:**

The mission of the Mississippi Bureau of Investigation is to promote public safety and vigorously defend and preserve the integrity of the criminal justice system by providing quality investigative resources and information services to protect communities. We are here to investigate, report, and prevent criminal activities; coordinate activities between entities involved in crime prevention and criminal investigations; and perform other related tasks as may be assigned.

### **2. Agency Philosophy**

MBI is committed to providing quality and consistent investigative support to local, state, and federal agencies to advance criminal investigations in Mississippi. The core philosophical tenets of MBI are professionalism, uniformity, accountability, and outreach, which shall always align operationally under the Bureau to support law enforcement agencies statewide and bring closure to critical incidents concerning criminal investigations. Moreover, MBI seeks to proactively exercise general policing powers 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: Increase and proactively initiate MBI criminal investigations to mitigate unlawful trends identified throughout the Mississippi Area of Responsibility (AOR) in support of all local, state, and federal law enforcement agencies.

Relevant Benchmark #1: A decrease in criminal activity and trends statewide might be observed by increasing MBI criminal investigative support, personnel, information sharing, educational awareness, and training initiatives to promote public safety further.

### **4. Overview of the Agency's 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 Mississippi communities' criminal trends. 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, we aim to increase professional training standards, create open training environments to expand outreach efforts to the law enforcement community, increase investigative support, educate and establish community partnerships, enhance transparency, and acquire technological advancements and training to proactively combat human trafficking, violent crime, and other advanced criminal offenses.

## 5. Agency's 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 criminal investigations.
- 2) The workforce shortage and increased casework frequency require the agency to leverage liaison partnerships or identify untraditional hiring practices to support investigative response and caseload.
- 3) Human trafficking trends and criminal offenses using technological advancements require the agency to acquire more specialized equipment and training for personnel certifications to properly investigate contemporary criminal technological trends used to evade law enforcement intervention.
- 4) The increase in juvenile delinquency concerning violent crime and the use of firearms requires the agency to provide additional workforce training and identify and establish community partnerships to support community educational awareness and intervention solutions to redirect potential offenders.
- 5) The national increase of homicides and other critical incidents 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) The national increase in active shooting incidents requires the agency to acquire equipment and conduct multi-agency cross training to identify, interview, intervene, respond, arrest, or eliminate individuals deemed capable of carrying out mass shootings in Mississippi.

## 6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2025 through FY 2029:

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

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

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

#### A.1.1. STRATEGY: Standardize OIS investigations

*Output:* Number of trainings conducted and outreach initiatives to ensure impartial, effective, and proficient investigations.

*Efficiency:* Proper staffing and investigative measures in all OIS critical incidents could ensure a standardized approach to critical incident management and response.

*Explanatory:* Provide uniform, impartial, and evidence-based findings in OIS critical incidents.

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

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

**OBJECTIVE A.1:** Proactively increase investigative operations and outreach efforts to local jurisdictions.



**Outcome:** Increase agency presence by increasing operational initiatives throughout Mississippi based on greater communication and transparency efforts to support mitigating criminal trends identified as negatively impacting communities most.

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

*Output:* Number of agents presence within city and county limits.  
*Output:* The number of 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 multi-jurisdictional support to assist law enforcement agency crime-fighting capabilities and educational awareness.

### **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 receive educational and training support.

*Outcome:* Increase Educational enrichment to all agents through periodic training, practical exercises, and testing according to public safety sector-suggested best practices as used nationally.

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

*Output:* The number of training and educational events conducted quarterly.  
*Efficiency:* Workforce investigative capabilities could be enhanced to ensure knowledge productivity is shared and used through training to advance solvability in criminal investigations statewide.  
*Explanatory:* Increase criminal casework-solving capabilities and enhance state law enforcement's value, confidence, and legitimacy among stakeholders.

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

**OBJECTIVE A.1:** Continued grant funding on a state and federal level to support a proactive Human Trafficking Unit.

*Outcome:* Increase resources to ensure a dedicated HTU is supported and capable of deploying investigative assets to mitigate human trafficking proactively.

**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:* More investigative operations to mitigate human trafficking may enhance the probability of decreasing involuntary servitude in the AOR and build greater awareness of trends used by offenders to recruit and capture victims.
- Explanatory:* Increase awareness of human trafficking characteristics and ensure efficient contemporary investigative techniques are used to conduct investigations statewide to curtail involuntary servitude, recover and support victims, and arrest offenders.

#### **Program 4. Cold Case Unit (MS Code 45-3-21)**

**GOAL A:** To increase the probability of solving cases deemed cold and bring justice to victims' families.

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

- Outcome:* Increase routine and thorough reassessments of cold case files that could potentially 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.

- Output:* Number of interviews and evidence reassessments conducted
- 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 uncover the identities of potential suspects reasonably.

#### **Program 5. Crime Scene Unit (MS Code 45-3-21)**

**GOAL A:** Preserve investigative integrity of all crime scenes.

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

- Outcome:* Increase law enforcement agency support through enhanced preservation techniques for crime scene integrity and evidence collection to assist the criminal investigator's ability to deduce, infer, verify, or corroborate crime scene specifics throughout Mississippi to prosecute criminal offenders successfully.

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

- Output:* The number of scenes forensically processed and documented deemed pertinent to advance criminal investigations.
- Efficiency:* Build the experience of the workforce and prevent or minimize crime scene contamination through best-accepted practices.
- Efficiency:* Increased opportunities to advance criminal cases and assist prosecutorial efforts in criminal proceedings by providing sound forensic technicians to provide expert testimony in criminal investigations.
- Explanatory:* Preserve evidence according to scientific practices and provide expert witness testimony to support prosecuting criminal offenders effectively.

## 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 Improvement 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 has increased its patrol presence from 15 officers to 44 officers on the streets in marked patrol units. Capitol Police has also created a crime suppression unit (FLEX Team) which is made up of 11 officers who assist our patrol division during high call volume times and special events. The FLEX Team also assists outside agencies with special

operations within the CCID. The FLEX Team will continue to work with local, state, and federal agencies to target crimes against persons and saturate problem areas. We will also be providing this team with more specialized and tactical training in order to operate as a Special Response Team when needed. We want to be prepared to respond quickly and efficiently to emergencies occurring in the Capitol Complex Improvement District.

The Capitol Complex District encompasses 8.7 square miles and includes approximately 80 State owned/leased properties however, with the passage of HB 1020 and HB 2343 Capitol Police's primary jurisdiction will double in size and we will also have concurrent jurisdiction over the entire City of Jackson. Capitol Police will still need to increase patrol officers, FLEX Team officers, investigators, and supervisory personnel in order to meet these needs that are encompassed in this new legislation. 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 move its communications division (dispatch) out of DPS headquarters and into the new Capitol Police headquarters once it is completed in the spring of 2024. At that time Capitol Police will purchase six (6) new consoles and run six (6) communication officers (dispatchers) per 12-hour shift. Capitol Police currently employs 11 communication officers but will need to recruit 13 more over the next several months in order to meet these goals and provide the most efficient and effective Communications division possible. Capitol Police will also be working with Hinds County EOC to ensure that all dispatch services are updated and compliant with the new 911 system in the county at that time.

The Department of Public Safety has secured grant money for technological upgrades for Capitol Police. This money will be used to outfit new and 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 are underway for the new Capitol Police Department, formerly known as the Wright and Ferguson Funeral Home. The construction should be completed by spring of 2024.

## **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 FY 2025 through**

**FY 2029**

**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:* Number of patrols

*Output:* Number of law enforcement

**A.1.2 STRATEGY:** Equip and train employees

*Output:* Number of events

*Efficiency:* Average time to cover an event

**A.1.3 STRATEGY:** Cross train FLEX Team to operate as SRT when needed

*Output:* Number of emergencies

*Efficiency:* Average time to respond to an emergency

## 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 strategically located within its enforcement regions. 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](http://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, to include over the counter legal substances that are adulterated with illicit synthetic cannabinoids and opioids.
- 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. An Executive Director appointed by the Commissioner of Public Safety leads MBN. The agency is currently undergoing a restructuring of its administration that will create a Deputy Director position, who will report to the Executive Director. The deputy director will oversee regional investigations, administration, and special operations. MBN majors will report to the Deputy Director.
- f. 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.
- g. 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 2025 through FY 2029**

**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 addiction, education, mental health, and behavioral health, 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 Department of Public Safety.

### **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 drivers across the state by performing safety compliance checks and conducting traffic enforcement stops.

### **5. External/Internal Assessment**

- The increase in demand for goods has increased commercial vehicle traffic, requiring 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 train personnel further to identify defects conducive to unsafe equipment, driver behavior, or technical error of commercial motor carriers.
- Reduction of special fund converted to general funds by Senate Bill 2362

### **6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2025 through FY 2029**

#### **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 and fitness standards

*Output:* Total vehicles weighed

*Output:* Total over gross

*Output:* Total vehicles inspected exceeding restricted weight limits

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

*Explanatory:* Increase in law enforcement efforts to ensure the 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 2025 -FY 2029, 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 2025 through FY 2029

### 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 (2020-2024) of 150 to 148 by the end of (2025-2029).
2. Activity Measure/Impaired Driving: To maintain the number of impaired driving citations issues during grant funded enforcement activities during the five-year average (2020-2024) of 6,012 by the end of 2025-2029.
3. MOHS Outcome Measure: Teen-AL: To reduce alcohol related fatalities in drivers under 21 years old by 4% from the year average (2020-2024) of 7 to 6 by the end of 2025-2029.

*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 FY22-FY26; 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 \$1,500.00
- Efficiency:* Average cost per meeting is \$300.00 per quarter.

## **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 Individual Appointed
- Explanatory:* Number of Individuals Meeting Training Requirement
- Explanatory:* Number of Training Providers Certified
- Explanatory:* Number of Courses Approved
- Explanatory:* Number of Reprimands Issued
- Explanatory:* Number of Certificates Suspended
- Explanatory:* Number of Certificates Revoked
- Explanatory:* Number of Certificates Inactivated
- Explanatory:* Evaluating and assisting agencies and training providers
- Explanatory:* Number of Officers Served

### **Program 7: Juvenile Facility Monitoring Unit (JFMU)**

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

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

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

*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 Mississippi Office of Homeland Security (MOHS) ensures the safety and security of our state's citizens through effective planning, coordination, and collaboration with federal, state, tribal, and local partners. MOHS goal is to prevent, protect from, and respond to threats and acts of terrorism and violence, while maintaining the civil liberties and privacy of our citizens. MOHS is committed to promoting a culture of preparedness, resilience, and readiness, and to providing timely and accurate information to our stakeholders and the public.

### 2. Statement of Agency Philosophy

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.

- VIGILANCE-MOHS diligently guards against all threats and hazards to Mississippians and our state.
- DIGNITY- MOHS treats all those we encounter with honor, respect, and compassion.
- SERVICE- MOHS places the mission above self and faithfully serves Mississippi with the highest level of professionalism and honor.

### 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 callouts documented by MOHS Activity Reports.
- Number of relevant training classes and exercises made available for Task Force personnel.
- Number of certified personnel on the Task Forces and Bomb Squads.

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

#### Relevant Benchmark #2:

- Establish a Statewide centralized Cybersecurity Threat Protection Program (CTPP) and Statewide Cybersecurity Threat Intelligence Group (CTIG) unit. Establish a statewide Cybersecurity Incident Response Team (CIRT) to aid in mitigating cybersecurity threats.
- Development of training programs and social awareness campaigns focused on best practices and techniques for cybersecurity protections.

**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.

**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:**

- Support local law enforcement and MOHS mission and programs, including the Mississippi Safe Schools Task Force.
- Number of school security assessments completed.

**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.
- Completion and submission of assessments to FEMA by the December 31<sup>st</sup> deadline.

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

### **Relevant Benchmarks #6:**

- Hire additional intelligence analysts to fully staff MSAIC and move MSAIC to move to a 24/7 operational posture.
- Redevelop the Mississippi Information Liaison Officer (MILO) program.
- Develop real time intelligence capability to assist law enforcement and agents in the field.

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

MOHS programs will be implemented in the focus areas of Grants/Finance, Administration, Training, Operations, Intelligence, Digital Forensics, and Cybersecurity. The strategic plan for the next five years is to improve:

- Cross discipline skillsets among task forces and stakeholders, while increasing the exchange and analysis of information.
- Facilitate planning, equipment, training, and exercise requirements needed to expand

and sustain the state's capability to prevent, protect, and respond to disasters and threats or acts of terrorism.

The Law Enforcement Support Task Force will continue to enhance its manpower and abilities over the next five years, 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.

The Search and Rescue Task Force will enhance its abilities over the next five years through training, gaining additional certifications, and participation in exercises. The 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.

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.

MOHS will elevate local citizen preparedness efforts throughout Mississippi with support of Community Preparedness training programs, such as the Citizen Emergency Response Teams (CERT). These training courses will enhance citizens' ability to prepare themselves and their family from disasters.

The MOHS will also prioritize the expansion and building of the MSAIC for statewide intelligence gathering and the Mississippi Cybersecurity Unit for the deployment and response of cybersecurity incidents and attacks. These two areas of focus are a priority within the MOHS to fund personnel, build capabilities and produce statewide reports that will share the posture of intelligence and cybersecurity across the state.

### **MOHS Funding (State and Federal)**

MOHS is funded through state allocated funds and through federal grant programs. Future funding provided by the state of Mississippi is necessary to continue providing needed protection to Mississippi citizens and critical assets. To effectively address the increased threat to cybersecurity and the rise of violent crimes throughout the state of Mississippi, the MOHS must increase its bandwidth to functional levels.

Grant Programs: The MOHS currently receives federal funding from the Federal Emergency Management Agency (FEMA) through a variety of grant programs. The MOHS continue to look for additional funds through available grant opportunities and programs to expand, maintain programs and provide funding to new areas that are prioritized for the MOHS.

## **5. External/Internal Assessment**

1. An occurrence of a foreign, domestic terrorist attack or natural disaster within Mississippi will deplete resources rapidly.
2. Substantial changes in federal, state laws, or regulations may impact the number of programs and projects supported by federal grant funds.

3. Major changes in administrative policies or national security priorities by the federal programs may impact programs and projects.
4. The need for additional personnel at MOHS to address identified threats, such as cybersecurity and terrorism, cannot be met without additional funding from the state or grant funds.
5. Without emergency response funds and capital equipment assets within the MOHS can reduce the response capabilities and increase gaps and vulnerabilities being able to respond to terrorism acts, incidents, and man-made occurrences.

**a. Internal Management Systems Used to Evaluate Agency’s Performance**

The MOHS uses an internal management system to evaluate performance achievements with targeted levels through a variety of areas. The following areas describe how the MOHS evaluated performance.

1. Management Policies-The MOHS is led by the Executive Director and management staff to coordinate assigned subdivisions.
2. Operational Procedures-Each subdivision within the MOHS has policy and procedures to govern their areas, along with designated programs and activities.
3. Organizational Structure-The MOHS does maintain an organizational structure chart with each subdivision and staff that are assigned. The MOHS currently maintains subdivisions of Cybersecurity, MSAIC/Fusion Center; Operations; Digital Forensics and the Executive sub-divisions.
4. Reports-The MOHS maintains annual reports to track and evaluate progress throughout the year of services. A few reports are the: Year End Activities and Programs Report; Statewide Threat Assessment, THIRA; School Threat Assessment Reports.

**6. Goals, Objectives, Strategies and Measures by Program for the FY 2025 through FY 2029**

**Program 1: Statewide Homeland Security Specialized Response Teams (Operations)**

**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. Participating agencies designate select individuals to staff the various homeland security response teams; receive the required specialized training and exercise, developmental skill-set certifications, and credentialing requirements.

*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 Cybersecurity Unit (Cybersecurity)**

**Goal A: Continue with the development of the Mississippi Cybersecurity Unit (MCU).**

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

*Outcome:* Enhancement of available resources to protect the Cybersecurity Environment.

**A.1.1 Strategy:** Develop Statewide Cybersecurity Response to mitigate threats.

*Output:* Establish statewide cybersecurity response unit.

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

**Objective A.2.** Support state, and local cybersecurity protection.

*Outcome:* Potential threats to Mississippi critical infrastructure identified and addressed

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

*Output:* Develop a response force of trained cybersecurity security agents.

*Efficiency:* Increased expertise and response time to cybersecurity 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 training and conferences for Mississippi stakeholders.

*Output:* Number of situational awareness bulletins provided to private and public sectors.

*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 (MSAIC)/Fusion Center (Fusion)**

**Goal A: To strengthen information gathering, 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 and increase training and capabilities of intelligence analysts

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

*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:* Training provided to law enforcement, public sector, School Resource Safety Officers (SRO's)

**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

**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 training and conferences for Mississippi stakeholders.

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

*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. (Operations)**

### **GOAL A: Provide Mississippi Citizens with Community Emergency Response 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:* Number of counties in the State of Mississippi with CERT trainers and trained volunteers and the number of students/citizens trained in CERT programming.

**A.1.1 STRATEGY:** Utilize federal funds to provide support and expansion to the existing Preparedness program efforts consisting of the following programs: Civilian Response to Active Shooter Events (CRASE); 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.

*Output:* The number of community level preparedness programs in the State of Mississippi, while increasing the number programs from programs of 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

**A.1.3. STRATEGY:** Utilize state and federal funds to support and continue implementation of the school intelligence and safety programs. School intelligence analysts will continue to establish a baseline of school threats across the state and develop provide schools with prevention and protection methods.

*Output:* Collect and provide intelligence to schools and local law enforcement on threats to schools, to develop 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.

## **Program 5: Grants and Finance**

### **GOAL A: Provide grant funds, activities, and services through grant funds.**

**Objective A1:** Provide support through grant programs to the community level jurisdictions and state program to better equip local responders and citizens to prepare, prevent, protect, and respond to disasters and acts of terrorism within their communities.

*Outcome:* Solicit, review and award grant applicants in a fair and equitable process to move applicants into sub-recipients. Implement grant awards to jurisdictions through training, programs, and activities to maintain compliance with grant regulations and requirements.

*Outcome:* Maintain program management processes through programming, evaluation, monitoring and financial review for sub-recipient compliance.

**A.1.1 Strategy:** Utilize state and federal funds to support the expansion of grants and finance subdivision to continue to implementation of all grant programs to meet all regulations and requirements for funds.

*Output:* Number of programs funded grants given in relationship to funding received and available, while maintaining compliance with grant requirements and regulations.

*Efficiency:* The number of grants and services in relation to the number of programs of the previous year.

*Explanatory:* MOHS will allow for funds to be provided across the state in a variety of grants and funding programs will increase partnerships and the effectiveness to preparing, protecting, and responding to threats and violence.