



(096-00)

# MISSISSIPPI COMMISSION ON JUDICIAL PERFORMANCE



## 2028–2032 STRATEGIC PLAN

*Preserving Judicial Integrity • Promoting Accountability • Strengthening Public Confidence*



Preserving  
Judicial Integrity



Promoting  
Accountability



Strengthening  
Public Confidence



*Jackson, Mississippi*

SERVING THE CITIZENS OF MISSISSIPPI  
WITH INTEGRITY, INDEPENDENCE, AND IMPARTIALITY

## Strategic Planning Authority

The Mississippi Commission on Judicial Performance developed this Strategic Plan pursuant to applicable State of Mississippi strategic planning requirements and in furtherance of its constitutional responsibilities under **Section 177A of the Mississippi Constitution**. The Plan serves as the Commission's comprehensive management framework for the 2028–2032 Strategic Planning Period and is intended to guide organizational priorities, policy development, resource allocation, technology modernization, workforce planning, performance measurement, and continuous organizational improvement.

This Strategic Plan supports the Commission's mission of preserving the integrity, independence, and accountability of Mississippi's judiciary by establishing long-term strategic priorities, measurable goals, and performance objectives that strengthen the Commission's ability to carry out its constitutional responsibilities efficiently, effectively, and with responsible stewardship of public resources.

The Strategic Plan will be reviewed periodically by the Commission and the Executive Director to ensure continued alignment with constitutional authority, applicable law, organizational priorities, emerging operational needs, technological advancements, and the evolving needs of Mississippi's judiciary and the citizens it serves.

## Compliance with Mississippi Strategic Planning Requirements

This Strategic Plan has been prepared in accordance with the strategic planning requirements applicable to Mississippi state agencies, including Mississippi Code Section 27-103-129, and is intended to support the Commission's budget development, performance management, and long-range planning responsibilities. The Plan establishes the Commission's mission, strategic goals, measurable objectives, performance measures, implementation strategies, and organizational priorities while providing a framework for evaluating performance, allocating resources, managing organizational risk, and supporting continuous improvement throughout the 2028–2032 Strategic Planning Period.

## Strategic Plan Intent

This Strategic Plan is intended to provide long-range guidance for the Mississippi Commission on Judicial Performance during the 2028–2032 planning period. The goals, objectives, strategies, initiatives, performance measures, and implementation timelines contained in this Plan are intended to serve as management objectives and planning tools rather than binding commitments or legal obligations. Implementation of this Plan remains subject to available appropriations, staffing, technological capabilities, changes in applicable law, constitutional requirements, Commission priorities, and other factors that may affect the Commission's operations. The Commission reserves the authority to

modify, defer, or reprioritize any portion of this Strategic Plan as circumstances warrant while continuing to fulfill its constitutional responsibilities.

## Agency at a Glance

| Organizational Profile                   | Value                                  |
|------------------------------------------|----------------------------------------|
| Agency Number                            | 096-00                                 |
| Established                              | 1979                                   |
| Years Serving Mississippi                | 49+ Years                              |
| Strategic Planning Period                | 2028–2032                              |
| Commissioners                            | 7                                      |
| Alternate Commissioners                  | 7                                      |
| Executive Director                       | 1                                      |
| Professional Staff                       | 6                                      |
| Judicial Court Levels Under Jurisdiction | 7                                      |
| Counties Served                          | 82                                     |
| Agency Headquarters                      | Jackson, Mississippi                   |
| Constitutional Authority                 | Mississippi Constitution, Section 177A |
| Jurisdiction                             | Statewide                              |

## Annual Operational Reporting

Operational performance statistics, including complaint volume, investigations conducted, complaint resolution timelines, outreach activities, public inquiries, educational presentations, and other key performance indicators, are reported annually in the Commission's Annual Report and Executive Performance Dashboard.

This approach ensures that the Strategic Plan remains current throughout the 2028–2032 planning period while allowing annual performance data to be updated independently as operational conditions evolve.

## Acronyms and Definitions

| Acronym | Definition                                     |
|---------|------------------------------------------------|
| MCJP    | Mississippi Commission on Judicial Performance |
| CJE     | Continuing Judicial Education                  |
| CLE     | Continuing Legal Education                     |
| KPI     | Key Performance Indicator                      |
| IT      | Information Technology                         |
| MFA     | Multi-Factor Authentication                    |
| ERM     | Enterprise Risk Management                     |

|     |                                 |
|-----|---------------------------------|
| FY  | Fiscal Year                     |
| MS  | State of Mississippi            |
| JCP | Judicial College of Mississippi |

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## Executive Director's Message

It is my privilege to present the Mississippi Commission on Judicial Performance's **2028–2032 Strategic Plan**, which establishes the Commission's strategic direction for the next five years and reaffirms our commitment to preserving judicial integrity, promoting accountability, and strengthening public confidence in the administration of justice.

Since its establishment in 1979 under Section 177A of the Mississippi Constitution, the Mississippi Commission on Judicial Performance has served as an independent constitutional agency responsible for investigating allegations of judicial misconduct or disability and carrying out its constitutional responsibilities with fairness, impartiality, independence, and professionalism. In fulfilling this mission, the Commission seeks to protect both the public and the judiciary through a disciplinary process that respects due process, safeguards judicial independence, and maintains the confidentiality required by law.



An independent and ethical judiciary is essential to the rule of law and the continued confidence of the citizens of Mississippi. Every person appearing before a court deserves assurance that judicial proceedings are conducted fairly, impartially, and free from improper influence. Likewise, every judge is entitled to a disciplinary process that is objective, consistent, and grounded in the Mississippi Constitution, the Mississippi Code of Judicial Conduct, and the Rules of the Mississippi Commission on Judicial Performance. Preserving this careful balance remains at the heart of the Commission's constitutional mission.

While the Commission's constitutional responsibilities remain constant, the environment in which we operate continues to evolve. Advancing technology, increasing cybersecurity risks, changing public expectations, and the growing demand for efficient government services require the Commission to continuously evaluate and strengthen its operations while preserving the integrity, independence, and confidentiality of the judicial disciplinary process.

This Strategic Plan provides a comprehensive framework for achieving those objectives through six Strategic Priorities focused on preserving judicial integrity and accountability, modernizing technology and cybersecurity, strengthening public confidence through education and communication, promoting professional excellence, enhancing organizational effectiveness, and ensuring long-term organizational sustainability. These priorities are supported by measurable goals, objectives, performance measures, and a commitment to continuous improvement that will guide the Commission's work throughout the 2028–2032 planning period.

The successful implementation of this Strategic Plan depends upon the dedication and professionalism of the Commission's Commissioners, staff, and the many partners who contribute to the administration of justice throughout Mississippi. I extend my sincere appreciation to the Commissioners, members of the judiciary, court personnel, attorneys, law enforcement agencies, educational institutions, and the citizens of Mississippi for their continued cooperation, professionalism, and commitment to maintaining public trust in our judicial system.

As we look toward the future, the Commission remains steadfast in its commitment to carrying out its constitutional responsibilities with integrity, independence, fairness, accountability, professionalism, and respect for the rule of law. Through responsible stewardship of public resources, thoughtful planning, and continuous improvement, we will continue working to preserve the integrity and independence of Mississippi's

judiciary while strengthening public confidence in the administration of justice for generations to come.

Respectfully submitted,



**Rachel L. Wilson,**  
Executive Director  
Mississippi Commission on Judicial Performance

## Executive Summary

This Strategic Plan establishes the Commission's long-term direction for 2028–2032. It is organized around six Strategic Priorities and four measurable strategic goals. The plan emphasizes operational excellence, technology modernization, cybersecurity, judicial ethics education, public outreach, fiscal stewardship, workforce sustainability, and continuous improvement while protecting the constitutional independence of Mississippi's judiciary.

## Strategic Planning Methodology

The Mississippi Commission on Judicial Performance developed this 2028–2032 Strategic Plan through a comprehensive strategic planning process designed to ensure the Commission remains focused on its constitutional responsibilities while responding to emerging operational, technological, and organizational challenges.

The planning process included a thorough evaluation of the Commission's constitutional authority, statutory responsibilities, organizational structure, operational performance, fiscal environment, technology infrastructure, workforce needs, and long-term strategic priorities. Existing policies, procedures, performance measures, and administrative practices were also reviewed to identify opportunities for continuous improvement.

In developing this Strategic Plan, the Commission considered a broad range of internal and external factors, including:

- The Mississippi Constitution, Section 177A
- The Mississippi Code of Judicial Conduct
- The Rules of the Mississippi Commission on Judicial Performance
- Current organizational operations and administrative practices
- Technology modernization and cybersecurity requirements
- Public expectations regarding accountability, transparency, and government efficiency
- Judicial ethics trends and professional development needs
- Legislative and fiscal considerations

- Organizational risk management and business continuity planning
- Workforce development and succession planning
- Best practices in strategic planning for independent constitutional agencies

The Commission utilized several recognized strategic planning tools throughout the planning process, including an Environmental Scan, SWOT Analysis, Organizational Risk Assessment, Strategic Priorities Framework, and Performance Measurement Framework. Together, these assessments helped identify organizational strengths, operational challenges, emerging opportunities, and potential risks that may affect the Commission during the 2028–2032 Strategic Planning Period.

The Strategic Goals, Objectives, Strategies, and Performance Measures contained in this Plan were developed to support the Commission's constitutional mission while promoting operational excellence, responsible stewardship of public resources, continuous improvement, and public confidence in Mississippi's judiciary.

This Strategic Plan is intended to serve as a living management document. The Commission will review the Plan annually, evaluate organizational performance and emerging risks, assess progress toward strategic goals, and revise the Plan as necessary to ensure continued alignment with its constitutional responsibilities, operational priorities, and the evolving needs of the State of Mississippi.

## **Strategic Planning Assumptions**

The Mississippi Commission on Judicial Performance developed this 2028–2032 Strategic Plan using information available at the time of its preparation and based upon current constitutional authority, statutory responsibilities, operational conditions, and anticipated resource availability. Because the external environment in which the Commission operates may change during the planning period, these assumptions provide the foundation upon which the Commission's goals, objectives, and strategic initiatives are based.

The Commission recognizes that unforeseen legal, fiscal, technological, or operational changes may require modifications to this Strategic Plan. Accordingly, the Commission will review the plan annually and revise it as necessary to ensure continued alignment with its constitutional mission and the needs of the State of Mississippi.

The Commission's strategic planning process is based upon the following assumptions:

- The Commission's constitutional authority under Section 177A of the Mississippi Constitution will remain substantially unchanged throughout the planning period.
- The Mississippi Supreme Court will continue to exercise its constitutional authority regarding recommendations for judicial discipline submitted by the Commission.
- The Mississippi Code of Judicial Conduct and the Rules of the Mississippi Commission on Judicial Performance will continue to provide the primary framework governing the Commission's investigative and disciplinary responsibilities, subject to future amendments.

- Legislative appropriations will provide sufficient resources to maintain the Commission's essential operations and support the implementation of approved strategic initiatives.
- The Commission will continue to operate as an independent constitutional agency, free from political influence, personal bias, or external pressure in carrying out its constitutional responsibilities.
- Confidentiality requirements established by the Mississippi Constitution, applicable law, and the Commission's Rules will continue to govern investigative proceedings and Commission operations.
- Technological advancements will continue to provide opportunities to enhance operational efficiency, strengthen cybersecurity, modernize secure electronic records management, and improve public access to information and services, where appropriate and consistent with applicable law, the Mississippi Constitution, and the Commission's confidentiality requirements.
- Cybersecurity threats, evolving judicial ethics issues, and increasing public expectations for accountability and transparency to the extent permitted by law will require continuous evaluation and adaptation of Commission policies, procedures, and technology.
- The Commission will continue to promote professional development, judicial ethics education, workforce succession planning, and organizational excellence to ensure effective service to the citizens of Mississippi.
- Collaboration with the Mississippi Supreme Court, the Administrative, the Mississippi Judicial College, the Mississippi Bar, Mississippi law schools, and other governmental and professional organizations will remain essential to advancing the Commission's mission.

These assumptions establish the planning framework for this Strategic Plan and provide the basis for evaluating future progress, responding to emerging challenges, and ensuring that the Commission remains focused on preserving judicial integrity, promoting accountability, and strengthening public confidence in the administration of justice throughout the 2028–2032 Strategic Planning Period.

## **Agency Snapshot**

The Mississippi Commission on Judicial Performance is an independent constitutional agency established in 1979 pursuant to Section 177A of the Mississippi Constitution. The Commission preserves the integrity, independence, and accountability of Mississippi's judiciary by investigating allegations of judicial misconduct or disability, enforcing the Mississippi Code of Judicial Conduct, and protecting both the public and judges through a fair, impartial, and confidential disciplinary process.

## **Statewide Goals and Benchmarks**

The Mississippi Commission on Judicial Performance supports the constitutional administration of justice by pursuing strategic objectives that strengthen judicial accountability, protect the integrity and independence of Mississippi's judiciary, and

promote public confidence in the judicial disciplinary process. During the 2028–2032 Strategic Planning Period, the Commission will focus on the following statewide goals and benchmarks:

- **Preserve Judicial Integrity** by ensuring allegations of judicial misconduct or disability are investigated and resolved fairly, impartially, confidentially, and in accordance with the Mississippi Constitution and the Mississippi Code of Judicial Conduct.
- **Promote Public Confidence** by maintaining an independent judicial disciplinary system that is accountable, transparent to the extent permitted by law, and responsive to the citizens of Mississippi.
- **Strengthen Organizational Excellence** through responsible stewardship of public resources, continuous process improvement, sound governance, workforce development, and performance measurement.
- **Modernize Technology and Cybersecurity** by maintaining secure electronic records, strengthening information security, improving workflow automation, and protecting confidential investigative information.
- **Enhance Public Education and Outreach** by increasing public awareness of the Commission's constitutional responsibilities, complaint process, and role in preserving the integrity of Mississippi's judiciary.
- **Support Judicial Ethics and Professional Development** through partnerships with the Mississippi Judicial College, the Mississippi Bar, Mississippi law schools, and other professional organizations that promote ethical leadership and judicial excellence.

These statewide goals provide the strategic direction for the Commission's priorities, goals, objectives, performance measures, and continuous improvement efforts throughout the 2028–2032 Strategic Planning Period.

## Agency at a Glance

| Category                | Information                            |
|-------------------------|----------------------------------------|
| Agency Number           | 096-00                                 |
| Planning Period         | 2028–2032                              |
| Established             | 1979                                   |
| Authority               | Mississippi Constitution, Section 177A |
| Headquarters            | Jackson, Mississippi                   |
| Commissioners           | 7                                      |
| Alternate Commissioners | 7                                      |
| Professional Staff      | 6                                      |
| Jurisdiction            | Statewide                              |

## **Constitutional Responsibilities**

The Mississippi Commission on Judicial Performance is an independent constitutional agency established pursuant to Section 177A of the Mississippi Constitution. The Commission is entrusted with preserving the integrity, independence, and accountability of Mississippi's judiciary by administering a fair, impartial, and confidential judicial disciplinary system.

The Commission is constitutionally authorized to receive, investigate, and evaluate allegations of judicial misconduct or judicial disability involving judges and other judicial officers subject to its jurisdiction. In carrying out these responsibilities, the Commission applies the Mississippi Constitution, the Mississippi Code of Judicial Conduct, the Rules of the Mississippi Commission on Judicial Performance, and other applicable law to ensure that every complaint is handled with fairness, consistency, due process, and respect for judicial independence.

The Commission serves two equally important constitutional purposes. First, it protects the public by ensuring that allegations of judicial misconduct or disability are investigated thoroughly and addressed in accordance with constitutional and legal standards. Second, it safeguards judges from unfounded or unsupported allegations by providing an objective, impartial, and confidential disciplinary process that protects the rights of all parties.

Although many Commission proceedings are confidential as required by law, the Commission remains committed to promoting public confidence in the administration of justice by carrying out its constitutional responsibilities with integrity, accountability, professionalism, and transparency to the extent permitted by the Mississippi Constitution and applicable law.

Through these constitutional responsibilities, the Commission strengthens public trust in Mississippi's judiciary while preserving judicial independence, protecting the rule of law, and supporting the fair and impartial administration of justice throughout the State of Mississippi.

## **Jurisdiction**

The Mississippi Commission on Judicial Performance exercises statewide constitutional jurisdiction over judicial officers as provided by Section 177A of the Mississippi Constitution and other applicable law. The Commission is authorized to receive, investigate, and evaluate allegations of judicial misconduct or judicial disability involving judges and other judicial officers within its jurisdiction, while ensuring fairness, impartiality, due process, and the confidentiality required by law.

The Commission's jurisdiction includes, but is not limited to:

- Justices of the Mississippi Supreme Court
- Judges of the Mississippi Court of Appeals
- Circuit Court Judges

- Chancery Court Judges
- County Court Judges
- Justice Court Judges
- Municipal Court Judges
- Other judicial officers performing judicial duties under the laws of the State of Mississippi

The Commission's constitutional authority exists to preserve judicial integrity, protect the public, safeguard judicial independence, and promote confidence in the fair and impartial administration of justice throughout the State of Mississippi.

## **Operational Performance Reporting**

To ensure that this Strategic Plan remains relevant throughout the 2028–2032 planning period, annual operational statistics are reported separately through the Commission's Annual Report, Executive Performance Dashboard, and other official performance reporting mechanisms.

Operational performance measures include, but are not limited to:

- Complaints received, investigated, and resolved
- Average complaint processing and resolution times
- Pending caseload statistics
- Public inquiries and response times
- Continuing Judicial Education (CJE) and Continuing Legal Education (CLE) activities
- Public outreach and educational presentations
- Website usage and electronic complaint filing activity
- Technology modernization initiatives
- Cybersecurity awareness training and compliance
- Budget execution and fiscal stewardship measures

By reporting operational performance annually rather than incorporating year-specific statistics into this Strategic Plan, the Commission ensures that the Plan remains a long-term strategic management document while allowing performance information to be updated each year as organizational priorities, workloads, and operating conditions evolve.

## **Governance and Leadership**

The Commission is governed by seven Commissioners appointed in accordance with the Mississippi Constitution to ensure balanced representation from the judiciary, the legal profession, and the public. An Executive Director is responsible for the day-to-day administration of the agency, implementation of Commission policy, supervision of staff, fiscal management, and strategic planning.

- One Circuit Court Judge
- One Chancery Court Judge
- One County Court Judge
- One Justice Court Judge
- One licensed attorney with at least ten years of Mississippi practice
- Two public members who are neither judges nor attorneys

### Commissioner Terms and Appointments

Commissioners are appointed in accordance with Section 177A of the Mississippi Constitution to ensure balanced representation from the judiciary, the legal profession, and the public. Each Commissioner is appointed with a corresponding Alternate Commissioner who serves when authorized or required in accordance with applicable law and the Commission's governing authorities.

Following the initial appointments established by the Mississippi Constitution, Commissioners and their Alternate Commissioners serve staggered six-year terms. This appointment structure promotes continuity of operations, preserves institutional knowledge, and supports the Commission's ability to carry out its constitutional responsibilities with independence, consistency, and stability throughout successive planning periods.

### Stakeholder Matrix

| Stakeholder                   | Primary Responsibility                                       |
|-------------------------------|--------------------------------------------------------------|
| Citizens of Mississippi       | Provide a fair, accessible, and impartial complaint process. |
| Judiciary                     | Ensure due process and independent review.                   |
| Mississippi Supreme Court     | Submit recommendations in appropriate disciplinary matters.  |
| Mississippi Legislature       | Demonstrate responsible stewardship of public resources.     |
| Mississippi Judicial College  | Support ethics education and professional development.       |
| Mississippi Bar & Law Schools | Promote ethical leadership and collaboration.                |



## Organizational Philosophy

The Commission's work is guided by the principles of integrity, independence, fairness, accountability, professionalism, confidentiality, and respect for the rule of law. Every investigation, recommendation, educational initiative, and administrative decision is intended to strengthen public confidence in Mississippi's judiciary.

## Mission

The Mississippi Commission on Judicial Performance preserves the integrity, independence, and accountability of Mississippi's judiciary by fairly and impartially investigating allegations of judicial misconduct or disability, enforcing the Mississippi Code of Judicial Conduct, protecting judges from unfounded complaints, and promoting public confidence in the administration of justice.

## Vision

To preserve and strengthen public confidence in Mississippi's judiciary by serving as an independent constitutional agency committed to judicial integrity, accountability, ethical leadership, operational excellence, and continuous improvement.

## Purpose

The Commission exists to protect both the public and the judiciary. It ensures allegations of judicial misconduct or disability are investigated thoroughly, evaluated fairly, and resolved in accordance with the Mississippi Code of Judicial Conduct and the Rules of the Mississippi Commission on Judicial Performance, **as adopted or amended by the appropriate constitutional authority** of the Mississippi Commission on Judicial Performance.

## Foundation for Organizational Values

The Mississippi Commission on Judicial Performance fulfills its constitutional responsibilities through a culture grounded in ethical leadership, accountability, professionalism, and respect for the rule of law. The following Core Values establish the principles that guide every decision, investigation, recommendation, and interaction undertaken by the Commission. Together, these values provide the foundation for organizational excellence, strengthen public confidence, and ensure the Commission carries out its constitutional mission with integrity, independence, fairness, and responsible stewardship of public resources.

## Core Values

| Core Value | Description |
|------------|-------------|
|------------|-------------|

|                             |                                                                                                                                                             |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Integrity                   | We conduct every investigation honestly, ethically, and in accordance with the Mississippi Constitution, the Code of Judicial Conduct, and the rule of law. |
| Independence                | We perform our duties free from political influence, bias, or external pressure.                                                                            |
| Accountability              | We hold ourselves and the judiciary to the highest standards of ethical conduct.                                                                            |
| Fairness                    | Every complaint is evaluated objectively, consistently, and with due process.                                                                               |
| Confidentiality             | We protect confidential information while complying with Mississippi constitutional and legal requirements.                                                 |
| Professionalism             | We pursue excellence through continuous learning, sound judgment, respectful communication, and responsible stewardship.                                    |
| Service                     | We serve the citizens of Mississippi with diligence, responsiveness, and respect.                                                                           |
| Transparency                | We promote public understanding of the Commission's role while honoring statutory confidentiality to extent permitted by law.                               |
| Respect for the Rule of Law | We uphold the Mississippi Constitution and preserve judicial independence.                                                                                  |

## Guiding Principles

The Mission, Vision, Purpose, and Core Values provide the ethical and operational framework for every strategic priority, goal, objective, performance measure, and decision contained in this Strategic Plan. These principles ensure the Commission remains focused on its constitutional responsibilities while continuously improving its effectiveness, strengthening public trust, and preserving the integrity and independence of Mississippi's judiciary.

## Environmental Scan

Strategic planning requires an understanding of the internal and external factors that influence the Commission's ability to fulfill its constitutional responsibilities. While the Commission's mission remains constant, the environment in which it operates continues to evolve. The following environmental scan identifies the major trends expected to influence operations during the 2028–2032 Strategic Planning Period and establishes the context for the goals and initiatives that follow.

## **Judicial Accountability and Public Confidence**

Public expectations for accountability, fairness, ethical conduct, and transparency to the extent permitted by law, continue to evolve. As Mississippi's independent constitutional agency responsible for judicial discipline, the Commission must preserve the careful balance between protecting the public from judicial misconduct and safeguarding the rights of judges through fair, impartial, and confidential proceedings conducted in accordance with the Mississippi Constitution, the Mississippi Code of Judicial Conduct, and the Rules of the Mississippi Commission on Judicial Performance.

By administering an objective and independent disciplinary process, the Commission promotes judicial integrity, protects due process, preserves judicial independence, and strengthens public confidence in the administration of justice throughout the State of Mississippi.

## **Technology and Digital Transformation**

Citizens increasingly expect government services to be secure, accessible, efficient, and responsive. The Commission will continue to modernize its technology infrastructure by enhancing electronic complaint management, secure records management, workflow automation, and appropriate online services to improve operational efficiency, strengthen cybersecurity, protect confidential information, and support the fair, timely, and effective administration of its constitutional responsibilities, consistent with applicable law and the Commission's confidentiality requirements.

## **Cybersecurity and Information Protection**

The Commission maintains confidential investigative records and other sensitive information that require comprehensive cybersecurity and information security safeguards. To protect the integrity, confidentiality, and availability of these records, the Commission will continue to strengthen its cybersecurity posture through risk-based security practices, technology modernization, secure records management, employee awareness training, business continuity planning, disaster recovery capabilities, and the implementation of appropriate administrative, technical, and physical safeguards consistent with applicable law, state policies, and industry-recognized security standards.

## **Judicial Ethics and Professional Development**

Evolving laws, technology, and judicial ethics require continuous education. The Commission will strengthen partnerships with the Mississippi Judicial College, the Mississippi Bar, and Mississippi law schools to promote ethical leadership and professional excellence.

## Public Engagement and Government Transparency

Although many Commission proceedings are confidential by law, the public benefits from a clear understanding of the Commission's role. Educational outreach, website improvements, and timely public communication will improve awareness while preserving confidentiality.

## Fiscal Responsibility and Stewardship

The Commission remains committed to responsible management of public resources. Budget decisions will emphasize mission-critical services, technology investments, operational efficiency, and measurable performance.

## Workforce Sustainability

Maintaining a knowledgeable workforce requires succession planning, cross-training, professional development, and knowledge transfer to ensure continuity of operations.

## Strategic Outlook

The trends identified in this Environmental Scan present opportunities to improve service delivery, strengthen operational resilience, and reinforce public confidence. These considerations directly inform the Strategic Priorities, Goals, and Performance Measures contained in this Strategic Plan.

## Environmental Scan Summary

| Trend           | Impact                             | Strategic Response                        |
|-----------------|------------------------------------|-------------------------------------------|
| Technology      | Higher service expectations        | Modernize systems and automate workflows  |
| Cybersecurity   | Protection of confidential records | Strengthen security controls and training |
| Public Trust    | Demand for accountability          | Expand outreach and communication         |
| Judicial Ethics | Evolving standards                 | Increase education and guidance           |
| Workforce       | Knowledge retention                | Succession planning and cross-training    |
| Resources       | Budget pressures                   | Performance-based resource management     |

## **Fundamental Challenges**

In developing this Strategic Plan, the Mississippi Commission on Judicial Performance carefully evaluated the internal and external factors that will influence the Commission's ability to fulfill its constitutional responsibilities throughout the 2028–2032 Strategic Planning Period. While the Commission's constitutional mission remains constant, the environment in which it operates continues to evolve, requiring thoughtful planning and responsible stewardship of public resources.

The Commission considered a number of significant challenges during the strategic planning process, including anticipated funding levels, legislative appropriations, evolving judicial ethics issues, technological advancements, cybersecurity risks, increasing public expectations for transparency and accountability, workforce succession planning, and the growing complexity of judicial misconduct investigations. The Commission also evaluated statewide priorities, emerging trends affecting the administration of justice, stakeholder expectations, court system values, operational risks, and fiscal limitations that may influence future decision-making.

Recognizing these challenges, the Commission developed this Strategic Plan to strengthen organizational resilience, improve operational effectiveness, modernize technology, promote judicial integrity and accountability, enhance public confidence, and ensure the continued fair, impartial, and efficient administration of its constitutional responsibilities. The goals, objectives, and strategic initiatives contained in this Plan are designed to address these challenges while preserving the Commission's independence, protecting confidential information, and supporting the administration of justice throughout the State of Mississippi.

## **Strategic Resource Alignment**

The successful implementation of this Strategic Plan depends upon the responsible alignment of available financial, personnel, technology, and operational resources with the Commission's constitutional responsibilities and strategic priorities. Throughout the 2028–2032 Strategic Planning Period, the Commission will integrate this Strategic Plan into its annual budget development process to ensure that available resources are directed toward the activities that provide the greatest support for preserving judicial integrity, promoting accountability, and strengthening public confidence in Mississippi's judiciary.

Budget requests, staffing decisions, technology investments, cybersecurity initiatives, workforce development, and operational improvement projects will be evaluated in light of the Commission's strategic goals, performance measures, organizational risks, and long-term priorities. The Commission will continually assess resource needs and adjust implementation strategies as necessary to respond to changing operational requirements, legislative appropriations, technological advancements, emerging risks, and the evolving needs of the State of Mississippi.

Through this resource management approach, the Commission seeks to maximize operational effectiveness, strengthen accountability, promote responsible stewardship of

public resources, and ensure the continued efficient administration of its constitutional responsibilities.

### **Agency Direction**

The Mississippi Commission on Judicial Performance enters the 2028–2032 Strategic Planning Period with a strong constitutional foundation and a commitment to preserving judicial integrity, promoting accountability, and strengthening public confidence in the administration of justice. Guided by its constitutional mission, the Mississippi Constitution, the Mississippi Code of Judicial Conduct, and the Rules of the Mississippi Commission on Judicial Performance, the Commission will continue enhancing its organizational effectiveness through innovation, responsible stewardship of public resources, and continuous improvement.

During this planning period, the Commission will focus on strategic initiatives that strengthen investigative operations, modernize technology, enhance cybersecurity, improve organizational resilience, and support the fair, impartial, independent, and confidential administration of the judicial disciplinary process.

### **Operational Excellence**

The Commission will continue evaluating and improving its policies, procedures, and administrative practices to ensure investigations and disciplinary proceedings are conducted efficiently, consistently, and in accordance with applicable constitutional and legal requirements. Continuous evaluation of internal controls, workflow processes, and performance measures will support operational excellence and organizational accountability.

### **Operational Services and Agency Responsibilities**

The Mississippi Commission on Judicial Performance fulfills its constitutional mission through the daily administration of a comprehensive judicial disciplinary system designed to preserve judicial integrity, protect judicial independence, and promote public confidence in the administration of justice. Throughout the 2028–2032 Strategic Planning Period, the Commission will continue providing the following core operational services in accordance with Section 177A of the Mississippi Constitution, the Mississippi Code of Judicial Conduct, the Rules of the Mississippi Commission on Judicial Performance, and other applicable law.

### **Judicial Complaint Administration**

The Commission will continue to:

- Receive complaints alleging judicial misconduct or judicial disability from any individual or authorized source.
- Review complaints to determine jurisdiction and legal sufficiency.
- Assign complaints for preliminary review and investigation.

- Maintain secure complaint tracking and case management records.
- Monitor complaint status to promote timely and consistent resolution.

## **Investigations and Case Management**

The Commission will continue to:

- Conduct confidential investigations as authorized by the Commission.
- Collect, review, and preserve documentary evidence and witness statements.
- Prepare investigative reports and recommendations.
- Present investigative findings to investigative panels and the full Commission.
- Litigate formal disciplinary proceedings when authorized.
- Submit recommendations to the Mississippi Supreme Court in accordance with constitutional authority.

## **Judicial Ethics Education and Professional Development**

The Commission will continue to:

- Provide judicial ethics guidance to judges requesting assistance.
- Participate in Continuing Judicial Education (CJE) programs.
- Participate in Continuing Legal Education (CLE) programs.
- Coordinate educational initiatives with the Mississippi Judicial College.
- Maintain educational partnerships with the Mississippi College School of Law and the University of Mississippi School of Law through legal externship opportunities.
- Participate in state and national organizations dedicated to judicial ethics, judicial accountability, and professional excellence.

## **Public Information and Outreach**

The Commission will continue to:

- Maintain an informative, accessible, and secure public website.
- Respond promptly and professionally to public inquiries.
- Conduct presentations for judges, attorneys, law enforcement agencies, educational institutions, civic organizations, and other stakeholders.
- Promote public understanding of the Commission's constitutional responsibilities while preserving the confidentiality required by law.

## **Organizational Administration**

The Commission will continue to:

- Conduct regular Commission meetings to carry out official business.

- Maintain policies, procedures, and internal controls that support sound governance.
- Periodically review the Mississippi Code of Judicial Conduct and the Rules of the Mississippi Commission on Judicial Performance and recommend revisions through the appropriate constitutional or legal processes when warranted.
- Modernize technology, strengthen cybersecurity, and enhance records management.
- Support responsible fiscal stewardship, workforce development, succession planning, and continuous organizational improvement.

Collectively, these operational services support every Strategic Priority, Goal, and Performance Measure contained within this Strategic Plan and ensure that the Commission remains capable of fulfilling its constitutional responsibilities with fairness, impartiality, professionalism, accountability, and integrity throughout the 2028–2032 Strategic Planning Period.

### Technology Modernization and Digital Services

Technology modernization will remain a strategic priority throughout the 2028–2032 Strategic Planning Period. The Commission will continue investing in secure, reliable, and sustainable technology solutions that enhance operational efficiency, strengthen information security, and support the effective administration of the judicial disciplinary process. Strategic technology initiatives will include the continued modernization of electronic records management, complaint tracking and case management systems, workflow automation, and secure data management capabilities.

The Commission will also continue enhancing its secure electronic complaint filing system and digital services to improve accessibility, usability, and responsiveness while ensuring compliance with all constitutional, statutory, and confidentiality requirements. Technology investments will be evaluated based on their ability to improve service delivery, support informed decision-making, protect confidential information, and provide long-term value to the Commission and the citizens of Mississippi.

### Technology Performance Measures

To ensure that technology investments support the Commission's constitutional responsibilities and strategic priorities, the Commission will monitor the effectiveness of its technology modernization initiatives through measurable performance indicators. These measures will assist the Commission in evaluating operational efficiency, strengthening cybersecurity, improving public access to services, and supporting responsible stewardship of public resources throughout the 2028–2032 Strategic Planning Period.

Technology performance will be evaluated using the following measures:

| Performance Measure  | Target                | Review Frequency |
|----------------------|-----------------------|------------------|
| Website Availability | Maintain 99.9% uptime | Monthly          |



|                                                   |                                                                             |           |
|---------------------------------------------------|-----------------------------------------------------------------------------|-----------|
| Electronic Complaint Filing                       | Increase and maintain electronic complaint submissions whenever practical   | Quarterly |
| Workflow Automation                               | Expand automated complaint and records management processes                 | Annual    |
| Technology Lifecycle Projects                     | Complete scheduled technology replacement and modernization initiatives     | Annual    |
| Cybersecurity Awareness Training                  | 100% completion by Commissioners and staff                                  | Annual    |
| Cybersecurity Incidents                           | Zero material security incidents resulting from preventable internal causes | Annual    |
| Disaster Recovery and Business Continuity Testing | Complete annual testing and document results                                | Annual    |
| Secure Data Backup Verification                   | Verify successful backup and recovery procedures                            | Quarterly |

These performance measures will be incorporated into the Commission's Executive Performance Dashboard and reviewed periodically by the Executive Director and the Commission to evaluate progress toward strategic objectives, identify opportunities for continuous improvement, and support informed technology planning and budget decisions.

Technology performance indicators will be reviewed annually and revised as necessary to address emerging technologies, evolving cybersecurity risks, operational needs, and changes in applicable law, state policy, or organizational priorities.

### **Electronic Complaint Management and Digital Operations**

The Mississippi Commission on Judicial Performance has successfully transitioned to a secure electronic complaint management environment that supports the efficient administration of its constitutional responsibilities while strengthening records management, operational efficiency, and information security. Electronic complaint filing and digital case management have significantly reduced reliance on paper records, streamlined administrative processes, improved access to case information for authorized personnel, and enhanced the Commission's ability to manage investigations in a timely and consistent manner.

Throughout the 2028–2032 Strategic Planning Period, the Commission will continue enhancing its electronic complaint management capabilities by improving workflow automation, expanding secure electronic document management, strengthening records retention practices, and implementing technology solutions that improve efficiency while

preserving the confidentiality required by the Mississippi Constitution, applicable law, and the Rules of the Mississippi Commission on Judicial Performance.

The Commission will periodically evaluate emerging technologies that improve service delivery, strengthen cybersecurity, support business continuity, and promote responsible stewardship of public resources while maintaining the integrity and security of confidential investigative information.

### **Paperless Operations and Records Management**

The Commission remains committed to maintaining a secure, paperless operating environment through comprehensive electronic records management. Complaint files, investigative records, Commission documents, and administrative records will continue to be maintained electronically using secure document management systems that improve operational efficiency, strengthen records retention and retrieval, reduce administrative costs, and safeguard confidential information throughout the records lifecycle.

### **Records Management and Legal Compliance**

The Mississippi Commission on Judicial Performance recognizes that effective records management is essential to preserving the integrity of the judicial disciplinary process, protecting confidential information, and ensuring compliance with applicable constitutional, statutory, and administrative requirements. The Commission is committed to maintaining records in accordance with approved records retention schedules, applicable directives of the Mississippi Department of Archives and History, and all legal requirements governing the creation, maintenance, retention, protection, and lawful disposition of public records.

Electronic and physical records will be managed using standardized policies, secure technologies, and appropriate administrative controls designed to preserve the authenticity, reliability, accessibility, and confidentiality of Commission records throughout their lifecycle. Records management practices will be periodically reviewed to ensure continued compliance with evolving legal requirements, technology standards, operational needs, and best practices for government information governance.

By maintaining comprehensive records management and legal compliance practices, the Commission strengthens organizational accountability, supports business continuity, protects the rights of all parties, preserves institutional knowledge, and reinforces public confidence in the fair and responsible administration of its constitutional responsibilities.

### **Cybersecurity and Information Protection**

Protecting confidential investigative information is fundamental to the Commission's constitutional mission. The Commission will continue strengthening its cybersecurity posture through periodic risk assessments, employee security awareness training, continuous system monitoring, vulnerability management, business continuity and disaster recovery planning, and the implementation of appropriate administrative, technical, and

physical safeguards consistent with applicable law, state policies, and recognized industry standards.

### **Workforce Development**

The Commission recognizes that its commissioners and staff are essential to fulfilling its constitutional responsibilities. The Commission will continue investing in professional education, cross-training, leadership development, succession planning, and knowledge transfer to preserve institutional expertise, promote operational continuity, and support a highly skilled and adaptable workforce.

### **Fiscal Stewardship**

The Commission is committed to the responsible stewardship of public resources through sound financial management, strategic planning, and effective budget oversight. Available resources will be allocated to initiatives that strengthen organizational effectiveness, modernize technology, enhance security, support workforce development, and improve the Commission's ability to fulfill its constitutional mission efficiently and effectively.

### **Review of the Code of Judicial Conduct and Commission Rules**

The Commission recognizes that judicial ethics standards and administrative procedures should be periodically evaluated to ensure they remain responsive to evolving legal, technological, and operational environments. During the planning period, the Commission will periodically review the Mississippi Code of Judicial Conduct and the Rules of the Mississippi Commission on Judicial Performance to identify opportunities for clarification, modernization, and improved administration of the judicial disciplinary process. When appropriate, recommendations for revisions will be pursued through the constitutional and legal processes established for their adoption or amendment.

### **Continuous Improvement**

Continuous improvement is fundamental to the Commission's long-term success. The Commission will routinely evaluate strategic objectives, organizational performance, policies, procedures, technology, workforce development initiatives, and enterprise risks to identify opportunities for improvement. Performance measures, stakeholder feedback, annual strategic reviews, and organizational risk assessments will guide decision-making, strengthen accountability, and support a culture of organizational excellence.

### **Looking Forward**

Throughout the 2028–2032 Strategic Planning Period, the Commission will remain committed to adapting responsibly to emerging legal, technological, operational, and organizational challenges while preserving its constitutional independence and mission. Through sound governance, strategic planning, innovation, responsible stewardship of public resources, and continuous improvement, the Commission will continue protecting the public, preserving judicial independence, promoting judicial accountability, and strengthening public confidence in the fair and impartial administration of justice throughout the State of Mississippi.

## Recommended Best Practices

The Mississippi Commission on Judicial Performance is committed to continuously improving its effectiveness by incorporating recognized best practices in judicial accountability, organizational governance, public administration, and strategic management. Throughout the 2028–2032 Strategic Planning Period, the Commission will pursue the following guiding practices in support of its constitutional mission:

- **Preserve Judicial Independence** by ensuring all investigations, deliberations, and recommendations remain impartial, objective, and free from political influence or external pressure.
- **Promote Procedural Fairness** by providing consistent, impartial, and legally sound processes that protect the rights of complainants, judges, witnesses, and all participants.
- **Strengthen Public Confidence** by promoting transparency to the extent permitted by law, communicating clearly with the public, and maintaining accessible information regarding the Commission's constitutional responsibilities.
- **Enhance Accessibility** by continually improving public access to complaint procedures, educational resources, electronic services, and information for all citizens of Mississippi.
- **Support Judicial Ethics and Professional Excellence** through collaboration with the Mississippi Judicial College, the Mississippi Bar, Mississippi law schools, and other professional organizations that promote continuing education and ethical leadership.
- **Invest in Organizational Excellence** by strengthening workforce development, succession planning, fiscal stewardship, cybersecurity, technology modernization, records management, and continuous process improvement.
- **Apply Risk-Based Decision Making** by routinely evaluating operational risks, emerging legal and technological developments, organizational performance, and stakeholder needs to support informed decision-making and long-term organizational resilience.
- **Promote Continuous Improvement** by regularly reviewing policies, procedures, strategic initiatives, and performance measures to ensure the Commission remains responsive to changing operational, legal, technological, and public service environments.

These best practices support every strategic priority, goal, objective, and performance measure contained within this Strategic Plan and reinforce the Commission's commitment to preserving judicial integrity, promoting accountability, and strengthening public confidence in the administration of justice throughout the State of Mississippi.

## SWOT Analysis

An effective Strategic Plan begins with a realistic assessment of the Commission's internal capabilities and external environment. This SWOT Analysis identifies the strengths,

weaknesses, opportunities, and threats that will influence the Commission during the 2028–2032 Strategic Planning Period.

| Strengths                                                                                                                                                                                                                                                              | Weaknesses                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Constitutional independence</li> <li>• Experienced Commissioners and staff</li> <li>• Established investigative procedures</li> <li>• Strong professional partnerships</li> <li>• Commitment to ethical excellence</li> </ul> | <ul style="list-style-type: none"> <li>• Limited staffing and financial resources</li> <li>• Continued technology modernization needs</li> <li>• Limited public awareness of Commission authority</li> <li>• Workforce succession challenges</li> </ul> |
| Opportunities                                                                                                                                                                                                                                                          | Threats                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• Digital transformation</li> <li>• Cybersecurity enhancements</li> <li>• Expanded educational outreach</li> <li>• Data-driven decision making</li> <li>• Organizational innovation</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Cybersecurity threats</li> <li>• Budget constraints</li> <li>• Increasing complaint complexity</li> <li>• Evolving legal environment</li> <li>• Public misunderstanding</li> </ul>                             |

## Strategic Implications

The SWOT analysis confirms that the Commission has a strong constitutional foundation and experienced leadership. Future success depends upon leveraging these strengths while investing in technology, workforce development, public education, and risk management.

The Commission will review and update this SWOT Analysis periodically throughout the 2028–2032 Strategic Planning Period to reflect emerging risks, organizational changes, operational conditions, and new strategic opportunities.

## Organizational Risk Assessment

Risk management is essential to protecting confidential information, ensuring operational continuity, and preserving public confidence. The Commission will proactively identify, evaluate, and mitigate risks through annual reviews and continuous monitoring.

| Risk Area                | Likelihood | Impact | Priority |
|--------------------------|------------|--------|----------|
| Cybersecurity            | High       | High   | Critical |
| Operational Continuity   | Medium     | High   | High     |
| Technology Modernization | High       | Medium | High     |
| Workforce Sustainability | Medium     | Medium | Moderate |
| Financial Stewardship    | Medium     | High   | High     |
| Public Confidence        | Medium     | High   | High     |

## Enterprise Risk Management Framework

- Identify organizational risks before they affect operations.
- Assess likelihood and operational impact.
- Implement mitigation strategies and internal controls.
- Monitor risks through annual strategic reviews.
- Continuously improve organizational resilience.

## Transition to Strategic Priorities

The SWOT Analysis and Organizational Risk Assessment establish the analytical foundation for the Commission's Strategic Priorities. The following section translates these findings into six long-term priorities that guide organizational decision-making, resource allocation, and performance measurement.

## Strategic Priorities

The following six Strategic Priorities establish the Commission's long-term direction and provide the framework for all goals, objectives, strategies, and performance measures contained in this Strategic Plan.

| Strategic Priority                                               | Purpose                                                                                       |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| 1. Preserve Judicial Integrity and Accountability                | Maintain a fair, impartial, confidential, and constitutionally sound disciplinary process.    |
| 2. Modernize Technology and Strengthen Cybersecurity             | Invest in secure technology, workflow automation, and protection of confidential information. |
| 3. Enhance Public Confidence Through Education and Communication | Improve public awareness through outreach and accessible information.                         |
| 4. Promote Professional Excellence                               | Support judicial ethics, education, and continuous professional development.                  |
| 5. Strengthen Organizational Effectiveness                       | Improve governance, fiscal stewardship, and operational performance.                          |
| 6. Ensure Sustainable Organizational Growth                      | Strengthen workforce planning, succession planning, and long-term organizational resilience.  |

## Enterprise Risk Heat Map

The Enterprise Risk Heat Map provides a high-level summary of the Commission's most significant organizational risks based on their potential likelihood and operational impact. The Heat Map supports executive decision-making by helping prioritize mitigation efforts, allocate resources effectively, and strengthen organizational resilience throughout the 2028–2032 Strategic Planning Period.

## Risk Assessment Matrix

| Risk Area                            | Likelihood | Impact | Overall Risk Rating |
|--------------------------------------|------------|--------|---------------------|
| Cybersecurity & Information Security | High       | High   | Critical            |
| Technology Modernization             | High       | Medium | High                |
| Operational Continuity               | Medium     | High   | High                |
| Financial Stewardship                | Medium     | High   | High                |
| Public Confidence & Reputation       | Medium     | High   | High                |
| Workforce Sustainability             | Medium     | Medium | Moderate            |

The Commission will review this Enterprise Risk Heat Map annually in conjunction with its Organizational Risk Assessment to identify emerging risks, evaluate the effectiveness of mitigation strategies, and ensure that strategic priorities remain aligned with the Commission's constitutional responsibilities, operational environment, and long-term organizational objectives.

### Critical Success Factors

Successful implementation of this Strategic Plan depends upon maintaining the organizational capabilities, resources, and partnerships necessary to fulfill the Commission's constitutional responsibilities. Throughout the 2028–2032 Strategic Planning Period, the Mississippi Commission on Judicial Performance will focus on the following Critical Success Factors to ensure the effective execution of its strategic priorities and long-term organizational success.

### Constitutional Independence

Preserve the Commission's constitutional independence by ensuring that all investigations, deliberations, and recommendations remain impartial, objective, and free from political influence or external pressure.

### Professional Leadership and Workforce

Maintain a highly qualified workforce through professional development, cross-training, succession planning, leadership development, and the retention of institutional knowledge necessary to administer the judicial disciplinary process effectively.

### **Technology and Cybersecurity**

Maintain secure, reliable, and modern technology systems that protect confidential investigative information, support electronic records management, strengthen cybersecurity, and improve operational efficiency.

### **Responsible Fiscal Stewardship**

Manage public resources responsibly by aligning budget decisions with strategic priorities, maximizing operational efficiency, and ensuring that available resources support the Commission's constitutional mission.

### **Effective Governance and Risk Management**

Maintain strong governance practices through strategic planning, performance measurement, internal controls, policy review, enterprise risk management, and continuous organizational improvement.

### **Strategic Partnerships**

Strengthen collaborative relationships with the Mississippi Supreme Court, Mississippi Judicial College, Mississippi Bar, Mississippi law schools, law enforcement agencies, and other governmental and professional organizations that support judicial accountability and ethical leadership.

### **Public Confidence and Transparency**

Promote public confidence through fair and impartial administration of the judicial disciplinary process, effective public communication, educational outreach, accessible services, and transparency to the extent permitted by the Mississippi Constitution and applicable law.

### **Continuous Improvement**

Foster a culture of innovation, accountability, and continuous improvement by regularly evaluating organizational performance, reviewing strategic objectives, incorporating stakeholder feedback, and adapting to evolving legal, technological, and operational environments.

Collectively, these Critical Success Factors provide the organizational foundation necessary to achieve the Commission's Strategic Priorities, fulfill its constitutional responsibilities, and preserve public confidence in the integrity, independence, and accountability of Mississippi's judiciary throughout the 2028–2032 Strategic Planning Period.

### **Safety and Security of Members and Staff**

The Commission is committed to maintaining a safe, secure, and professional working environment for Commissioners, staff, and visitors. Throughout the Strategic Planning Period, the Commission will support emergency preparedness procedures, periodic facility security evaluations, continuity planning, cybersecurity awareness, and employee wellness



initiatives to strengthen organizational resilience and protect the integrity of its constitutional mission.

### **Personnel Safety and Facility Security**

The Mississippi Commission on Judicial Performance is entrusted with administering confidential judicial disciplinary proceedings involving allegations of judicial misconduct or disability. Commissioners, the Executive Director, and staff routinely handle sensitive information and may interact with complainants, judges, attorneys, witnesses, members of the public, and other stakeholders. These responsibilities require the Commission to maintain a safe, secure, and professional working environment while protecting personnel, facilities, confidential information, and the continuity of agency operations.

### **Potential Impact**

Failure to adequately address personnel and facility security risks could result in:

- Disruption of Commission operations.
- Risks to the physical safety and well-being of Commissioners, staff, visitors, or contractors.
- Unauthorized access to Commission facilities or confidential investigative information.
- Damage to agency facilities, equipment, or critical technology infrastructure.
- Operational interruptions resulting from natural disasters, emergencies, or security incidents.
- Increased organizational stress affecting employee well-being, productivity, and continuity of operations.

### **Mitigation Strategies**

To reduce these risks, the Commission will continue to strengthen its personnel safety and facility security program by:

- Conducting periodic facility security assessments to evaluate physical security measures, building access controls, visitor management procedures, and emergency preparedness.
- Maintaining and regularly reviewing emergency response procedures for severe weather, fire, medical emergencies, utility failures, workplace violence, cybersecurity incidents, and other operational disruptions.
- Coordinating, as appropriate, with state agencies, law enforcement, emergency management officials, and facility management personnel regarding emergency planning and incident response.
- Providing Commissioners and staff with periodic training on workplace safety, emergency procedures, security awareness, cybersecurity, and continuity of operations.
- Maintaining secure communication procedures and regularly reviewing Business Continuity and Disaster Recovery Plans to ensure the Commission can continue essential operations during emergencies.

- Protecting confidential investigative records through appropriate administrative, technical, and physical security safeguards consistent with applicable law and state security policies.
- Periodically evaluating workplace wellness resources, employee assistance programs, and other initiatives that support employee mental health, resilience, and organizational well-being, recognizing that the Commission's work often involves sensitive, confidential, and high-responsibility matters.
- Reviewing personnel safety and facility security practices annually and updating policies and procedures as operational needs, technology, and security risks evolve.

### Commitment

The Commission recognizes that protecting its people, facilities, and confidential information is essential to fulfilling its constitutional responsibilities. By maintaining comprehensive safety, security, emergency preparedness, and employee wellness practices, the Commission strengthens operational resilience, safeguards the integrity of its investigative process, and ensures the uninterrupted administration of its constitutional mission throughout the State of Mississippi.

### Strategic Priority Crosswalk

| Strategic Priority | Primary Goal | Primary Outcome                      |
|--------------------|--------------|--------------------------------------|
| Priority 1         | Goal 1       | Fair and timely complaint resolution |
| Priority 2         | Goal 4       | Secure, modern technology            |
| Priority 3         | Goal 3       | Greater public confidence            |
| Priority 4         | Goal 2       | Enhanced judicial ethics education   |
| Priority 5         | Goal 4       | Operational excellence               |
| Priority 6         | Goal 4       | Sustainable organizational capacity  |

### Technology Modernization Roadmap (2028–2032)

| Year | Primary Initiative                                                        |
|------|---------------------------------------------------------------------------|
| 2028 | Review technology infrastructure and begin complaint system enhancements. |
| 2029 | Expand electronic workflow automation and digital records management.     |

|      |                                                                     |
|------|---------------------------------------------------------------------|
| 2030 | Strengthen cybersecurity, disaster recovery, and access controls.   |
| 2031 | Implement analytics, reporting dashboards, and performance metrics. |
| 2032 | Evaluate outcomes and develop the next technology strategy.         |

### Key Success Indicators

- Improved complaint processing efficiency.
- Reduced administrative processing time.
- Enhanced cybersecurity posture.
- Increased availability of electronic services.
- Reliable technology supporting Commission operations.

### Transition to Core Functions

These Strategic Priorities establish what the Commission intends to accomplish during the planning period. The next section describes the Commission's Core Functions and explains how its constitutional responsibilities support the successful implementation of these priorities.

### Core Functions of the Commission

The Mississippi Commission on Judicial Performance fulfills its constitutional responsibilities by administering a fair, impartial, and confidential judicial disciplinary system that promotes accountability while preserving judicial independence. The following core functions define the Commission's essential responsibilities and provide the operational foundation for implementing this Strategic Plan.

### Commission Services

The Mississippi Commission on Judicial Performance carries out a broad range of constitutional, investigative, educational, and administrative responsibilities in furtherance of its mission to preserve judicial integrity, promote accountability, and strengthen public confidence in Mississippi's judiciary. These responsibilities are performed in accordance with Section 177A of the Mississippi Constitution, the Mississippi Code of Judicial Conduct, the Rules of the Mississippi Commission on Judicial Performance, and other applicable law.

The Commission's primary services include:

- Receiving, reviewing, and processing complaints alleging judicial misconduct or judicial disability.
- Determining whether complaints fall within the Commission's constitutional jurisdiction and warrant further review.

- Conducting fair, impartial, confidential, and thorough investigations of allegations involving judicial misconduct or judicial disability.
- Collecting, reviewing, and evaluating documentary evidence and witness statements during investigative proceedings.
- Presenting investigative findings and recommendations to the Commission for consideration and appropriate action.
- Preparing, when authorized by law, recommendations for submission to the Mississippi Supreme Court in judicial disciplinary matters.
- Maintaining secure investigative files and records in accordance with applicable constitutional and statutory requirements, the Commission's confidentiality obligations, and secure electronic records management practices consistent with state policies and applicable law.
- Administering Commission meetings and supporting the work of investigative and hearing panels.
- Maintaining and periodically reviewing the Commission's policies, procedures, and administrative practices to promote operational effectiveness, consistency, and continuous improvement.
- Supporting judicial ethics education through participation in educational programs, professional conferences, and collaborative initiatives with the Mississippi Judicial College, the Mississippi Bar, Mississippi law schools, and other professional organizations.
- Promoting public understanding of the Commission's constitutional role by maintaining public information resources, responding to inquiries, and providing educational outreach while preserving the confidentiality required by law.
- Strengthening organizational effectiveness through responsible fiscal stewardship, technology modernization, cybersecurity, records management, workforce development, business continuity planning, and continuous process improvement.

Through these services, the Commission fulfills its constitutional responsibilities while ensuring that allegations of judicial misconduct or judicial disability are addressed fairly, impartially, independently, and objectively, with due regard for the rights of all parties. In carrying out its constitutional mission, the Commission is committed to protecting the public and safeguarding the rights of judges through fair and impartial proceedings. Collectively, these services preserve judicial integrity, promote accountability, safeguard judicial independence, and strengthen public confidence in the administration of justice throughout the State of Mississippi.

### **Judicial Complaint Administration**

- Receive complaints alleging judicial misconduct or disability.
- Review complaints for jurisdiction and legal sufficiency.
- Maintain secure complaint records, investigative files, and case records through comprehensive records management practices that comply with applicable constitutional, statutory, and confidentiality requirements.
- Monitor complaint status and ensure timely processing.

## Investigations and Case Management

- Conduct confidential investigations authorized by the Commission.
- Collect and evaluate documentary evidence.
- Interview witnesses and prepare investigative reports.
- Present findings to investigative panels and the Commission.
- Prepare recommendations for the Mississippi Supreme Court when appropriate.

## Judicial Ethics and Professional Education

- Participate in judicial ethics education programs consistent with the Commission's constitutional authority
- Participate in Continuing Judicial Education (CJE).
- Support Continuing Legal Education (CLE).
- Collaborate with the Mississippi Judicial College and Mississippi law schools.
- The Commission recognizes the importance of supporting the education and professional development of future members of Mississippi's legal community. To promote a greater understanding of judicial ethics, judicial accountability, and the constitutional role of the Commission, the Commission will continue to support educational partnerships with the Mississippi College School of Law and the University of Mississippi School of Law through legal externship opportunities and other collaborative educational initiatives, as appropriate.

These partnerships provide qualified law students with practical exposure to judicial disciplinary procedures, judicial ethics, and public service while fostering a deeper understanding of the constitutional principles that preserve the integrity, independence, and accountability of Mississippi's judiciary. The Commission values these educational relationships as an investment in the future of the legal profession and the continued administration of justice in the State of Mississippi.

## Public Information and Outreach

- Maintain an informative public website.
- Respond professionally to public inquiries.
- Provide educational presentations regarding the Commission's constitutional role.
- The Commission recognizes that law enforcement officers frequently serve as the initial point of contact for citizens who have questions regarding judicial conduct or the judicial disciplinary process. To promote public understanding and the appropriate use of the Commission's complaint process, the Commission will continue to provide educational presentations and informational resources to law enforcement agencies throughout the State of Mississippi.
- These outreach efforts are intended to increase awareness of the Commission's constitutional responsibilities, jurisdiction, and complaint procedures; encourage accurate referrals when appropriate; and strengthen collaboration with law enforcement professionals while preserving the confidentiality of Commission

proceedings as required by the Mississippi Constitution, applicable law, and the Rules of the Mississippi Commission on Judicial Performance.

- Promote public understanding while preserving confidentiality.

### **Organizational Management**

- Conduct regular Commission meetings.
- Maintain policies, procedures, and internal controls.
- The Mississippi Commission on Judicial Performance is committed to periodically reviewing the Mississippi Code of Judicial Conduct and the Rules of the Mississippi Commission on Judicial Performance to identify opportunities for clarification, modernization, and improved administration of the judicial disciplinary process. When appropriate, the Commission may recommend revisions through the constitutional or legal processes established for the adoption or amendment of those authorities.
- This ongoing review supports the Commission's commitment to judicial integrity, procedural fairness, operational effectiveness, and the consistent administration of its constitutional responsibilities while ensuring that its governing authorities remain responsive to evolving legal, ethical, and operational considerations.
- Support fiscal stewardship and budget accountability.
- Strengthen technology infrastructure, cybersecurity, and records management through continuous modernization, secure electronic records management, and the implementation of appropriate administrative, technical, and physical safeguards to protect confidential information, improve operational efficiency, and support the Commission's constitutional responsibilities.
- Maintain business continuity and disaster recovery planning.
- Invest in employee development and succession planning.

### **Internal Management Systems**

The Mississippi Commission on Judicial Performance maintains internal management systems designed to support the fair, impartial, efficient, and confidential administration of its constitutional responsibilities. Through established governance practices, standardized operating procedures, and continuous oversight, the Commission promotes accountability, consistency, and operational excellence while preserving judicial independence and protecting the rights of all parties.

The Commission ordinarily conducts regular meetings throughout the year to consider complaints, review investigative findings, address administrative matters, and carry out its constitutional responsibilities. As complaint volume, investigative complexity, or operational needs require, additional meetings may be scheduled to ensure the timely consideration of Commission business and the efficient administration of the judicial disciplinary process.

Any individual may submit a complaint alleging judicial misconduct or judicial disability. Each complaint received by the Commission is reviewed to determine whether it falls within the Commission's constitutional jurisdiction and warrants further evaluation

under the Mississippi Constitution, the Mississippi Code of Judicial Conduct, and the Rules of the Mississippi Commission on Judicial Performance. Complaints that fall outside the Commission's jurisdiction or fail to state a matter within the Commission's authority are handled in accordance with established procedures.

Commission staff are responsible for receiving, processing, documenting, and maintaining all complaints and related records in accordance with applicable constitutional, statutory, and confidentiality requirements. Staff support the investigative process by maintaining secure case files, coordinating investigative activities, preparing materials for Commission review, and assisting the Commission in carrying out its constitutional responsibilities efficiently, accurately, and professionally.

The Commission continually evaluates its internal management practices, administrative procedures, technology systems, records management processes, and operational workflows to improve efficiency, strengthen accountability, enhance organizational resilience, and ensure the consistent administration of justice. These ongoing efforts support the Commission's commitment to responsible stewardship of public resources, continuous improvement, and the preservation of public confidence in Mississippi's judiciary.

## Collaboration and Professional Partnerships

| Partner                                 | Purpose                                    |
|-----------------------------------------|--------------------------------------------|
| Mississippi Supreme Court               | Constitutional judicial discipline process |
| University of Mississippi School of Law | Legal education and externships            |
| Mississippi Judicial College            | Judicial ethics education                  |
| Mississippi Bar                         | Professional collaboration                 |
| Mississippi College School of Law       | Legal education and externships            |
|                                         |                                            |

## Commitment to Continuous Improvement

The Commission continually evaluates its operations, policies, technology, and administrative practices to improve efficiency, accountability, customer service, and organizational effectiveness while preserving the integrity of its constitutional mission.

## Transition to Goals

The Core Functions describe what the Commission is constitutionally responsible for doing. The Goals, Objectives, Strategies, and Performance Measures in the next section describe how the Commission will strengthen and improve these functions during the 2028–2032 Strategic Planning Period.

## Goals, Objectives, Strategies & Performance Measures

The following goals translate the Commission's Strategic Priorities into measurable actions. Each goal contains objectives, strategic initiatives, and performance measures designed to support continuous improvement, accountability, and operational excellence.

### GOAL 1 – Preserve Judicial Integrity Through Fair, Timely, and Effective Complaint Resolution

#### Goal Statement

Maintain a fair, impartial, confidential, and efficient judicial disciplinary process that protects the public, safeguards judicial independence, and promotes confidence in Mississippi's judiciary.

#### Objectives

- Receive and evaluate all complaints alleging judicial misconduct or disability.
- Conduct objective, confidential, and timely investigations.
- Improve investigative efficiency through standardized procedures and technology.
- Ensure due process for complainants and judges.
- Monitor complaint processing to promote timely resolution.

#### Strategic Initiatives

- Maintain and enhance the electronic complaint management system.
- Improve workflow automation.
- Standardize investigative procedures and documentation.
- Review Commission Rules and internal policies.
- Evaluate investigative performance through measurable operational metrics.

#### Performance Measures

| Measure Type | Examples                                                                                    |
|--------------|---------------------------------------------------------------------------------------------|
| Outcome      | Complaint resolution within established timelines; reduction in processing delays.          |
| Output       | Complaints received; investigations completed; recommendations submitted.                   |
| Efficiency   | Average processing time; average investigation completion time; electronic processing rate. |
| Explanatory  | Complaint complexity; staffing levels; legislative changes; technology availability.        |



## GOAL 2 – Advance Judicial Ethics and Professional Excellence

### Goal Statement

Promote ethical leadership, professional development, and judicial excellence through continuing education, collaboration, and outreach.

### Objectives

- Expand judicial ethics education.
- Strengthen partnerships with professional organizations.
- Support Continuing Judicial Education (CJE) and Continuing Legal Education (CLE).
- Increase educational opportunities for judges, attorneys, and law students.

### Strategic Initiatives

- Deliver annual judicial ethics presentations.
- Develop updated educational materials.
- Expand collaboration with the Mississippi Judicial College.
- Participate in state and national professional conferences.
- Evaluate emerging ethics issues and incorporate them into educational programming.

### Performance Measures

| Measure Type | Examples                                                                                            |
|--------------|-----------------------------------------------------------------------------------------------------|
| Outcome      | Improved awareness of judicial ethics standards.                                                    |
| Output       | Educational presentations; participants; educational resources developed.                           |
| Efficiency   | Participant satisfaction; program completion rates.                                                 |
| Explanatory  | Requests for educational presentations concerning judicial ethics; emerging judicial ethics topics. |

## GOAL 3 – Strengthen Public Confidence Through Communication and Outreach

### Goal Statement

Increase public awareness and understanding of the Commission's constitutional responsibilities through effective communication, education, and accessible public resources while preserving the confidentiality required by law.

### Objectives

- Improve website accessibility and public information.

- Expand public education and outreach initiatives.
- Respond promptly and professionally to public inquiries.
- Increase public understanding of the complaint process.
- Promote accessibility and equal access to Commission resources.

### Commitment to Accessibility and Equal Access

The Mississippi Commission on Judicial Performance is committed to ensuring that all citizens of Mississippi have meaningful access to the Commission's services, educational resources, and complaint process. Consistent with its constitutional responsibilities, the Commission will strive to remove unnecessary barriers to public participation by providing clear, understandable information, maintaining accessible electronic resources, and continually improving the usability of its services.

The Commission recognizes that public confidence in the judicial disciplinary process is strengthened when individuals understand the Commission's constitutional role and can readily access information regarding its jurisdiction, procedures, and available resources. While preserving the confidentiality required by the Mississippi Constitution, applicable law, and the Rules of the Mississippi Commission on Judicial Performance, the Commission will continue to enhance website accessibility, improve educational materials, expand outreach opportunities, and evaluate emerging technologies that improve access for all persons served.

Through these efforts, the Commission seeks to promote fairness, transparency to the extent permitted by law, and equal access to the judicial accountability process while preserving judicial independence and protecting the rights of all parties.

### Strategic Initiatives

- Modernize website content and online resources.
- Develop educational publications and presentations.
- Expand partnerships with civic, legal, and educational organizations.
- Improve accessibility of Commission publications.
- Measure stakeholder engagement and public awareness.

### Performance Measures

| Measure Type | Examples                                                      |
|--------------|---------------------------------------------------------------|
| Outcome      | Improved public awareness and confidence.                     |
| Output       | Presentations delivered; website updates; outreach events.    |
| Efficiency   | Response times; website availability; publication timeliness. |
| Explanatory  | Public demand, legislative changes, available resources.      |

## GOAL 4 – Strengthen Organizational Excellence and Long-Term Sustainability

### Goal Statement

Improve organizational effectiveness through technology modernization, cybersecurity, fiscal stewardship, workforce development, risk management, and continuous improvement.

### Objectives

- Modernize technology infrastructure.
- Strengthen cybersecurity and information protection.
- Maintain sound fiscal stewardship.
- Invest in workforce development and succession planning.
- Improve organizational resilience and business continuity.

### Strategic Initiatives

- Implement a technology lifecycle replacement plan.
- Conduct annual cybersecurity assessments.
- Review policies and strategic risks annually.
- Continue cross-training and professional development.
- Maintain business continuity and disaster recovery plans.

### Performance Measures

| Measure Type | Examples                                                |
|--------------|---------------------------------------------------------|
| Outcome      | Improved organizational performance and security.       |
| Output       | Technology projects completed; staff training sessions. |
| Efficiency   | System uptime; project completion; budget execution.    |
| Explanatory  | Funding levels; emerging technology; workforce changes. |

### Executive Performance Dashboard

The Executive Performance Dashboard serves as the Commission's official annual performance monitoring tool and will be reviewed annually by the Commission and the Executive Director to evaluate progress toward strategic objectives, assess organizational performance, and support continuous improvement.

The Executive Performance Dashboard serves as the Commission's primary strategic performance management tool for monitoring progress throughout the 2028–2032

Strategic Planning Period. The dashboard provides the Commission, Executive Director, and staff with a concise set of measurable Key Performance Indicators (KPIs) that evaluate organizational performance, support informed decision-making, promote accountability, and measure progress toward the Commission's strategic goals and priorities.

Performance indicators have been selected to measure operational effectiveness, complaint processing, public service, technology modernization, cybersecurity, fiscal stewardship, workforce development, and organizational excellence. Results will be reviewed according to the established reporting frequency and incorporated into annual strategic reviews, budget planning, operational improvements, and continuous improvement initiatives.

The Commission recognizes that performance measurement is essential to responsible stewardship of public resources and effective strategic management. Accordingly, the Executive Performance Dashboard will be reviewed periodically and updated as necessary to ensure that performance measures remain aligned with the Commission's constitutional responsibilities, strategic priorities, and the evolving needs of the State of Mississippi.

### Strategic Goals – Key Performance Indicators

| Strategic Goal                               | Key Performance Indicator (KPI)  | Target                                                                         | Review Frequency |
|----------------------------------------------|----------------------------------|--------------------------------------------------------------------------------|------------------|
| Goal 1 – Preserve Judicial Integrity         | Complaint Resolution             | 90% of complaints resolved within established performance expectations         | Quarterly        |
| Goal 1 – Preserve Judicial Integrity         | Average Complaint Age            | Monitor and reduce the average age of pending complaints                       | Quarterly        |
| Goal 1 – Preserve Judicial Integrity         | Cases Pending More Than 180 Days | Minimize long-pending cases through active case management and periodic review | Quarterly        |
| Goals 3 & 4 – Public Confidence / Technology | Electronic Complaint Filing Rate | Increase and maintain electronic complaint submissions whenever practical      | Quarterly        |
| Goal 3 – Strengthen Public Confidence        | Website Availability             | 99.9% uptime                                                                   | Monthly          |

|                                       |                                                 |                                                                        |           |
|---------------------------------------|-------------------------------------------------|------------------------------------------------------------------------|-----------|
| Goal 3 – Strengthen Public Confidence | Public Inquiry Response Time                    | Respond promptly and professionally to public inquiries                | Quarterly |
| Goal 3 – Strengthen Public Confidence | Public Outreach Activities                      | Complete annual outreach and educational initiatives                   | Annual    |
| Goal 3 – Strengthen Public Confidence | Stakeholder Engagement                          | Measure participation and public awareness through outreach activities | Annual    |
| Goal 4 – Organizational Excellence    | Cybersecurity Training                          | 100% staff completion                                                  | Annual    |
| Goal 4 – Organizational Excellence    | Technology Lifecycle Projects                   | Complete scheduled technology modernization initiatives                | Annual    |
| Goal 2 – Professional Excellence      | Judicial Ethics Programs                        | Annual delivery                                                        | Annual    |
| Goal 4 – Organizational Excellence    | Strategic Plan Review                           | Completed                                                              | Annual    |
| Goal 4 – Organizational Excellence    | Business Continuity & Disaster Recovery Testing | Annual review and testing completed                                    | Annual    |
| Goal 4 – Organizational Excellence    | Budget Stewardship                              | Operate within legislative appropriation and approved budget           | Monthly   |

## Implementation Plan

The successful implementation of this Strategic Plan requires the active participation of the Commission, Executive Director, and staff. Strategic initiatives will be incorporated into annual work plans, budget development, technology planning, workforce development, and policy review.

## Strategic Plan Governance

The Mississippi Commission on Judicial Performance recognizes that effective strategic planning requires continuous oversight, evaluation, and accountability throughout the planning period. The Strategic Plan serves as a management framework to guide organizational priorities, resource allocation, operational improvements, and long-term decision-making while supporting the Commission's constitutional responsibilities.

The Executive Director, under the direction of the Commission, will oversee implementation of this Strategic Plan and integrate its strategic priorities, goals, and initiatives into the Commission's annual work plans, budget development, technology planning, workforce development, policy review, and operational decision-making.

To ensure the Strategic Plan remains current and responsive to changing conditions, the Commission will maintain an ongoing governance process that includes:

- Annual review of the Strategic Plan by the Executive Director.
- Annual presentation to the Commission regarding implementation progress and strategic priorities.
- Consideration of strategic initiatives during the annual budget development process.
- Revisions to the Strategic Plan, when appropriate, to address significant legal, operational, fiscal, or technological developments.
- Annual evaluation of performance measures, key performance indicators, and strategic objectives.
- Annual review of organizational risks and mitigation strategies to support operational resilience and responsible stewardship of public resources.

Implementation of this Strategic Plan shall remain consistent with the Mississippi Constitution, applicable law, the Mississippi Code of Judicial Conduct, and the Rules of the Mississippi Commission on Judicial Performance. Through this governance process, the Commission will promote accountability, strengthen organizational effectiveness, and ensure that its strategic priorities continue to support the fair, impartial, and efficient administration of its constitutional responsibilities throughout the 2028–2032 Strategic Planning Period.

## Five-Year Implementation Timeline

| Year | Primary Focus                                                            |
|------|--------------------------------------------------------------------------|
| 2028 | Strategic plan implementation, technology assessment, policy review      |
| 2029 | Workflow modernization, outreach expansion, staff development            |
| 2030 | Cybersecurity enhancements, performance analytics, education initiatives |
| 2031 | Operational optimization, succession planning, organizational resilience |
| 2032 | Comprehensive evaluation and development of the next Strategic Plan      |

## Monitoring and Evaluation

The Commission will conduct an annual review of the Strategic Plan to evaluate progress toward goals, review key performance indicators, assess organizational risks, identify opportunities for improvement, and recommend revisions when necessary.

- Review organizational performance annually.
- Evaluate strategic initiatives and KPIs.
- Update the organizational risk assessment.
- Review technology modernization progress.
- Incorporate stakeholder feedback into future planning.

## Performance Monitoring and Organizational Accountability

The Mississippi Commission on Judicial Performance is committed to measuring organizational performance, evaluating strategic progress, and maintaining accountability throughout the 2028–2032 Strategic Planning Period. Effective performance monitoring ensures that the Commission's strategic priorities, goals, objectives, and initiatives remain aligned with its constitutional responsibilities and continue to support the efficient administration of justice.

To achieve this commitment, the Commission will establish an ongoing performance management process that integrates strategic planning with operational decision-making, budget development, technology planning, workforce development, and organizational risk management.

Performance monitoring will include, when appropriate:

- Periodic review of progress toward each strategic goal and objective.
- Evaluation of key performance indicators identified in this Strategic Plan.
- Assessment of complaint processing efficiency and timeliness.
- Review of technology modernization and cybersecurity initiatives.
- Evaluation of workforce development and professional education activities.
- Monitoring of budget performance and responsible stewardship of public resources.
- Annual review of organizational risks and mitigation strategies.
- Identification of opportunities for operational improvement and innovation.

Performance information will be reviewed by the Executive Director and reported to the Commission, as appropriate, to support informed decision-making, resource allocation, and continuous organizational improvement. The results of these reviews may be used to recommend adjustments to strategic initiatives, operational priorities, or implementation schedules as circumstances warrant.

The Commission recognizes that strategic planning is an ongoing process rather than a single event. Regular performance monitoring promotes transparency to the extent permitted by law within the organization, strengthens accountability, supports responsible

stewardship of public resources, and helps ensure that the Commission remains responsive to changing operational, legal, and technological environments while faithfully carrying out its constitutional mission.

### **Continuous Improvement**

The Commission is committed to fostering a culture of innovation, accountability, and continuous improvement. Lessons learned through performance measurement, stakeholder feedback, legislative changes, technology advancements, and operational reviews will be incorporated into future planning efforts.

### **Conclusion**

The Mississippi Commission on Judicial Performance enters the 2028–2032 Strategic Planning Period with a clear vision, a strong constitutional foundation, and an unwavering commitment to preserving judicial integrity, promoting accountability, and strengthening public confidence. Guided by this Strategic Plan, the Commission will continue fulfilling its constitutional responsibilities with fairness, professionalism, independence, and respect for the rule of law.

### **Executive Director Certification**

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Rachel Wilson", followed by a horizontal line.

Rachel L. Wilson  
Executive Director  
Mississippi Commission on Judicial Performance