

Mississippi Wireless Communication Commission



5 Year Strategic Plan

FY 2028–FY 2032

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July 15, 2026

Mississippi Wireless Communication Commission

FY 2028-2032 Strategic Plan

MISSION STATEMENT

To provide statewide leadership for interoperable mission critical communications that help Mississippi's public safety responders protect lives, serve communities, and respond effectively in times of need.

VISION

A connected and resilient Mississippi where public safety partners have seamless access to the communications they need—anytime, anywhere.

Core Values

Service	<i>We place the safety of Mississippi's citizens and emergency responders at the center of every decision.</i>
Integrity	<i>We conduct all business with honesty, transparency, and accountability.</i>
Reliability	<i>We are committed to maintaining communications that responders can depend upon every hour of every day.</i>
Innovation	<i>We embrace emerging technologies that improve mission-critical communications while preserving operational reliability.</i>
Collaboration	<i>We foster partnerships among local, state, tribal, federal, and private-sector organizations to strengthen statewide interoperability.</i>
Stewardship	<i>We responsibly manage public resources while maximizing long-term value for Mississippi taxpayers.</i>
Excellence	<i>We pursue continuous improvement in every aspect of our operations, technology, and customer service.</i>

STATUTORY AUTHORITY

The Mississippi Wireless Communication Commission was established under **Mississippi Code Section 25-53-171** to provide statewide leadership for interoperable emergency communications. The Legislature charged the Commission with developing, implementing, operating, maintaining, and improving a statewide wireless communications network capable of supporting mission-critical communications during both routine operations and emergencies. The Commission is further responsible for rapidly restoring communications following natural or human-caused disasters to ensure that law enforcement, fire services, emergency medical services, emergency management agencies, and other essential public safety organizations remain operational during times of crisis.

ORGANIZATIONAL OVERVIEW

The Mississippi Wireless Communication Commission serves as the statewide governing authority for public safety interoperable communications. The Commission consists of representatives from state and local public safety organizations and legislative liaisons who provide strategic direction, establish statewide communications standards, and ensure coordinated governance among participating agencies. Communications interoperability cannot be resolved by any one entity, but rather a partnership among emergency response organizations from all levels of government. The structure of the Commission was established to ensure all disciplines share their expertise, support decision-making, and create unity through interoperable communications. Only one agency represented on the Commission is not a user of the system.

Through the Commission's strong governance structure, standard operating procedures (SOPS) were created along with standing committees to carry out the established rules and regulations in compliance with national standards for emergency communications. One committee, the Procurement Review Committee administers the regulations established for the acquisition and use of wireless communication devices throughout the state.

In addition, the Commission oversees the operation of the Mississippi Wireless Information Network (MSWIN), a statewide Project 25 Phase II Land Mobile Radio system that currently supports more than 70,000 subscribers across approximately 161 communication sites. Designed with extensive redundancy and resilience, the system provides approximately 97 percent statewide mobile coverage while maintaining system availability exceeding 99.999 percent. The network serves local governments, state agencies, federal agencies, tribal governments, and eligible non-governmental organizations, providing seamless interoperability during both routine operations and large-scale emergencies.

MS WCC RELEVANT STATEWIDE GOALS AND BENCHMARKS

Public Safety and Order

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

Statewide Relevant Benchmark: Emergency Preparedness

Average emergency response time to natural and manmade disasters.

MS WCC Relevant Benchmarks:

- Mobile interoperable communication coverage across the state will equal 97% or higher
- The availability of a statewide interoperable communication system to public safety personnel will be equal to or greater than 99.999%
- Public safety subscribers utilizing the MS Wireless Information Network (MSWIN) will increase by 5% annually.
- Public safety subscribers utilizing the MS Wireless Information Network (MSWIN) push-to-talks (PTTs) will increase by 5% annually

MS Wireless Communication Commission's Relevance: Reliable communications are fundamental to effective public safety operations. Every emergency response, disaster recovery effort, criminal investigation, wildfire suppression operation, medical emergency, and large-scale public event depends upon the ability of responders from multiple jurisdictions and disciplines to communicate instantly, securely, and without interruption. The ability for Public Safety personnel to communicate is key to the average response time. MS WCC's statewide system assists more than 70K public safety subscribers across the state with the ability to provide a timely and appropriate response to emergencies and disasters with 97% mobile coverage and availability of 99.999%. Increasing the number of subscribers and the number of push-to-talks (PTTS) leads to better communication and improved average response time.

Infrastructure

Statewide Goal: To ensure the construction and maintenance of infrastructure (including roadways, waterways, railways, airports, water and sewer systems, pipelines, electricity lines, broadband connections, and public buildings) adequate to meet the needs of citizens and the business community and to foster economic growth.

MS WCC Relevant Benchmark:

- Number of statewide communication sites in operation
- Statewide sites (MSWIN) in development

MS Wireless Communication Commission's Relevance: The statewide interoperable land mobile radio (LMR) communication system consists of more than 161 communication sites, the majority of which consist of 300-to-600-foot tower infrastructure across the state. The WCC oversaw the construction of these sites and now maintains them. MS WCC reviews and recommends infrastructure needs to the legislature for adequate public safety communication coverage to meet the needs of the citizens and business communities. While MSWIN provides 97% MOBILE coverage, there is a need for more towers/communication sites to fill in coverage gaps for both MOBILE and PORTABLE coverage. The statewide system has significantly improved interoperability while reducing duplication of communications infrastructure and promoting more efficient use of public resources.

Health

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

MS WCC Relevant Benchmark:

- Public Safety subscribers utilizing the statewide system (MSWIN)
- Public Safety subscribers utilizing the statewide system (MSWIN) push-to-talks (PTTs) annually.

MS Wireless Communication Commission's Relevance: The ability for Public Safety Health Care Provider personnel to communicate is key to the average response time. MS WCC's statewide system assists more than 70K public safety subscribers including emergency medical service providers, MED-COMM, and hospitals across the state with the ability to provide a timely and appropriate response to emergencies and disasters with 97% mobile coverage and reliability of 99.999%. The ability to communicate between the first responder and the medical provider through voice and data (especially in rural portions of the state) protects Mississippians and provides them with information and access to quality healthcare necessary to increase the length and quality of their lives.

Government and Citizens

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

Statewide Relevant Benchmark: Government Efficiency

Administrative efficiency: Expenditures on state government administrative activities as a percentage of total operational expenditures

MS WCC Relevant Benchmarks:

- Fiscal Year Total Expenditures (actuals)
- Fiscal Year Administrative Expenses (actuals)
- Administrative costs of MSWIN as percentage of total operating expenditures (statewide benchmark)
- The WCC annual operating cost per Mississippian $\leq$ \$4.23 per person
- Statewide site (MSWIN) construction projects managed in accordance with both time schedule and within budget (%)

MS Wireless Communication Commission's Relevance: MS WCC operates on an annual appropriation provided by the legislature. Managing the directives and goals within a budget helps create an efficient government structure. Funding statewide public safety communications rather than by agency or local entities eliminates fragmented, siloed operations by providing a unified, interoperable network for all first responders. This centralized approach ensures vital cost efficiencies and significantly boosts public safety.

OVERVIEW OF THE COMMISSION'S FIVE-YEAR STRATEGIC PLAN

Through strong legislative support, strategic governance, and enduring partnerships with local, state, tribal, federal, and non-governmental organizations, Mississippi has established itself as a national leader in interoperable emergency communications. More than 70,000 public safety professionals in all 82 counties rely on the Wireless Communication Commission to provide mission-critical interoperable communication.

The communications environment, however, continues to evolve. Opportunities exist to integrate emerging technologies, strengthen partnerships, expand interoperability, and improve operational resilience during the coming years. Maintaining and sustaining the current statewide communication system, MSWIN, as it is entering a critical phase in its lifecycle, requiring strategic modernization to ensure continued reliability beyond 2032. At the same time, strengthening and

expanding the WCC's communication footprint will aid multijurisdictional entities protecting across Mississippi. Fortifying public safety communication through awareness, assessment, and integration will mitigate risks and threats moving the WCC forward and advancing statewide mission critical communications in Mississippi.

This Strategic Plan establishes the Commission's direction for Fiscal Years 2028 through 2032. It provides a comprehensive framework for maintaining Mississippi's investment in mission-critical communications while preparing for the next generation of public safety technologies. The plan aligns with Mississippi's statewide strategic goals, legislative priorities, and nationally recognized best practices established by the Cybersecurity and Infrastructure Security Agency (CISA) and the SAFECOM Interoperability Continuum. This plan can be achieved through continuous investment and thoughtful planning.

During Fiscal Years 2028 through 2032, the Commission will focus on three strategic priorities:

Maintain and Sustain: To maintain mission critical communication for the state, modernization of the current technology and infrastructure is required. These upgrades will sustain the reliability of the current MSWIN system that public safety has come to depend on. The WCC will continue to focus on ensuring public safety infrastructure, technology, and services that support mission-critical communication will be ready for everyday communications or the next disaster.

Strengthen and Expand: Strengthening and expanding statewide mission critical interoperability for day-to-day and emergency communications, directly impacts the average response time by multi-jurisdictions when protecting the public's safety. This will require coordination, integration, migration, partnerships, training and exercises strengthening and expanding mission critical communication across the state for the more than 2.9M residents of Mississippi.

Fortify and Advance: Providing security for and pursuing new and innovative technology to protect the public's safety communication ecosystem will advance statewide interoperability. Fortifying tools in the "communication toolbox" will advance security awareness, risk assessments, and technology integration to improve incident response and disaster recovery.

Successful implementation of these priorities will ensure that Mississippi continues to be one of the national leaders in public safety mission-critical interoperable communication.

[WCC External/Internal Assessment](#)

The WCC recognizes the need for external and internal assessments focusing on factors that have or will impact the success of the Commission. The Commission has several assessment and measurement tools to gauge agency goals and performance. These tools range from annual user surveys to federal assessments based on national standards through CISA, the Cybersecurity &

Infrastructure Security Agency. The Commission consistently evaluates changes in wireless technology and cybersecurity that require continual evaluation and modernization. Cybersecurity threats are increasing requiring continued investment in security controls and operational resilience. Equipment lifecycle requirements for communication infrastructure requiring ongoing replacement and upgrades to maintain reliability. Funding availability from state and federal funding opportunity that may impact the pace of system enhancement. And public safety demands with growing expectations for faster, more reliable emergency communications will require continued innovation. Going forward, the Commission is expecting to add penetration testing and assessment of the MSWIN system from two sources including a land mobile radio vendor and CISA. These assessments are currently in process and will assist with determining needs going forward.

The following provides an assessment of the internal and external factors through a **SWOT** analysis to detail the [strengths](#), [weaknesses](#), [opportunities](#) and [threats](#) to the MS Wireless Communication Commission.

Strengths (Internal)

- Nationally Recognized Governance
- 99.999% Reliability
- 161-Site Network
- Strong Partnerships
- Hardened Sites
- Strong Interoperability
- User Training
- Skilled Staff

Weaknesses (Internal)

- Aging Technology
- Infrastructure Replacement
- Limited Staffing
- Funding Dependency
- Coverage Gaps
- Regional Holdouts
- Training & Exercises
- Resource Strain

Opportunities (External)

- Emerging Technology Integration
- Tools in the Toolbox (other technology)
- Harrison County Migration
- Federal Grants
- Local Integration
- Training & Exercises

Threats (External)

- Cyber Security Risks
- Severe Weather
- Power Outages (rural areas)
- Inflation
- Physical Site Thefts
- Man Made Disasters

Internal Management Systems

The Commission utilizes an annual survey of customers across the state. The survey includes evaluation questions regarding the staff, communication from the Commission, MSWIN System

concerns, and Mobile or Portable Coverage Gaps. Survey responses are reviewed by the Commission to identify opportunities for improvement. In addition, the Commission tracks data monthly to measure subscribers, utilization through push to talks, busies on the system that establish the reliability, training sessions, staff activities, and MSWIN system repairs. CISA, the Cybersecurity and Infrastructure Security Agency, provides national standards/evaluation tools assessed by the staff and users on a two-year rotational basis. From an administrative perspective, tracking of new and renewed memorandums of understanding with local, state, federal, and non-governmental organizations, invoices, revenue, and contract deliverables to measure the impact on performance and the budget.

MS Wireless Communication Commission's Goals, Objectives, Strategies, and Measures by Program for FY 2028– FY 2032

Program 1: The MS Wireless Communication Commission statewide interoperable communication system

Goal A: Develop, Implement, Maintain, and Sustain a statewide interoperable land mobile radio (LMR) communication system, assisting public safety personnel tasked with *protecting the public's safety, including providing timely and appropriate responses to emergencies and disasters and everyday communication.*

Objective A: 1: The WCC will provide a statewide mission critical mobile interoperable communication system.

Outcome: Mobile interoperable communication coverage across the state $\geq$ 97%

A.1.1. Strategy: Provide & maintain communication sites supporting the statewide communication system

Output: Number of statewide communication sites in operation

A.1.2. Strategy: Engage with legislators, stakeholders, and others to continue developing a statewide communication system for increased coverage

Output: Statewide sites (MSWIN) in development

Goal B: Promote and expand the statewide communication system that enables public safety personnel in Mississippi *to protect the public's safety, including providing timely and appropriate responses to emergencies and disasters.*

Objective B:1: The WCC will continue to engage the state's public safety community promoting the dependability of the statewide communication system.

Outcome: The availability of a statewide interoperable communication system to public safety personnel will be equal to or greater than 99.999%.

Outcome: Public safety subscribers utilizing (joining) the MS Wireless Information Network (MSWIN) will increase by 5% annually.

Outcome: Public safety subscribers utilizing the MS Wireless Information Network (MSWIN) push to talks (PTTs) will increase by 5% annually.

B.1.1. Strategy: Engage with locals, state agencies, federal agencies, the Choctaw Nation, and Non-Governmental Organizations (NGOs) to JOIN the statewide communication system

Output: Number of Public Safety subscribers utilizing (joining) the statewide system (MSWIN)

B.1.2. Strategy: Engage with locals, state agencies, federal agencies, the Choctaw Nation, and Non-Governmental Organizations (NGOs) to UTILIZE the statewide communication system

Output: Number of Public Safety subscribers utilizing the statewide system (MSWIN) push-to-talks (PTTs) annually

Explanatory: The ‘gold standard’ for an LMR system is 99.999% reliability. The addition of public safety personnel joining and utilizing the MS Wireless Information Network (MSWIN), the better communication is across the state with multi-jurisdictions for everyday communication and provide the tool to improve emergency response time to natural and man-made disasters. The more subscribers/users and push-to-talks reflect increased communication of those responders to public safety needs.

Goal C: Secure and pursue opportunities to minimize expenses and risks while maximizing the value of the statewide communication system that enables public safety personnel *to protect the public’s safety, including providing timely and appropriate responses to emergencies and disasters.*

Objective C: 1: MS WCC will minimize the expenses of the statewide communication system.

Outcome: The WCC annual operating cost per Mississippian ≤ \$4.23 per person

C.1.1. Strategy: MS WCC will track administrative and total expenditures of the statewide Communication system

Output: Fiscal Year Total Expenditures (actuals)

Output: Fiscal Year Administrative Expenses (actuals)

C.1.2. Strategy: MS WCC will keep the administrative costs of MS WCC’s expenses at or below 10% of total operating costs and construction projects within budget

Efficiency: Administrative costs of MSWIN as percentage of total operating expenditures (statewide benchmark)

Efficiency: Statewide sites (MSWIN) construction projects managed in accordance with both time schedule and within budget (%)

Objective C.2. MS WCC will secure and pursue opportunities to minimize risks while maximizing the value of the statewide communication system.

Explanatory: Securing funding, curtailing expenses, and minimizing risks while pursuing the maximum value of securing mission-critical statewide communications is a challenge. State appropriations are scarce, expenses for technology increase, and threats from the cyber community abound.

Wireless Communication Commission								
Performance Measures - WCC Strategic Plan and Budget								
FY28 Budget and Strategic Plan FY28 - FY32	STRATEGIC PLAN DATA							
	BUDGET DATA							
	Actuals	Actuals	Estimated	Projected	Projected	Projected	Projected	Projected
	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
§ Output: MSWIN sites in operation (# of sites) ¹	160	160	161	161	162	162	162	162
§ Output: MSWIN sites development (# of sites)	1	0	0	1	0	0	0	0
§ Output: Public Safety subscribers utilizing MSWIN (# of subscribers)	66,733	70,207	73,717	77,403	81,273	85,337	89,604	94,084
§ Output: MSWIN public safety subscriber push to talks (# of PTTs)	133,392,474	139,705,909	146,691,204	154,025,765	161,727,053	169,813,406	178,304,076	187,219,280
§ Output: Fiscal Year Total Expenditures	\$ 11,968,985	\$11,921,851	\$ 12,001,851	\$ 35,104,581	\$35,342,581	\$35,580,581	\$35,818,581	\$36,056,581
§ Output: Fiscal Year Administrative Expenses	\$878,629	\$905,380	\$905,380	\$905,380	\$ 905,380	\$ 905,380	\$ 905,380	\$ 905,380
§ Efficiency: MSWIN construction project managed in accordance with both time schedule and within budget (%)	100%	100%	100%	100%	100%	100%	100%	100%
§ Efficiency: MSWIN annual operating cost per MS ≤ \$4.23 per person	\$3.80	\$3.99	\$4.02	\$4.02	\$4.02	\$4.02	\$5.02	\$5.02
§ Efficiency: Administrative costs of MSWIN ≤ 10 % of total operating expenses	7.3%	7.6%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
§ Outcome: MSWIN availability to public safety subscribers >99%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
§ Outcome: Public safety subscribers utilizing MSWIN – increase by 5% annually	6.8%	5.2%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
§ Outcome: MSWIN subscribers PTTs increase by 5% annually **	5.2%	4.7%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
§ Outcome: Mobile Coverage across state equals 97%	97%	97%	97%	97%	97%	97%	97%	97%
¹ These sites were built specifically for the MSWIN system. In addition to these sites, the WCC has co-located MSWIN equipment on sites across the state to enhance portable coverage.								
System Efficiency								
Output: Push-to-Talks Annualized	139,705,909							
Output: Total "busies" Annualized	4,576							
Efficiency: Total % of "busies" Annualized	0.003275452							