



Mississippi Department of Public Safety
Strategic Plan 2028-2032

MISSISSIPPI DEPARTMENT OF PUBLIC SAFETY

STRATEGIC PLAN

FY 2028-2032

AGENCY OVERVIEW

The Mississippi Department of Public Safety (MDPS) has over 1,600 employees dedicated to the safety of our fellow Mississippians. Each day, MDPS employees help make Mississippi a safer place by patrolling its roads and highways, keeping drugs off the streets, training, certifications, and support to law enforcement agencies across the state. Additional services include issuing driver licenses, conducting forensic analysis and investigations, criminal investigations, administering federally funded programs and Homeland Security.

House Bill 1612 (2026 Regular Legislative Session) set forth a new organizational structure for the Mississippi Department of Public Safety, which creates four new units; The Mississippi State Patrol, The Mississippi Bureau of Investigation, The Mississippi Law Enforcement Division, and Support Services.

Four new budget units were created on July 1, 2026, to comply with the new organizational structure:

MISSISSIPPI STATE PATROL 727-00

- Office Mississippi Highway Safety Patrol
- Office of Commercial Transportation Enforcement Division
- Office of Capitol Police

MISSISSIPPI BUREAU OF INVESTIGATION 728-00

- The Bureau of Criminal Investigation
- The Bureau of Narcotics
- The Office of Homeland Security
- The Office of Forensics Laboratories

MISSISSIPPI LAW ENFORCEMENT DIVISION 729-00

- The Office of Public Safety and Planning
- The Office of the Mississippi Law Enforcement Officers' Training Academy
- The Driver Services Bureau
- The Office of Standards and Training

SUPPORT SERVICES 730-0

MISSISSIPPI STATE PATROL

House Bill 1612 (2026 Regular Legislative Session) set forth a new organizational structure for the Mississippi Department of Public Safety, which creates four new units; The Mississippi State Patrol, The Mississippi Bureau of Investigation, The Mississippi Law Enforcement Division, and Support Services.

The Mississippi State Patrol includes the uniformed divisions of the Department of Public Safety: The Office of the Mississippi Highway Safety Patrol, The Office of the Commercial Transportation Enforcement Division, and The Office of Capitol Police.

OFFICE OF MISSISSIPPI HIGHWAY SAFETY PATROL

1. Comprehensive Mission Statement

The mission of the Mississippi Highway Safety Patrol (MHSP) is to actively engage in enforcement activities and public awareness campaigns to reduce impaired, distracted, and careless driving among the motoring public; respond to civil disturbances upon request of the sheriff or board of supervisors of any county or the mayor of any municipality; assist law enforcement agencies with resources in criminal matters; and promote strong community policing with citizens and active stakeholders throughout the State of Mississippi. MHSP will respond and provide aid in the event of natural or manmade disasters upon orders from the Governor.

2. Statement of Agency Philosophy

MHSP's philosophy is to exhibit integrity, professionalism, courage, respect, loyalty, and compassion in performing assigned duties. These core values provide consistent guidance for all actions taken by our personnel to instill trust and confidence in each trooper's skills and abilities while minimizing the likelihood of unprofessional conduct. MHSP will adhere to the highest professional standards by educating, training, and evaluating our personnel.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: Ensure public safety through prompt and suitable responses to criminal activity, emergencies, and critical incidents.

Relevant Benchmark # 1:

Minimize the incidence of crime by proactively establishing highway enforcement programs to deter unlawful and hazardous conduct impacting public safety.

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

Relevant Benchmark # 2: Concentrate enforcement efforts utilizing relevant data in areas with high occurrences of vehicle crashes and traffic offenses to enhance and promote highway safety statewide.

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

4. Overview of the Agency 5-Year Strategic Plan

During the upcoming three to five years, the Mississippi Highway Safety Patrol will implement the following to further the agency's goals:

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

- Increase safety checkpoints
- Increase patrols for distracted drivers according to operational statistical data
- Deploy statewide saturation details to focus on high-risk areas according to relevant data, curtail impaired and distracted drivers, and increase police presence along major highway corridors.
- Increase criminal interdiction efforts along major highways to deter narcotics and human trafficking.

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

- Click It or Ticket campaign
- Drive Sober or Get Pulled Over DUI campaign
- Increase staffing patrols during holiday seasons due to increased traffic
- Troopers and Truckers campaign expands commercial motor vehicle safety inspections and includes traffic enforcement to deter unfavorable and risky driving behavior near commercial vehicles.
- Operation STOP (Safe Transportation of Passengers) involves Troopers working in school zones to promote safe driving near schools and patrolling school bus routes to ensure safe driving near and around school buses.

Recruitment: (1 to 2 years)

The following matters are to be considered in Recruitment:

- Maintain contact measures with candidates enrolled in MHSP's Candidates on Rapid Entry (CORE) program to ensure preparation for MHSP Patrol School through partnerships with institutions of higher learning namely Itawamba Community College (ICC), East Central Community College (ECC), and Gulf Coast Community College.
- Ensure MHP Recruiters are actively engaged in recruiting in all major colleges and universities and regional job fairs. District training events will be conducted to prepare candidates for the physical and mental demands of the MHSP Patrol School.
- The recruitment and application process will utilize technology such as social and mass media, the agency's website, and grassroots recruiting efforts to develop a candidate pool in excess of 500 applicants.

Retention: (2 to 3 years)

The agency continues to recruit and retain public safety officials to ensure organizational agility to promote public safety. The Police Executive Research Forum (2021) indicated law enforcement

agencies reported an 18% increase in resignations and a 45% increase in retirements compared to the previous year. To mitigate shortages or resignations, the agency will implement the following:

- Establish a Temporary Additional Duty (TAD) assignment program to expand occupational opportunities, motivate, and encourage individuals to work in other areas of the MS Department of Public Safety.
- Build upon the department's physical and mental wellness initiative (10-34 project) to encourage individuals to maintain an adequate level of overall health while encouraging yearly physical exams.
- Incorporate coaching and mentoring sessions supervised by non-supervisory personnel to build a sense of morale and teamwork.
- Assign non-supervisory personnel with seniority and leadership skills to supervise personnel during emergency situations or inadequate staff personnel.

Education: (3 to 5 years)

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

- General knowledge and Professional Development (historical relevance, writing and effective communication, etc.)
- Semi-Annual Evaluation of Personnel to ensure professional standards
- Job shadowing (temporary cross-training assignments as earned)
- Coaching and Mentoring
- Leadership and Management Developmental Courses offered through Bethel University in Tennessee
- Leadership courses offered through MS State Personnel Board
- Leadership offered through MS Law Enforcement Officer's Training Academy
- Leadership offered through the Federal Bureau of Investigation LEEDA Program

5. External/Internal Assessment

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

6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2028 through FY 2032

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

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

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

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

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

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

Output: Total DUI checkpoints

Output: Total citations issued *Output:* Total warnings issued

Output: Total accidents investigated

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

Efficiency: Reduction in speed-related traffic accidents

Efficiency: Reduction in time when responding to critical incidents

Efficiency: Increase in law enforcement presence to preserve public order

Explanatory: Increase multijurisdictional support and promote public safety through statewide operations to reduce vehicle crashes and fatalities

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

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

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

Outcome: Greater law enforcement presence in Mississippi communities

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

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

Output: Total multijurisdictional operations conducted

Output: Total arrests

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

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

COMMERCIAL TRANSPORTATION ENFORCEMENT DIVISION

1. Comprehensive Mission Statement

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

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

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

Relevant Benchmark #1:

- 1) Number of trucks weighed by portable and static scales.
- 2) Number of overweight assessments issued.
- 3) Number of 72-hour Trip Permits Issued
- 4) Number of vehicles inspected.
- 5) Number of driving under the influence citations.
- 6) Number of CMV speeding citations.

4. Overview of the Agency 5- year Strategic Plan

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

5. External/Internal Assessment

- The demand for goods has increased commercial vehicle traffic, requiring the agency to hire and train more public safety inspectors to ensure safe travel and compliance of commercial motor carriers.
- The rapidity of technological advancements in commercial transportation organizations to alleviate driver shortages will require the agency to train personnel further to identify defects conducive to unsafe equipment, driver behavior, or technical errors of commercial motor carriers.

6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2028 through FY 2032

Program 1: Law Enforcement (§77-7-16)

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

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

- Outcome:* Reduction in crashes, injuries, and fatalities involving large trucks and buses.
- Outcome:* Preservation of the highway and bridge infrastructure on state roadways. Conduct details for drug interdiction, brake safety, human trafficking, Operation Safe Driver, passenger bus, and out-of-service vehicles/drivers. Work with local partners and Federal Authorities to enhance the productivity of the details.

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

- Output:* Deploy multiple enforcement inspectors to proactively identify and correct commercial motorist violations in areas deemed critical to public safety and travel.
- Output:* Total compliance reviews and on-site examinations to determine safety and fitness standards
- Output:* Total vehicles weighed
- Output:* Total over gross
- Output:* Total vehicles inspected exceeding the restricted weight limit
- Output:* Total Driving Under the Influence Citations.
- Output:* Total CMV speeding citations.
- Efficiency:* Enhanced awareness and increased commercial motor vehicle safety standards to reduce crashes, injuries, and fatalities involving large trucks and buses.
- Explanatory:* Increase law enforcement efforts to ensure the safe operation of commercial vehicles navigating the Mississippi highway system.

OFFICE OF CAPITOL POLICE

1. Comprehensive Mission Statement

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

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

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

Relevant Benchmark #1:

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

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

Relevant Benchmark #2:

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

4. Overview of Agency 5-Year Strategic Plan

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

The Office of Capitol Police plans to increase its law enforcement personnel by filling vacancies bringing our total number of certified officers to 225. The additional manpower will increase manpower to the crime suppression unit (Flex team), increase patrol officers, add investigators, and supervisory personnel. The flex team will work with local, state, and federal agencies to

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

The Capitol Complex District encompasses 24 square miles and includes approximately 80 State owned/leased properties. With increased staffing, we will implement evidence-based proactive measures to reduce crime and provide professional public services to enhance the quality of life for everyone within the Capitol Complex Improvement District.

Capitol Police will combine their computer aided dispatch center with Mississippi Highway Safety Patrol and Mississippi Bureau of Narcotics. This will house 3-4 dispatchers under one roof during any given shift. Dispatchers will be cross-trained to work together, which will enhance our call-taking abilities. CPD is now a fully functional 911 system for the CCID. The Mississippi State Patrol has also purchased a mobile command center.

The Department of Public Safety has made ongoing efforts to request grant money for technological upgrades for Capitol Police. The funding will focus on enhancing and outfitting patrol vehicles with in-car cameras. Additionally, the funding will also be allocated for purchasing body cameras for officers, stationery and mobile cameras, radios, license plate readers (stationary and mobile), throughout the CCID. These upgrades will enhance security and investigative capabilities.

Renovations to the new Capitol Police Department, formerly known as the Wright and Ferguson Funeral Home, were successfully completed in early FY25. Later in FY25, DFA began preparations for the new phase of renovations to the old Greyhound bus station located at 201 South Jefferson Street. This project is particularly important as it will consolidate all CCID court functions into a single building. This construction will include the installation of temporary holding cells and a new patrol booking area. The completion of this construction is scheduled for October of 2027.

DFA has already begun Phase 3 of the Wright and Ferguson Funeral Home for Capitol Police. This final phase aims to consolidate all remaining Capitol Police employees under one roof. This includes, but not limited to, Criminal Investigative Division (CID), Warrants Division, Flex Division, Community Police Division, and Building Security Division. The completion of this construction is scheduled for October 2027.

5. External/Internal Assessment

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

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2028 through FY 2032

PROGRAM 1. Law Enforcement GOAL A: Expand law enforcement

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

Outcome: Events and shifts adequately covered without excessive overtime.

A.1.1 STRATEGY: Attract and retain qualified employees.

Output: Attrition averted.

Output: Increased efficiency and frequency of patrols.

Output: Events are adequately staffed.

A.1.2 STRATEGY: Equip and train employees

Output: Increase officer confidence

Output: More tools to resolve situations

Output: Better protection of visitors, buildings, and district

A.1.3 STRATEGY: Increase size of the Flex Team (crime suppression team)

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

A.1.4 STRATEGY: Increase size of patrol division

Output: Respond quickly and efficiently to emergencies occurring in the Capitol Complex District (i.e., aggravated assaults, robberies, burglaries, and organized crime). More efficiently patrol and saturate high crime areas to reduce criminal activity. Maintain or reduce response to all calls for service.

MISSISSIPPI BUREAU OF INVESTIGATION (728-00)

House Bill 1612 (2026 Regular Legislative Session) set forth a new organizational structure for the Mississippi Department of Public Safety, which creates four new units; The Mississippi State Patrol, The Mississippi Bureau of Investigation, The Mississippi Law Enforcement Division, and Support Services.

The Mississippi Bureau of Investigation includes the following divisions: The Bureau of Criminal Investigations, The Bureau of Narcotics, The Bureau of Homeland Security (which may also be referred to as the Office of Homeland Security), and The Bureau of Forensics (which may also be referred to as the Office of Forensic Laboratories and shall include the Mississippi Forensics Laboratory and the State Medical Examiner).

BUREAU OF CRIMINAL INVESTIGATIONS

1. Comprehensive Mission Statement:

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

2. Statement of Agency Philosophy

MBI is committed to providing quality and consistent investigative support to local, state, and federal agencies to advance criminal investigations in Mississippi. The core philosophical tenets of MBI are professionalism, uniformity, accountability, and outreach, which shall always align operationally under the Bureau to support law enforcement agencies statewide and bring closure to critical incidents concerning criminal investigations. Moreover, MBI seeks to proactively exercise general policing powers codified in State law to identify unlawful trends, initiate investigations, and deploy assets to mitigate and deter illegal activities.

3. Relevant Statewide Goals and Benchmarks

State Goal #1: Increase and proactively initiate MBI criminal investigations to mitigate unlawful trends identified throughout the Mississippi Area of Responsibility (AOR) in support of all local, state, and federal law enforcement agencies.

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

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

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

Within the next five years, we aim to increase professional training standards, create open training environments to expand outreach efforts to the law enforcement community, increase investigative support, educate and establish community partnerships, enhance transparency, and acquire technological advancements and training to proactively combat human trafficking,

violent crime, and other advanced criminal offenses.

5. Agency's External/Internal Assessment

- 1) The emergence and rapidity of technological advancements in investigations and criminal activity require the agency to maintain certified personnel that is equipped to support criminal investigations.
- 2) The workforce shortage and increased casework frequency require the agency to leverage liaison partnerships or identify untraditional hiring practices to support investigative response and caseload.
- 3) Human trafficking trends and criminal offenses using technological advancements require the agency to acquire more specialized equipment and training for personnel certifications to properly investigate contemporary criminal technological trends used to evade law enforcement intervention.
- 4) The increase in juvenile delinquency concerning violent crime and the use of firearms requires the agency to provide additional workforce training and identify and establish community partnerships to support community educational awareness and intervention solutions to redirect potential offenders.
- 5) The national increase of homicides and other critical incidents by firearms nationwide requires the agency to research offenses in Mississippi to identify commonalities to support the strategic placement of agency resources to support enforcement intervention efforts. In 2024, the states with the highest total rates of gun-related deaths – counting murders, suicides, and all other categories tracked by the CDC – included Mississippi (29.7 per 100,000 people), Louisiana (28.2), New Mexico (27.5), Alabama (25.9) and Montana (24.5). The states with the lowest total rates included Massachusetts (3.7), Hawaii (4.5), New Jersey (5.0), New York (5.3), and Rhode Island (3.1) (Information obtained from Statista).
- 6) The national increase in active shooting incidents requires the agency to acquire equipment and conduct multi-agency cross-training to identify, interview, intervene, respond, arrest, or eliminate individuals deemed capable of carrying out mass shootings in Mississippi.

6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2028 through FY 2032:

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

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

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

A.1.1. STRATEGY: Standardize OIS investigations

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

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

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

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

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

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

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

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

Output: Number of agents presence within city and county limits.

Output: The number of operations conducted, and cases initiated.

Output: Total arrests or cases cleared.

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

Efficiency: Increase in law enforcement presence to preserve public order.

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

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

GOAL A: Ensure continuing education initiatives for all agents.

OBJECTIVE A.1: Ensure Agents receive educational and training support.

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

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

Output: The number of training and educational events conducted quarterly.

Efficiency: Workforce investigative capabilities could be enhanced to ensure knowledge productivity is shared and used through training to advance solvability in criminal investigations statewide.

Explanatory: Increase criminal casework-solving capabilities and enhance state law enforcement's value, confidence, and legitimacy among stakeholders.

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

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

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

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

Output: Operations conducted, and cases initiated.

Output: Total arrests.

Output: Total child/victim recoveries.

Efficiency: More investigative operations to mitigate human trafficking may enhance the probability of decreasing involuntary servitude in the AOR and build greater awareness of trends used by offenders to recruit and capture victims.

Explanatory: Increase awareness of human trafficking characteristics and ensure efficient contemporary investigative techniques are used to conduct investigations statewide to curtail involuntary servitude, recover and support victims, and arrest offenders.

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

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

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

Outcome: Increase routine and thorough reassessments of cold case files that could potentially identify, locate, and interview persons of interest to bring closure to dated criminal investigations.

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

Output: Number of interviews and evidence reassessments conducted

Efficiency: A reduction in cold cases.

Explanatory: Revive an investigation that has not been resolved by obtaining new information, re-examining archives, discovering or introducing new material evidence, and creating profiles to uncover the identities of potential suspects reasonably.

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

GOAL A: Preserve investigative integrity of all crime scenes.

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

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

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

Output: The number of scenes forensically processed and documented deemed pertinent to advance criminal investigations.

Efficiency: Build the experience of the workforce and prevent or minimize crime scene contamination through best-accepted practices.

Efficiency: Increased opportunities to advance criminal cases and assist prosecutorial efforts in criminal proceedings by providing sound forensic technicians to provide expert testimony in criminal investigations.

Explanatory: Preserve evidence according to scientific practices and provide expert witness testimony to support prosecuting criminal offenders effectively.

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

Objective A.1. Serve the law enforcement community by offering digital investigative resources performed by certified digital forensic examiners and conduct law enforcement training.

Outcome: Increase law enforcement agency forensic analysis and evidence support in criminal investigations through performing data recovery, identification, extraction, and expert witness testimony.

A.1.1. STRATEGY: Assign, dedicate, and deploy certified investigators to support digital evidence recovery in criminal investigations.

Output: The number of case support requests.

Output: Cases cleared.

Output: Data extractions performed.

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

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

1. Comprehensive Mission Statement

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

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goal and Benchmark

Statewide Goal #1: To provide for the public's health and safety by providing strategic overt and covert narcotics enforcement efforts aimed at reducing clandestine drug distribution while seeking fair and effective systems of justice. In addition, provide timely and appropriate responses to emergencies and disasters.

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

4. Overview of 5-Year Strategic Plan

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

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

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

- Expand MBN's ability to make significant impacts across the state with the DPS Interdiction Program. It will focus on all conveyances that are utilized to transport and smuggle dangerous drugs and chemicals into Mississippi by land, water, air, rail, and ground.
- Rebuild and re-establish MBN's drug detection dog program by implementing canines in each of the districts to supplement drug enforcement operations. These canines will

investigate the different types of vehicles utilized to smuggle narcotics, including parcels.

- Sufficiently maintain staffing within the existing High Intensity Drug Trafficking Area (HIDTA) groups as well as assign agents to federal and specialized state task forces to multiply enforcement efforts.
- Continue to provide legal representation for MBN as well as state and local agencies while seeking court-ordered forfeiture of drug-derived assets as mandated by the 2017 State Legislature.
- Enhance the public website for state and local asset forfeiture actions mandated by the 2017 State Legislature. This will continue to offer citizens interactive information sharing of dangerous drugs in their community.
- Offer drug enforcement training and drug education training to law enforcement agencies, schools, colleges, and private citizens of Mississippi. Expand its strategic partnerships with behavioral and mental health professionals, along with community organizations.
- Manage the destruction of drugs and drug-related contraband confiscated by federal, state and local law enforcement agencies.
- Creation of violent crime task forces led by MBN strategically located within its enforcement regions. These task forces will consist of a partnership with Federal, State and local law enforcement agencies.

5. External/Internal Assessment and Internal Management Systems

- a. MBN enforcement operations utilize problem-oriented policing (see www.popcenter.org). This allows administrators to re-direct resources toward emerging drug-trafficking trends.
- b. MBN continues to broaden its focus on all emerging drug threats that pose a danger to the citizens of Mississippi. While the opioid epidemic wages on, the state's number of prescriptions written is decreasing. However, the number of opioid related overdoses, especially heroin and/or fentanyl, continues to rise. MBN is involved in several multi-agency collaborations to help reduce the impact of this epidemic. MBN evaluates the trends of the drug culture such as Bromazolam (a synthetic benzodiazepine) and Clonazolam which is a benzodiazepam that has not been approved for medical use in the US by the FDA. It also investigates and monitors other substances that are being pressed into counterfeit pills and/or used as an adulterant with other substances that continue to be a public health risk. MBN will seek relative training so that it can effectively continue

to combat the influx of ever-changing counterfeit substances and synthetic drugs into the state.

- c. Violent crime, an offspring of the drug culture, diminishes the quality of life in every community throughout our State. It often accompanies drug trafficking and involves illegal possession, sale, and distribution of firearms. Those involved in drug trafficking often facilitate violent crimes utilizing firearms and commit violations of many other state laws. Enforcement of the Uniformed Controlled Substance Act, along with eradicating the illegal possession and sale of firearms, has a direct impact on reducing violent crime and improving the quality of life in every community throughout the state of Mississippi.
- d. When narcotics agents successfully combat drug problems, dealers often adapt and employ countermeasures, making it necessary for law enforcement to seek revisions of drug enforcement-related laws and the acquisition of additional resources.
- e. There are no current monetary demands stemming from federal or state audits of MBN operations; nor are there any judgments against the agency. However, at this writing litigation is pending against MBN.
- f. The Executive Director, appointed by the Commissioner of Public Safety, leads MBN. Three Regional Majors and one Special Operations Major oversee the regional investigations and the specialized missions throughout the state. All four of these Majors report the activity of their personal to the Executive Director.
- g. The agency is currently updating its policies and procedures manual which governs its administration and enforcement activities, which is routinely reviewed and revised as needed. All personnel are required to acknowledge by written receipt of the manual, which is maintained by Human Resources.
- h. Reports that measure the agency's performance indicators are prepared monthly for review by MBN administrators and management staff.

6. [Agency Goal, Objective, Strategy and Measures by Program for FY 2028 through FY 2032](#)

a) **Program 1: Drug Enforcement**

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

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

<i>Outcome:</i>	Percentage change in number of drug suspects arrested
<i>Outcome:</i>	Percentage change in number of drug cases prosecuted
<i>Outcome:</i>	Percentage change in number of drug organizations disrupted and/or dismantled

AL1. STRATEGY: The agency's objective is to increase the number of arrests for suspected drug violations. MBN will utilize intelligence-gathering for the purpose of initiating drug investigations, while sharing information with federal, state and local law enforcement and regulatory agencies.

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

b) Program 11: Demand Reduction

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

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

<i>Outcome:</i>	Percentage change in number of presentations
<i>Outcome:</i>	Percentage change in number of training events
<i>Outcome:</i>	Percentage change in number of drug-related overdose deaths

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

<i>Output:</i>	Number of presentations
<i>Output:</i>	Number of training events
<i>Efficiency:</i>	Number of drug overdose deaths
<i>Efficiency:</i>	Cost of purchasing training materials

OFFICE OF HOMELAND SECURITY

1. Comprehensive Mission Statement

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

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

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

Relevant Benchmark #1:

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

Statewide Goal #2: To Strengthen Capabilities within the Mississippi Cybersecurity Unit (MCU)

Relevant Benchmark #2:

- Continuation of growth for the MCU.
- Establish a Statewide centralized Cyber Threat Protection Program (CTPP) unit.
- Establish a Statewide Cyber Threat Intelligence Group (CTIG) unit.

- Establish a statewide Cyber Incident Response Team (CIRT) to aid in mitigating cyber threats rapidly.
- Development of cyber forensics technician who specializes in cyber technology to assist law enforcement agencies in dealing with cyber-crimes.
- Number of MOHS grants provided to local jurisdictions.
- Provide statewide training on cybersecurity best practices.

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

Relevant Benchmark #3:

- Number of MOHS initiated training, number of attendees, and MOHS supported exercises in support of active shooter and civil disturbance incidents.
- Number of training courses provided to designated personnel and number of attendees in support of all public and private schools in Mississippi.
- Number of elementary, middle school, and high school students receiving training in preparation for natural disasters, man-made events, and terrorism events.
- Number of CERT Trainings provided statewide to include participants.
- Number of CERT Train the Trainers trained annually.
- Number of grants awarded to state and local agencies, increasing number of CERT teams in MS.
- Number of trainings, number of attendees, and assessments in support of Targeted Violence and Prevention programming.

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

Relevant Benchmark #4:

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

Statewide Goal #5: To coordinate completion of the annual Threat and Hazard Identification

Risk Assessment (THIRA) and the Stakeholder Preparedness Review (SPR). All recipients of HSGP funds are required to complete this risk assessment.

Relevant Benchmark #5:

- Number of liaisons established and maintained with federal, state, and local government agencies.
- Meet all identified timelines as set forth by MOHS and the Mississippi Emergency Management Emergency (MEMA).
- Completion of the CPG101, NIMS Implementation Assessment, and Post Assessment.
- Completion and submission of assessments to FEMA by the December 31st deadline.

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

Relevant Benchmarks #6:

- Hire ten (10) additional intelligence analysts to fully staff MSAIC. This will allow MSAIC to move to a 24/7 operational posture and bring MSAIC in line with other states in our region. Currently MSAIC has a staff of four analysts and one supervisor.
- Reinstitute the Mississippi Information Liaison Officer (MILO) program.
- Identify, recruit, and train MILOs in all 82 counties and one tribal nation in the state.
- Redevelop a user-friendly MILO reporting system to optimize communication between local law enforcement and MSAIC.
- Develop real time intelligence capability to better assist law enforcement and agents in the field, particularly the Human Trafficking Task Force.
- Continue to build capabilities for intelligence gathering and dissemination of intelligence to local, state and federal partners.

Statewide Goal # 7: Increase the capabilities of the Mississippi Digital Forensics Division to a fully operational level.

Relevant Benchmarks #7:

- Hire three (3) additional digital forensic analysts to fully staff the division of Digital Forensics. This will allow the department to be able to coordinate and extract digital intelligence and evidence more efficiently and timelier for all statewide programs. Digital Forensics currently has a staff of two analysts and one supervisor responsible for all digital forensics.

- Develop real time intelligence capability to better assist law enforcement and agents in the field.
- Continue to build capabilities for intelligence gathering and dissemination of intelligence to local, state and federal partners.

4. Overview of the Agency 5-Year Strategic Plan

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

- Cross discipline skillsets among task forces, first responders, partners and stakeholders.
- Increase the exchange intelligence, information sharing and dissemination.
- Increase training capabilities to increase knowledge, best practices, skillsets and best practices across Mississippi for first responders, task forces, partners and stakeholders.
- Facilitate planning, equipment, training, and exercise requirements needed to expand and sustain the state's capability to prevent, protect, and respond to disasters and threats or acts of terrorism.

The Mississippi Office of Homeland Security (MOHS) will oversee the distribution of federal grants to local agencies, provide specialized training for emergency first responders, and collaborate with government entities and private sector partners to assess and strengthen critical infrastructure. Additionally, MOHS will work to enhance statewide communication interoperability statewide for better communication and information sharing. State funds will be allocated to recruit, equip, train, and support personnel, ensuring the agency fulfills its mission. When feasible, MOHS will also leverage available federal funding to complement state resources.

Law Enforcement Support Task Force:

Over the next five years, the Law Enforcement Support Task Force will strengthen its workforce and capabilities by scheduling essential training and acquiring necessary equipment. These training sessions will equip law enforcement personnel with the skills required to effectively respond to incidents and events while fostering collaboration among agencies across the state. As a vital mutual aid resource, these improvements will ensure the Task Force is better prepared to serve and protect the citizens of Mississippi.

MS Search and Rescue Task Force:

Over the next five years, the Mississippi Search and Rescue Task Force will strengthen its capabilities through targeted training, additional certifications, and participation in specialized exercises. In collaboration with the Mississippi National Guard, the Task Force has established the Helicopter Aquatic Rescue Team Certification, enabling air rescues in high-water emergencies or situations where conventional transportation is unavailable. Additionally,

efforts are underway to form an Incident Support Team (IST) capable of managing large-scale technical rescue operations directly within disaster zones.

MS Bomb Squads:

Over the next five years, the Mississippi Office of Homeland Security (MOHS) will continue strengthening the capabilities of Bomb Squads strategically positioned across the state. Priority will be given to technical training in chemical, biological, radiological, and explosive (CBRNE) response, ensuring bomb technicians receive advanced instruction in these critical areas. Additionally, MOHS will continue to implement a comprehensive training initiative for first responders, collaborating with the Department of Homeland Security to develop and certify instructors. The goal is to have these courses accredited by the Mississippi Minimum Standards Board, making them accessible to all emergency responders throughout the state.

Community Preparedness Training and Prevention Training:

The Mississippi Office of Homeland Security (MOHS) will strengthen local preparedness and prevention efforts statewide by supporting Community Level Homeland Security Preparedness and Targeted Violence and Prevention training. These efforts are part of a statewide community approach to bring the community and law enforcement together for working relationships and partnerships to strength community and share information. These courses are designed to empower citizens with the knowledge and skills necessary to safeguard themselves and their families in the face of disasters, ensuring a more resilient community.

School Safety Training:

MSAIC will also advance school safety efforts by increasing training and resources for analysts, working closely with the Mississippi Department of Education (MDE), School Resource Officers, and the Mississippi Department of Mental Health. MOHS will continue to develop programs in coordination with the MDE to enhance and develop strategies to keep schools safe. Grant funds will be leveraged, when available to help the growing concerns in Mississippi schools to help with training, personnel training, and physical security enhancements.

Assessments for State Threats

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

MSAIC/Fusion Center:

Over the next five years, the Mississippi Analysis and Information Center (MSAIC)/Fusion Center will expand its collaboration with private and public sector partners, focusing on strengthening the state's critical intelligence infrastructure. These partnerships will enhance information sharing, intelligence collection and increase overall awareness, ensuring a more resilient security framework. Additionally, it will provide analytical support to the state's

Human Trafficking Program, assisting the State Coordinator and Investigators in combatting trafficking-related crimes.

Cybersecurity:

To further bolster cybersecurity, the Mississippi Cybersecurity Unit (MCU) will continue to implement and establish a cybersecurity program. The MCU will continue to aid local government agencies and school districts through monitoring, training and technical assistance. The MCU will continue to provide partners and task holders to enhance awareness, detection, prevention, and investigation of cyber-related incidents.

MOHS Funding

The Mississippi Office of Homeland Security (MOHS) primarily operates through state general funds allocated by state funding. Additionally, MOHS receives federal support from the Department of Homeland Security/Federal Emergency Management Agency and the Department of Justice Programs. Federal funding does not fully cover MOHS activities and operations, it does play a crucial role in enhancing programs and providing sub-recipient grants to local initiatives in need of financial support, as well as providing additional support to enhance initiatives and pilot programs statewide.

Continued state funding is essential to ensure the Mississippi Office of Homeland Security (MOHS) can effectively protect citizens and safeguard critical assets against terror-related incidents and attacks. As cybersecurity threats and violent crimes increase statewide, MOHS must expand its operational capacity to meet evolving challenges and the ever-growing increases in violence. The expansion of capacity includes strengthening law enforcement efforts to counter violence and extremism, mitigate cyberattacks, support local agencies, and defend critical infrastructure, along with other mission-critical responsibilities. Securing adequate resources will enable MOHS to maintain a strong and proactive approach to public safety.

The Mississippi Office of Homeland Security (MOHS) is responsible for distributing federal grant funds to initiatives aligned with federal priorities outlined in the Homeland Security Grant Preparedness Programs. Key focus areas include Community Preparedness, Protection of Soft Targets and Crowded Places, Information and Intelligence Sharing with Federal Agencies, Election Security, and Addressing Emerging Threats. These priorities may shift annually based on national security needs and identified gaps.

5. External/Internal Assessment

- 1) MOHS relies heavily on federal grant funding to sustain its operations and initiatives. Any shifts in availability or amount of federal support significantly impacts the agency's ability to provide critical services, and in extreme cases, could jeopardize its continued existence. Securing stable and sufficient funding is essential for MOHS to effectively fulfill its mission of protecting Mississippi's citizens, infrastructure, and overall security landscape.
- 2) A foreign or domestic terrorist attack or natural disaster within Mississippi places an immense strain on available resources, rapidly exhausting personnel, funding, and emergency response capabilities. MOHS would allocate significant efforts toward

immediate crisis needs through response, recovery operations, and long-term rebuilding efforts.

- 3) Substantial changes in federal or state laws, regulations and federal programming can impact the number of programs supported by federal grant funds. Without the support of federal programs and funding, local governments would not be able to support training efforts, nor procure and maintain essential lifesaving equipment that is critical in the event of a terrorism or environmental event.
- 4) The need for additional personnel at MOHS to address identified threats, such as cybersecurity, cannot be met without additional funding from the state funds. As threats, incidents and events occur, the State is without the ability to mitigate risk and recover from incidents and events.

6. Goals, Objectives, Strategies and Measures by Program for the FY 2028 through FY 2032.

Program 1: Statewide Homeland Security Specialized Response Teams

Goal A: Expand Statewide Homeland Security Specialized Response Teams, to include the Search and Rescue Task Force, the Law Enforcement Support Task Force, and the Bomb Squads.

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

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

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

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

Efficiency: The equipment needed, and training needed for response to incidents in comparison to not having special response teams to support statewide efforts.

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

Goal A: Support and Expansion of the MCU.

Objective A.1. Utilize state and federal funds to support and expand the MCU.

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

Outcome: Increase statewide cyber security resources.

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

Output: Continue to grow the statewide cyber response unit.

Output: Increase the protection of Mississippi Cyber Security.

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

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

Outcome: Potential threats to Mississippi critical infrastructure identified and addressed

Outcome: Increased outreach to the public and private sector

Outcome: Training provided to state and local Information Technology Specialists and cybersecurity professionals.

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

Output: Develop a response force of trained cyber security agents.

Output: Outreach conducted with the appropriate stakeholder, such as private sector businesses and governmental agencies.

Output: Enhance Mississippi's cyber security statewide.

Efficiency: Increased expertise and response time to cyber threats.

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

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

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

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

Output: Diversity of attendees from different areas of the public and private Sector

Efficiency: Follow-up received from attendees indicating the information received assisted in mitigation solutions or recovery assistance

Explanatory: Knowledge of the potential threats by the public and private sector will

assist in an increase in reporting of information and the sharing of this information to prevent and/or limit future attacks.

Program 3: Mississippi Analysis and Information Center

Goal A: To strengthen information sharing and collaboration capabilities.

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

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

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

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

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

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

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

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

Objective A.3. Establish partnerships with the private and public sectors to assist in the

protection of critical infrastructure.

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

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

Output: Number of situational awareness bulletins provided to MSAIC partners

Output: Diversity of attendees from different areas of the public and private Sector

Efficiency: Follow-up received from attendees indicating the information received assisted in mitigation solutions or recovery assistance

Explanatory: Knowledge of potential threats by the public and private sector will assist in an increase in reporting of information and the sharing of this information to prevent and/or limit future attacks.

Program 4: Community-Level Homeland Security Preparedness.

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

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

Outcome: Three school intelligence analysts hired to provide schools and MOHS with vital information regarding school threats and protective measures.

Outcome: Number of counties in the State of Mississippi with Community Level Preparedness trained volunteers.

Outcome: Number of households affected by preparedness training

Outcome: Number of students/citizens trained in CERT programming

Outcome: Percentage of local law enforcement hours saved in investigations of crimes.

Outcome: A two percent increase in total community preparedness training deliveries from the previous year.

Outcome: Number of events students/citizens participated in while using their trained skills.

A.1.1 STRATEGY: Utilize state and federal funds to provide support and expansion to the existing Mississippi Community Level Preparedness efforts consisting of the following programs: Civilian Response to Active Shooter Events; Church Security Program; Higher

Education Leadership Preparedness; Overland Search & Rescue training; coordination of training provided by the Center for Domestic Preparedness and National Domestic Preparedness Consortium schools; and Mississippi's Citizen Corps

Council programs: CERT, Targeted Violence and Prevention, Volunteers in Police Services, Neighborhood Watch, Medical Reserve Corps and Fire Corps.

Output: The number of community level preparedness programs in the State of Mississippi

Output: Numbers of program funding grants given in relation to funding available

Output: Volunteer participation in statewide continuing education and exercises

Output: The numbers of youth (ages 5-19) participating in disaster preparation/response coursework.

Efficiency: The number of programs in the State of Mississippi in relation to the number of programs the previous year

Explanatory: Community Level Homeland Security training allows citizens to take ownership of their disaster preparedness plans and lessen the burden of professional responders in times of crisis

- 1) **STRATEGY:** Utilize state and federal funds to support and continue implementation of the National Response Framework to include continued implementation and enhancement of the National Infrastructure Protection Plan; and the National Incident Management System to all jurisdictions and disciplines to include development of certified regional Incident Teams; and continued support for strengthening interoperable communications.
- 2) **STRATEGY:** Utilize state and federal funds to support and continue implementation of the school intelligence and Safety Program. Three school intelligence analysts have been hired to work with all Mississippi schools Public and private to establish a baseline of school threats across the state and to develop methods to provide these schools with prevention and protection methods to offer a safer environment to students.

Output: The number of first responders that attend the training.

Output: Provide training support and exercise of the NIMS/ICS.

Output: Provide statewide standardized span of control.

Output: Provide response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents

Output: Provide response and collaborative multijurisdictional team and asset/resource management during disasters, terrorism, and critical incidents threatening public safety

Output: Collect and provide intelligence to schools and local law enforcement on threats to schools so they may develop an adequate response and develop assets/resources management during disasters, terrorism, and critical incidents threatening schools.

Efficiency: Average cost per training attendee in relation to total training costs

Explanatory: The Incident Command System 100, 200, 700, and 800 curriculums continue to be a core investment priority for Mississippi and have been institutionalized at State Law Enforcement and Fire Academies through curriculum inclusion for all basic law enforcement officers and firefighters. Provide schools and local jurisdictions with adequate threat information and protective measures to better safeguard against threats to schools.

OFFICE OF FORENSICS LABORATORIES

1. Comprehensive Mission Statement

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

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

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

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

Statewide Goals:

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

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

4. Overview of the Agency 5-Year Strategic Plan

Over the next five years, the Office of Forensics Laboratories will continue to provide the highest quality services to our judicial stakeholders and law enforcement, as mandated in Miss. Code Ann. § 41-61-77, § 45-1-17, § 45-1-29, § 45-33-37, § 45-47-1, § 63-11-5, § 63-11-19, § 63-11-31.1, § 99-51-1, and § 97-3-2.

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

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

5. External/Internal Assessment

Currently, Mississippi Forensics Laboratory's (MSFL) monthly reports show approximately 4,965 backlogged forensic cases. This number has decreased over the last year due to the extensive backlog reduction initiatives employed. Such initiatives include outsourcing backlog cases to vendor laboratories, adding contract employees to quickly increase experienced scientific personnel capable of performing forensic casework, employing efficiency and triage testing, and expanding capabilities to perform specialized testing.

Prior to the last two years, the backlog increased over the previous five years. Without maintaining the current initiatives employed for backlog reduction efforts, the positive trend in the backlog reduction will cease and backlogged cases will again increase. The preventative and corrective actions employed must be maintained, and include the following factors:

- 1) Retention of trained individuals;
- 2) Recruitment of quality personnel;
- 3) Timely replacement of resigned or retired staff;
- 4) Maintaining contract personnel;
- 5) Expanding capabilities for timely analysis;
- 6) Providing paid overtime for disciplines experiencing shifting bottlenecks.

At the current rate of backlog reduction, an additional two years are expected to be needed to eliminate the total backlog, provided all current efforts are maintained. The Seized Drugs section backlog is expected to be eliminated by end of calendar year, 2026.

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

- 1) Changes in state statutes and regulations;
- 2) MS and US Supreme court rulings;
- 3) Demographic effects;
- 4) Operational procedures;
- 5) Changes in technology dependence upon federal grant support;
- 6) Loss of trained personnel;
- 7) Independent audits;
- 8) Adequate funding for forensic casework operations.

The ability of the Office of Forensic Laboratories to continue operations and provide quality services to the State of Mississippi depends on the availability of funding and maintaining sufficient trained staff to perform the casework. Maintaining trained staff heavily depends on the following:

- 1) Timely recruitment of new or backfilled personnel employing competitive salaries;
- 2) Merit based salary adjustments for those newly trained and/or certified scientists;
- 3) Adjustment of salaries to current market value, thereby maintaining top talent;
- 4) Continued scientists' advancements by providing travel to venues hosting specialized trainings;
- 5) And, continued replacement of equipment that is no longer supported by vendor laboratories or has expired efficient use in the laboratory.

Internal Management Systems Used to Evaluate Agency's Performance

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

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

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

JusticeTrax ®is the forensic laboratory information management system (LIMS) and evidence management software used at the MSFL to record and track the evidence that is submitted for forensic analysis. After the analysis is completed and a report is generated, these reports are available to our customers via iResults®, an internet web-based portal. Also, the JusticeTrax® software documents the entire process from the point of submission until the disposal of the evidence or return to the submitting agency. Through crystal reports, this data may be queried, and reports generated to provide production and efficiency statistics.

Additionally, the MSFL uses Qualtrax®, a quality assurance compliance software system to provide electronic control of documented operational procedures and process management. The Mississippi Forensics Laboratory's administrative team consists of the MSFL Director, two Deputy Directors (Administrative and Technical), the Bioscience Technical Leader, the Regional Lab Managers, and the Quality Assurance/Quality Control (QA/QC) Manager. Under this tier is a middle level of management which is composed of the Section Chiefs.

The Office of the State Medical Examiner (OSME), a division of the Department of Public Safety under the Office of Forensics Laboratories, continues to deliver statewide forensic pathology services through its laboratories in Pearl and Biloxi. The Chief Medical Examiner oversees two board-certified Deputy Medical Examiners, the OSME Director, a Deputy Director at our new Oxford location, one Pathologist Assistant, and supporting staff. Significant progress

is underway on the new Oxford location, with a ribbon-cutting ceremony scheduled for July 30. A Deputy Director has already been hired to oversee the Oxford laboratory under the Director's supervision, one administrative staff member has been onboarded, several locum physician contracts have been secured, and autopsy technician positions are being posted. In total, OSME maintains a roster of 12 locum doctors who rotate through its offices to help keep the backlog down and provide expert forensic pathology services to the state. Operational performance remains strong, with fewer than 30 incomplete reports remaining from 2025. The OSME has also collaborated and contracted with Mississippi State University and the Cobb Institute of Archaeology to provide specialized assistance on all skeletal remains cases and to work on unidentified remains currently held by the office. Looking ahead, and with the support of the new Deputy Director, the OSME will release an updated Coroners' Death Investigation Handbook and develop an online coroner training system featuring instructional videos and testing modules. This digital platform will reduce the need for in-person travel while ensuring consistent, accessible training for coroners across the state.

6. Agency's Goals, Objectives, Strategies and Measures by Program for FY 2028 through FY 2032

PROGRAM 1: FORENSIC ANALYSIS

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

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

Outcome: Production of analytical results for the adjudication of cases

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

Output: Technical and administratively reviewed reports issued

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

Efficiency: Monthly reports generated of backlogged cases

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

A.1.2. STRATEGY: Provide expert witness courtroom testimony

Output: Expert witness courtroom testimony in support of criminal justice

Efficiency: Duration of time on stand and waiting to testify

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

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

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

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

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

A.2.1. STRATEGY: Monitor quality of case reports

Output: Amended reports issued
Efficiency: Number issued due to administrative error(s)
Efficiency: Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

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

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

Outcome: Meet the forensic DNA services needs of our customers

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

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

PROGRAM 2: FORENSIC DNA ANALYSIS

GOAL A: Provide forensic DNA/CODIS services for the criminal justice system (Miss. Code Ann. § 45-1-17, § 45-33-37(4), § 47-5-183, § 99-49-1, and § 99-51-1).

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

Outcome: Production of analytical results for the adjudication of cases

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

Output: Reports issued

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

Efficiency: Monthly reports generated of backlogged cases

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

A.1.2. STRATEGY: Provide expert witness courtroom testimony

Output: Expert witness courtroom testimony in support of criminal justice

Efficiency: Duration of time on stand and waiting to testify

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

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

Output: Case reports issued

Output: Court testimony rendered

Efficiency: Lower turn-around time for casework

Efficiency: Faster adjudication of cases.

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

Outcome: Maintain high quality products for all forensic DNA scientific and administrative operation

A.2.1. STRATEGY: Monitor quality of case reports

Output: Amended reports issued

Efficiency: Number issued due to administrative error(s)

Efficiency: Number issued due to technical error(s)

A.2.2. STRATEGY: Proficiency test forensic scientists

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

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

Outcome: Meet the forensic DNA service needs of our customers

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

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

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

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

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

Output: DNA profiles generated and uploaded to the database
Efficiency: Cost per sample monitored

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

PROGRAM 3: FORENSIC PATHOLOGY

GOAL A: Provide forensic investigation of deaths services for the criminal justice system (Miss. Code Ann. § 41-61-63).

OBJECTIVE A.1: Provide timely reporting of death investigations

Outcome: Production of autopsy reports

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

Output: Autopsy reports issued

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

Efficiency: Monthly reports generated of backlogged cases

A.1.2. STRATEGY: Provide expert witness courtroom testimony

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

Efficiency: Duration of time on stand and waiting to testify

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

A.1.3. STRATEGY: Equip and procure staff for the main office in Pearl and regional Biloxi office including filling current positions and establishing new positions within the organization for support of operations.

Output: Autopsy reports issued

Efficiency: Cost per case analyzed

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

Outcome: Establish morgue/autopsy services in North Mississippi

A.2.1. STRATEGY: Use ARPA funds to purchase, renovate, and staff the facility at 1308 Belk Blvd, Oxford, MS

Output: Purchase, renovation, and staff the facility

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

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

Outcome: Training provided for Coroners and Deputy Coroners

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

Output: Conduct trainings as requested or required to support officials
Efficiency: Benefit and productivity of trainings
Efficiency: Cost and time required for training

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

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

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

Output: Assist field investigations
Output: Transfer of knowledge
Efficiency: Benefit and productivity of support provided
Efficiency: Cost and time required for provided support

OFFICE OF MS LAW ENFORCEMENT DIVISION (729-00)

House Bill 1612 (2026 Regular Legislative Session) set forth a new organizational structure for the Mississippi Department of Public Safety, which creates four new units; The Mississippi State Patrol, The Mississippi Bureau of Investigation, The Mississippi Law Enforcement Division, and Support Services.

The Mississippi Law Enforcement Division includes the following divisions of the Department of Public Safety: The Office of Public Safety and Planning, The Office of the Mississippi Law Enforcement Officers' Training Academy, The Driver Services Bureau, and The Office of Standards and Training.

OFFICE OF PUBLIC SAFETY AND PLANNING

1. Comprehensive Mission Statement

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

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

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

Relevant Benchmark # 1

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

4. Overview of the Agency 5-Year Strategic Plan

The Public Safety Strategic Plan, for FY 2028-2032, describes the underlying issues and situations facing the Mississippi's Law Enforcement, Highways Safety and Criminal justice systems at the state, local and tribal levels and how PSP is responding to them. It emphasizes the importance of partnerships between Public Safety Planning and state, local and tribal governments. The Division of Public Safety Planning has a strategic plan in place to provide direction for the agency over the

next five years. It will evaluate its performance in carrying the plan through training, the receipt of grant awards from federal agencies, state and local projects funded, annual review of the division's activities, and adherence to the agency's policies and procedures. The Mississippi Department of Public Safety's Division of Public Safety Planning utilize various methods and data sources to increase cooperative highway safety programs, criminal justice programs, law enforcement training programs, delinquency prevention programs, and assist in reducing crime against senior citizens.

5. External/Internal Assessment

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

6. Agency Goals, Objectives, Strategies and Measures by Program for FY2028 through FY2032

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

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

OBJECTIVE A.1 Alcohol/Impaired Driving:

- 1) Alcohol and Other Drugs: To maintain the number of fatalities in crashes involving a driver or motorcycle operator with a BAC of .08 or above at the five-year average (2022-2026) of 154 by the end of 2028-2032.
- 2) Activity Measure/Impaired Driving: To maintain the number of impaired driving citations

issued during grant-funded enforcement activities at the five-year average (2022-2026) of 5514 by the end of 2028-2032.

- 3) MOHS Outcome Measure - Teen-AL: To maintain alcohol-related fatalities in drivers under 21 years old from the five-year average (2022-2026) of 12 by the end of 2028-2032.

Outcome: Number of agency personnel and statewide projects supported

Outcome: Percent of fatalities in crashes involving a driver or motorcycle operator with a bac of .08 and above

Outcome: Decrease the number in DUI arrests and adjudications

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

Output: Number of State/local Overtime or Officers in which Grant Funds are provided

Output: Number of Reports Generated from DUI related accidents and Occupant Protection.

Output: Number of applications funded, and statewide programs supported

Output: Increase the number of participants in the task force. Output: Increase the number of agencies that participate in the Child Passenger Seat Enforcement program.

Efficiencies: Costs of DUI Citations and Occupant Protection Seatbelt per Incident

Efficiencies: Cost of Development of Data Collection System

Efficiency: Continue to reduce the amount of cost per citation for child restraint citations (Amount of Budget/Number of Citations) to show program cost efficiency.

Efficiencies: Dollar amount of federal funds received

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

Program 2: Office of Justice Programs

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

OBJECTIVE A.1. Reduction of Crime Statewide

- ____ 1) Reduce the overall violent crime rate in the State by 5% through federal grant funds. _____

- 2) Provide state and local funding to sustain crime reduction efforts in the State.

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

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

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

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

Efficiency: Cost associated with implementing crime reduction programs.

Explanatory: Availability of Federal and State funding.

Program 3: Emergency Telecommunications

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

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

Outcome: Percent of appointed emergency telecommunicators obtaining certification

Outcome: Percent of appointed emergency telecommunicators obtaining recertification

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

Outcome: Percent of administrative review actions taken within one year

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

Output: Emergency Telecommunicators Certified

Output: Certification Transactions

Output: Telecommunication's Instructors Approved

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

Program 4: Council on Aging

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

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

Outcome: Change in operations via quarterly board meetings to review processes and procedures
Outcome: Change in the number of operational Triad programs
Outcome: Enhance law enforcement and non-law enforcement understanding of crimes against the elderly by conducting training
Outcome: Increase funding opportunities to counties to educate senior citizens

A.1.1. Strategy: Continue to provide critical funding to reduce crimes against senior citizens and

increase funding opportunities to counties to educate senior citizens on crime prevention.

Outputs: 4 Board Meetings-Board members reviewed programs, expenditures, objectives and continued protection of senior population
Outputs: Conduct 1 training program per year
Outputs: Expand Triad Programs by 4 each year
Efficiency: Average cost per virtual meeting \$0; in-person \$300.00
Efficiency: Cost per initial program \$1,500.00
Efficiency: Average cost per meeting is \$0-\$300.00 per quarter.
Explanatory: Reduction of special fund converted to general funds by Senate Bill 2362

Program 5: Jail Officer Training

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

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

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

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

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

Output: Jail and Youth Detention Instructors Approved
Output: Jail and Youth Detention Curriculum Approved
Output: Jail and Youth Detention Officers Certified
Output: Number of Separation Reports Received and Processed
Output: Number of Administrative Review Actions
Output: Number of Certification Transactions - Documents
Output: Number of Jail and Detention Officer Files Maintained and Served.
Efficiency: Average Certification Cost per Individual Jail and Youth Detention Officer

	Certificate Issued
<i>Efficiency:</i>	Average Cost of Basic Jail Officer Training Course
<i>Efficiency:</i>	Average Cost per Complaint Resolved
<i>Efficiency:</i>	Average Cost per Services Action (Technical Assistance and Inspections)
<i>Efficiency:</i>	Average Cost of Files Reviewed in One Year Period
<i>Explanatory:</i>	Number of Individual Appointed
<i>Explanatory:</i>	Number of Individuals Meeting Training Requirement
<i>Explanatory:</i>	Number of Training Providers Certified
<i>Explanatory:</i>	Number of Courses Approved
<i>Explanatory:</i>	Number of Reprimands Issued
<i>Explanatory:</i>	Number of Certificates Suspended
<i>Explanatory:</i>	Number of Certificates Revoked
<i>Explanatory:</i>	Number of Certificates Inactivated
<i>Explanatory:</i>	Evaluating and assisting agencies and training providers
<i>Explanatory:</i>	Number of Officers Served

Program 6: Juvenile Facility Monitoring Unit (JFMU)

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

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

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

Outcome: Ratio of trained direct care staff to juveniles

A.1.1. STRATEGY: Provide assistance to the youth detention community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions. Enforce certification regulations required of individuals in direct care of juveniles; assist youth detention

officers and departments in the review and maintenance of their certificates. Inspect to ensure the safe and secure operation of youth detention facilities. Investigate violations of administrative and criminal statutes relating to the agency's mission

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

1. Comprehensive Mission Statement

Pursuant to Section 45-5-1, Mississippi Code of 1972, the Mississippi Law Enforcement Officers' Training Academy (MLEOTA) exists to protect the public safety and domestic tranquility of Mississippi's citizens through comprehensive law enforcement training. By developing a well-trained, properly documented law enforcement community, we safeguard all Mississippians' safety, morals, and general welfare.

2. Statement of Agency Mission

"We pledge to pursue excellence in service and training. Our mission is to embrace continuous learning and integrate contemporary practices to aggressively push the envelope of standards and stand to meet the challenges of modern law enforcement to serve and protect communities."

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: Maximize resource efficiency while fostering a highly trained law enforcement community in an optimal learning environment to enhance public safety throughout Mississippi.

Benchmark #1: Develop professional law enforcement officers through standardized cadet training.

Benchmark #2: Ensure the current law enforcement community receives advanced, updated training to protect Mississippi citizens.

- 1) Deliver relevant advanced and in-service training to state and local law enforcement.
- 2) Expand the Certified Investigator Program (CIP), this investigator training program by offering additional advanced courses in Crime Scene Tech and Bloodstain Pattern Analysis courses, including Mississippi's first Outdoor Climatological Crime Scene Investigator's Course on a half-acre site at MLEOTA. (This "Body Farm" will utilize pig cadavers and will be only the seventh training facility in the United States.)
- 3) Add a division to CIP – (Cold Case); we work with state and local agencies by taking a cold case from that agency and working the case alongside the investigators by teaching them how to do so.
- 4) Expand the Narcotics Investigation Certification course (NIC), offering advanced courses to state and local agencies through this division, traveling to you, and training your agency.

Benchmark #3: Address facility limitations, as MLEOTA has added only one building (1993) since its founding in 1965.

- 1) Construct new facilities to accommodate expanded DPS/MLEOTA training needs.
- 2) Renaming the facility the Mississippi Department of Public Safety Education Complex (MDPSEC). We have grown to have basic divisions, MLEOTA, and investigations divisions CIP and NIC.

4. Overview of the Agency 5-Year Strategic Plan

Over the next five years, MLEOTA will:

- Conduct four 11-week Basic Law Enforcement classes annually
- Provide four Basic Refresher classes
- Conduct one MDPS basic law enforcement course per year for all LE divisions
- Deliver in-service training for all DPS law enforcement agencies
- Offer numerous advanced courses to all law enforcement agencies

Our comprehensive training portfolio will include but not be limited to: certified investigator programs, narcotics investigation, law enforcement management, legal updates, firearms instructor certification, defensive tactics instructor certification, accident reconstruction, instructor development, defensive driving, domestic violence intervention, crime scene analysis, de-escalation techniques, field training officer (FTO) preparation, elder-focused law enforcement, and various other specialized law enforcement training.

We will pursue facility upgrades to enable more extensive survival training (firearms, edged weapons), cybercrime investigation, leadership development, and enhanced defensive tactical training to improve officer safety options.

5. External/Internal Assessment

- 1) Statewide shortage of law enforcement applicants
- 2) Local agency budget constraints potentially reduce student enrollment
- 3) Potential impact of inmate labor reduction on service quality
- 4) Rising costs of utilities, food, and supplies

6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2028 through FY 2032

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

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

OBJECTIVE A.1: Collaborate with the Mississippi Board of Law Enforcement Standards and Training to enhance the basic training curriculum by:

- Standardizing training content
- Increasing the program to 555 hours
- Adding online preparatory training before academy attendance

Outcome: Improve the quality of academy graduates, ultimately increasing the number of qualified law enforcement officers protecting Mississippi's citizens and visitors.

A.1.1. STRATEGY: Engage Mississippi's chiefs, sheriffs, and department heads in all training programs to elevate law enforcement professionalism, effectiveness, and officer safety.

Output: Deploy well-trained law enforcement officers to ensure Mississippi's citizens' and visitors' safety and well-being.

Efficiency: Enhance patrol officers' and investigators' skills statewide to detect, investigate, solve, and ultimately reduce crime.

Explanatory: Reducing crime-associated costs promotes safer communities and allows for more effective allocation of state resources.

DRIVER SERVICE BUREAU

1. Comprehensive Mission Statement

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

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

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

Relevant Benchmark #1:

- 1) Number of credentials/licenses issued
- 2) Number of licenses produced
- 3) Number of drivers suspended

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

Relevant Benchmark #2:

- 1) Customer wait time
- 2) Customer complaints

Statewide Goal #3: Provide a resource to support and provide driver's education statewide.

Relevant Benchmark #3:

- 1) Creation of training and certification program for third party driver's education instructors.

Statewide Goal #4: Provide comprehensive Commercial Driver Licensing throughout the State.

Relevant Benchmark #4:

- 1) Complete review of all third-party testers.
- 2) Automation of CDL knowledge and skills testing.
- 3) Ensure all CDL road test maps in CSTIMS are entered completely and accurately.

Stateside Goal #5: Continue comprehensive training for all staff including AAMVA certification, training, and compliance with FMCSA regulations as well as customer service and departmental policy and procedures.

Relevant Benchmark #4:

- 1) Complete training for new employees within 45 days.
- 2) Continue updating CDL training for all staff.
- 3) Continue policy and procedure review and implantation.

4. Overview of the Agency 5-Year Strategic Plan

As we continue to improve our systems and procedures, we strive to use those improvements to provide professional and proficient service statewide while protecting and managing the identity of Mississippians.

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

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

During its 2020 Legislative Session, the Legislature passed, and the Governor signed HB1371, mandating DSB create a digital form of the driver's license. This mandate has been met through the APP called "Mississippi Mobile Identification (MiD)". DSB is working to update and improve that service.

The Bureau is also committed to creating innovative technology. DSB is hopeful to provide more services online. Additional online services will aid in reducing service times.

During its 2024 Legislative Session, the Legislature passed, and the Governor signed SB 2695 requiring high schools to have a driver's education program starting the 2026-2027 school year. DSB has worked with the Department of Education developing that curriculum. DSB has developed and implemented a training and certification program for third party driver's education instructors.

DSB is committed to providing quality service statewide. In an effort to provide services to all Mississippians, DSB will continue to deploy mobile units to underserved areas of the state. These mobile units will also deploy following natural disasters. In order to better serve the state of Mississippi, DSB is assessing all station locations. Upon completion of this assessment, DSB will open in locations with a higher population density and will consider closing under-utilized stations.

DSB is mandated to report driver history information nationwide and work to ensure that each citizen has one ID, a real ID. DSB also manages the professional licensing of commercial drivers.

DSB is in need of a modernized issuance system. DSB will review existing requirements and needs and proceed in the search for a new issuance system.

5. External/Internal Assessment

The Bureau is committed to advancing its means of production with the use of digital technologies. The Bureau is committed to expediting the issuance of credentials.

- 1) Create a means for CDL drivers to renew their driver's licenses on-line. This will minimize the waiting lines at the CDL locations.
- 2) Make it possible for teens to take the knowledge test at home which will reduce the number of people waiting at service locations. This will speed up the process of getting their learner's permit because they will only have to visit a driver service location once. A substantial number of teens currently fail the knowledge exam, compelling them to return to a driver service location multiple times.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2028 through FY 2032

Program 1: Driver License

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

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

- | | |
|-----------------|--|
| <i>Outcome:</i> | Reduce complaints |
| <i>Outcome:</i> | Increase in number of commercial truck drivers |
| <i>Outcome:</i> | Decrease in the number of suspended drivers |

A.1.1 Strategy: Create innovative approach to servicing Mississippi’s driver/commercial license, identification, and firearm permit matters.

Output: Increase in number of credentials issued

Output: Decrease average wait time (minutes)

Output: Decrease number of complaints

Efficiency: Time to issue credentials (minutes)

Efficiency: Cost of driver licenses produced

Efficiency: Cost of commercial driver licenses produced

Efficiency: Cost of suspended driver licenses produced

OFFICE OF STANDARDS AND TRAINING

1. Comprehensive Mission Statement

The Board on Law Enforcement Officer Standards and Training has established policies and procedures which govern the overall operation of the agency. In addition, internal operational procedures exist to guide the staff in the performance of its work. The Board meets on a bi-monthly basis during which time staff activities are discussed and any problem areas can be identified. Budgetary constraints are always considered when new or expanded projects are requested.

The Mississippi Office of Standards and Training is dedicated to providing essential administrative and fiscal support that enables the Board on Law Enforcement Officer Standards and Training, the Board of Emergency Telecommunications Standards and Training, the Board on Jail Officer Standards and Training, and the Mississippi Law Enforcement Accreditation Commission to establish and enforce high professional standards for law enforcement officers, emergency telecommunicators, and jail officers across the state.

Through clear policies, internal operational procedures, and regular board meetings, the Office ensures staff activities remain focused, problems are promptly identified, and all work advances the certification and continuous professional development of public safety personnel.

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

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

- Outcome:* Percent of appointed law enforcement officers obtaining certification
- Outcome:* Percent of appointed part-time, reserve, and auxiliary officers obtaining certification
- Outcome:* Ensure Competency of Critical Skill Areas for 100% of Basic Law Enforcement Trainees
- Outcome:* Ensure Competency of Critical Skill Areas for 100% of Part-Time/Reserve/Auxiliary Law Enforcement Trainees
- Outcome:* Percent of administrative disciplinary actions taken within one year

A.1.1. Strategy: Set standards for training academies to ensure the development, delivery, and quality of law enforcement training and education; certify law enforcement academies and instructors; develop, maintain, and administer certification examinations; approve and maintain continuing education requirements. Issue certificates to individuals who demonstrate required competencies;

assist officers and departments in the review and maintenance of their certificates. Promote State Accreditation Standards to all agencies.

<i>Output:</i>	Basic Law Enforcement Officers Certified
<i>Output:</i>	Part-time, Reserve, Auxiliary Officers Certified
<i>Output:</i>	Number of Certificates Reactivated by Refresher Course
<i>Output:</i>	Certification Transactions – Actions
<i>Output:</i>	Number of State Accredited Agencies
<i>Output:</i>	Officers Requiring In-Service Training (Sheriffs, Chiefs, Constables, Municipal Officers)
<i>Output:</i>	Instructors Approved
<i>Output:</i>	Curriculum Approved
<i>Output:</i>	Training Quality Monitoring – Actions
<i>Efficiency:</i>	Average Certification Cost per Individual Basic Certificate Issued
<i>Efficiency:</i>	Average Certification Cost per Individual Part-time, Reserve, Auxiliary Officer Certificate Issued
<i>Efficiency:</i>	Average Certification Cost per Individual Refresher Certificate Issued
<i>Efficiency:</i>	Average Cost of Required In-Service Training
<i>Efficiency:</i>	Training Quality Monitoring - Cost
<i>Explanatory:</i>	Number of Training Providers Certified
<i>Efficiency:</i>	Average Cost to Achieve Accreditation
<i>Efficiency:</i>	Average Cost per Revocation Hearing
<i>Efficiency:</i>	Average Cost per Monitoring Visit
<i>Explanatory:</i>	Number of Certified Individual Appointed
<i>Explanatory:</i>	Number of Individuals Meeting Requirement but not appointed
<i>Explanatory:</i>	Agencies participating in the Accreditation Process
<i>Explanatory:</i>	Evaluating and assisting academies, training providers and agencies
<i>Explanatory:</i>	Number of Officers Served

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

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

1. Comprehensive Mission Statement

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

2. Statement of Agency Philosophy

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

3. Relevant Statewide Goals and Benchmarks

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

Relevant Benchmark #1:

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

4. Overview of the Agency

In the next five years the OSS will continue to focus on hiring, training, and maintaining qualified professionals in the fields of finance, technology, and human resources as well as other divisions of the OSS. The OSS consists of the Finance Office (which includes the Accounting Department; Procurement; Asset Management; Budgets, and Grants), Human Resources, Internal Security, Fleet Management, Management Information Systems, Maintenance, and Print Shop/Mail Room.

5. Agency's External/ Internal Assessment

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

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

6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2028 through FY 2032:

Program 1: Support Services

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

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

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

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

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

Output: Identify tasks deemed duplicative and establish standard protocols.

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