



# The Mississippi Department of Finance and Administration

Five-Year Strategic Plan  
2024-2028

160-00



**Department of Finance and Administration**  
**2024-2028 Strategic Plan**

**1. Comprehensive Mission Statement:**

The mission of the Mississippi Department of Finance and Administration is to manage the State's financial and administrative operations by providing budget and expenditure oversight and establishing rules and regulations that govern many critical state operations.

**2. DFA's Philosophy:**

The Mississippi Department of Finance and Administration (DFA) is devoted to improving the quality of life in Mississippi through governmental financial and administrative operations. The philosophy of DFA is to serve both the community and State by setting the standard for excellence in government service and carrying out its responsibilities with integrity and a high degree of professionalism.

**3. Relevant Statewide Goals and Benchmarks:**

Statewide Goal #1: To ensure the construction and maintenance of infrastructure (including roadways, waterways, railways, airports, water and sewer systems, pipelines, electricity lines, broadband connections, and public buildings) adequate to meet the needs of the citizens and the business community and to foster economic growth

Relevant Benchmark #1:

- Percentage of total square footage of buildings housing state employees and operations that are owned versus leased
- Cost per square foot of leased versus owned buildings housing state employees and operations
- Cost of needed repairs to state buildings

Statewide Goal #2: To create an efficient government and an informed and engaged citizenry that helps to address social problems through the payment of taxes, the election of capable leaders at all levels of government, and participation in charitable organizations through contributions and volunteerism

Relevant Benchmark #2:

- Administrative efficiency: Expenditures on state government administrative activities as a percentage of total operational expenditures
- State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewal)

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

The work of the Mississippi Department of Finance & Administration is varied and covers a broad range of critical state government operations. Mississippi Management and Reporting System (MMRS) will continue to provide support for the MAGIC finance, procurement, and

grants management modules, to include agency training, system enhancements, and upgrades. MMRS will deploy the Human Resources and Payroll modules of MAGIC for all State agencies. The Human Resource module will be implemented for all agencies at the same time followed by a rolling implementation of the Payroll module. MMRS will continue to support the Transparency site, [www.Transparency.Mississippi.gov](http://www.Transparency.Mississippi.gov). MMRS will continue to work with MSI, ITS, and state agencies to deploy additional payment services applications via ms.gov.

DFA's Office of Purchasing, Travel and Fleet Management (OPTFM) continues to research ways to increase state agency utilization of web-based purchasing, travel, and fleet management services. OPTFM's continually updated website allows vendors to view bid opportunities and news. The MAGIC system allows vendors to submit their bids electronically, allows agencies to issue electronic orders for items on state contracts as well as manages the procurement of off-catalog items. In addition, the various agencies are able to use the system to solicit bids and combine requirements thus increasing the efficiency and reducing the costs of acquisition. OPTFM issues invitations for bids and meets with core groups from agencies and vendors to ensure OPTFM is aware of the latest technological advances, specifications, and needs of the agencies.

OPTFM will continue to review and evaluate travel contracts in an effort to secure the most economical rates and operate as efficiently as possible. The Bureau of Fleet Management has developed policies and procedures that are implemented by various state agencies to ensure economy and efficiency in the utilization of the state's vehicles. MAGIC allows the Bureau, as well as the using agencies, to obtain better information to support improved decision-making in the area of fleet management.

The DFA Office of Procurement and Contracts (OPC) consolidates the procurement function within DFA, to streamline agency processes for the purchasing of goods and services. OPC develops standard solicitation documents, contract templates, and plans for contract administration, in compliance with best practices.

Long-range planning is conducted by the Office of Insurance to ensure that the State and School Employees' Life and Health Insurance Plan remains financially sound and able to respond to the increasing health care needs of employees, retirees, and their dependents of the State's agencies, school districts, universities, community colleges, and libraries. The Office of Insurance works with the State and School Employees Health Insurance Management Board to modify the Plan's benefit and premium structure to reflect changes in the health care system and to ensure compliance with State and Federal mandates, as well as maintain an affordable and cost-effective employee health insurance benefit program.

The Office of Insurance continues to implement strategic modifications to the Plan, designed to provide access to preventive services, as well as encourage Plan participants to make lifestyle changes that will improve their health status and quality of life. The Plan provides wellness services at no cost to covered participants and continuously evaluates and modifies the benefit structure to incentivize Plan participants to become more engaged and take control of their health by utilizing higher quality and more cost-effective providers.

The Office of Insurance ensures that its programs are current with changes in federal and state laws, rules, and regulations, as well as advances in technology. The Office continues to ensure the Plan's compliance with the requirements and applicable mandates of the Patient Protection and Affordable Care Act of 2009 (PPACA). In addition, the Office continues to monitor best practices regarding compliance with the Health Insurance Portability and Accountability Act (HIPAA) and has implemented changes in the operations of the State and School Employees' Health Insurance Plan to ensure compliance.

The Office is currently transitioning premium payments for employers not utilizing SPARS from paper checks to electronic (ACH) payments. The benefits of electronic enrollment and premium payments include faster enrollment with less disruption to retiree coverage, fewer errors, and timely payments.

DFA's Office of Surplus Property is a good example of an "enterprise" organization within State government. Through this office, public and private entities are able to maximize purchasing dollars. This office handles surplus property from state entities and screens property from the federal government, making it available to entities within the State.

DFA's Office of State Property Insurance (OSPI) is involved in the procurement of business property insurance and business personal property insurance on all state-owned buildings and contents thereof, and participation in the National Flood Insurance Program. This department procures and manages property insurance to cover Property, Boiler and Machinery, Inland Marine, Cyber, Electronic Data Processing (EDP), National Flood Insurance Program (NFIP), Terrorism, Fine Arts, and Broadcasters and Mobile Equipment. MS Code Section 29-3-1 states "The DFA shall purchase and maintain business property insurance and business personal property insurance on all state-owned buildings and/or contents as required by federal law and regulations of the Federal Emergency Management Agency (FEMA) as is necessary for receiving public assistance or reimbursement for repair, reconstruction, replacement or other damage to those buildings and/or contents caused by the Hurricane Katrina Disaster of 2005 or subsequent disasters."

The Code also requires the DFA to purchase and maintain flood insurance under the National Flood Insurance Program as required by federal law on state-owned buildings and/or contents. To meet the requirements of participation in such program, the DFA is further required to adopt floodplain management criteria and procedures in accordance with the rules and regulations of 24 CFR, Chapter X, Subchapter B, established by the United States Department of Housing and Urban Development pursuant to the National Flood Insurance Act of 1968 as amended and by the Flood Disaster Protection Act of 1973 as amended. These procedures shall apply to any new construction or substantial improvement of state-owned buildings and other state-owned development located in floodplain areas as identified in conjunction with the NFIP.

The OSPI continues to compile and refine the inventory of state-owned buildings, consisting of 4200+ buildings. This inventory consists of all applicable and insurable assets from the published Inventory of Buildings. Audit and analysis of the inventory continues and involves removal of discontinued or closed buildings, along with the addition of new or updated buildings.

The OSPI analyzes and works to reduce the cost of property and flood insurance for state-owned properties. This is accomplished through the following:

- Engineering studies involving Risk Financing Optimization and Economic Cost of Risk models.
- Higher value properties are routinely appraised for proper valuations.
- Increased data fields on the Statement of Values reports to include secondary modifiers.
- Improving the technology resource for the Statement of Values and Underwriting reports.
- RMS modeling studies performed annually for improved claim forecast analysis.
- Routine individual meetings with all domestic and London-based Senior Underwriters.

A significant priority of DFA's Office of Capitol Facilities (CF) is the maintenance of facilities. CF continues to utilize and enhance the BRICKS computerized maintenance management system to facilitate proactive and preventative repair and maintenance of buildings and facilities. Active monitoring of energy consumption via building automation controls allows for scheduling and optimum performance of mechanical systems.

DFA's Office of Fiscal Management (OFM) is responsible for the processing of financial transactions for state agencies and establishes the related policies and procedures. Agency financial transactions are reviewed and monitored to ensure compliance with state laws, rules, and regulations. Financial support is provided by OFM to the agencies in an effort to assist them in fulfilling each agency's mission.

OFM continues to work to revise policies and procedures to enhance the processing of state agency transactions. OFM continues to work in supporting MAGIC. In addition, OFM is working with MMRS to continue the expansion of ms.gov to include more payment applications and additional feature functionality.

## **5. DFA's External/Internal Assessment:**

### **Air Transport**

- Adequate funding to maintain a safe and efficient flight department
- Constant advancements in technology will have a direct impact on the safety and efficiency of the aviation industry
- Circumstances affecting the economy and marketability of the State have a direct impact on the need to transport clients, state leaders, and consultants to and from the State

### **Building, Grounds, and Real Property Management**

- Construction, repair, and renovation needs of agencies and institutions

- Availability of funds and amount appropriated for capital improvements by the Legislature
- Construction costs
- Availability of operating funds to recruit and retain experienced project management personnel to provide efficient and effective service to our clients
- Availability of funds and staff resources to support the ongoing implementation and enhancement of BRICKS (Building and Real Estate Information Collaborative Knowledge Solution), our construction project management/facilities management system

#### **Capitol Facilities**

- Utility and contractual vendor cost increases
- Unexpected major repairs
- Availability of funds appropriated for capital improvements
- Catastrophes due to weather
- Modifications in federal, state, and local laws, rules, or regulations
- Availability of funds and staff resources to support the ongoing implementation and enhancement of BRICKS (Building and Real Estate Information Collaborative Knowledge Solution), our integrated construction project and facilities management system

#### **Financial Management and Control**

- Ability of DFA and other State agencies to implement technological advances in computer software and hardware
- Inability of agencies to participate in the State's electronic processing environment
- A decrease in funding due to economic conditions or large increases in prices of needed commodities or services
- Budget/staffing shortages; inability to find and retain staff with the required skill sets, including the ability to upwardly reallocate positions to attract staff with the required skill sets
- Lack of funding to provide adequate training for employees
- Increased reporting requirements and need for communication with agencies concerning federal payroll requirements

- Unplanned and unbudgeted mandates to SPAHRS or MAGIC (Federal and State mandates such as the proposed “Data Act” and MATA)
- Structural and/or organizational changes at the Department of Finance and Administration
- Reduction in statewide cost allocation monies available
- Disaster recovery capabilities of the State Computer Center, the Office of the State Treasury, the Department of Revenue, and the Records Management Center of the Department of Archives and History
- Technological changes and cost fluctuations, which impact processing efficiency and price of implementation, respectively
- Federal and state laws and regulations, such as MATA, “Data Act”, Office of Foreign Asset Control (OFAC), IRS, HIPAA, FRCP, and Open Records, which directly affect the actions and requirements of DFA
- Arrival and spread of a pandemic within the state or country
- Ability of DFA to maintain skills and technology staff in support of the changing technological environment through training

**Insurance**

- Compliance with the Patient Protection and Affordability Care Act of 2009 (PPACA)
- Changes in the healthcare delivery system
- Compliance with the Health Insurance Portability and Accountability Act (HIPAA)
- Other modifications in federal laws, rules, or regulations governing group health insurance, life insurance, workers’ compensation benefits, or unemployment benefits
- Increases in health care costs, utilization of services, and intensity of health care provided, including the increased use of specialty drugs and biopharmaceuticals
- Failure by any of the 300+ employer units to provide accurate and timely local administrative services for enrolling, terminating, and/or making coverage changes for their employees and affected dependents
- Success in procuring efficient and affordable vendors to provide services to the State and School Employees’ Life and Health Insurance Plan
- Impact of the Governmental Accounting Standards Board’s Statements relative to post-employment benefits other than pensions



- Availability and distribution of quality affordable providers willing to contract with the Plan's direct contracting administrator and pharmacy benefit manager
- The number of employees retiring and the rate at which they elect to continue enrollment in the State and School Employees' Life and Health Insurance Plan
- Addition or withdrawal of agencies from the voluntary State Agencies Self-Insured Workers' Compensation Trust
- Resources to recruit and retain qualified staff

#### **Mississippi Management and Reporting System**

- Changes in computer hardware and/or software technology
- Structural, organizational or technical changes in the Department of Information Technology Services and/or the State Data Center
- Continued deployment of stand-alone systems by various state agencies who then want support with interfaces and integration from MMRS
- Resource drain due to retirements of key personnel in the Department of Finance and Administration, the Department of Information Technology Services, and the State Personnel Board
- Inadequate staffing for MAGIC
- Budget/staffing shortages; inability to find and retain staff with the required skill sets
- Unplanned and unbudgeted mandates to MMRS Systems (Federal and State mandates)
- Challenges with applying system security patches
- Insufficient staffing resources to support the infrastructure within the State Data Center (data, telecom, security, other)

#### **Purchasing, Travel and Fleet Management**

- Availability of adequate resources will affect the development of additional contracts, ability to research market trends, training of purchasing and fleet officials, provision of purchasing and fleet supervision, and ongoing development of vendor outreach
- Availability of operating funds to hire adequate staffing to research the procurement and fleet industry and implement extensive strategic sourcing, combined purchase agreements, energy-efficient programs, as well as best practices in the fleet area in an effort to help the State obtain the best services, products, and pricing as well as allow the State to implement best practices which should lead to continuous improvement in our processes and sustained cost savings for the State

- Availability of operating funds to adequately increase current salaries in order to keep experienced staff
- Availability of funds and staff resources to support the expanded use of the state ERP system (MAGIC)
- Availability of technical resources will affect the ability to adequately provide information through electronic means to using agencies, vendors, and the MAGIC Program. Electronic outreach is essential to increasing competition thus lowering costs to the State. In addition, the use of electronic outreach will allow the agencies to have better information on which to make decisions

#### **Surplus Property**

- Significant increase in federal military activity, such as war or major catastrophe, could limit the amount of federal surplus property available
- Major spending cutbacks on both the state and federal level could directly affect the amount of surplus property available
- The availability of surplus property to tax-supported domestic needs (donees) is limited to the extent that surplus property in foreign arenas is given to foreign humanitarian effort
- Availability of funds and staff resources to support the deployment of a Surplus Property management system

#### **Procurement and Contracts**

- Availability of funds and staff positions to recruit and retain experienced procurement professionals to absorb functions previously operating in individual agency offices

Due to the diversity of programs administered by DFA, there are numerous internal management systems that must be in place to evaluate performance. Monthly budget reports are provided to upper management as well as each office director for regular monitoring of the budget status. Periodic meetings are held with office directors to determine the status of current projects. Databases exist which contain the necessary information to evaluate performance related to transactions processed and activities performed by the Office of Budget and Fund Management (inclusive of annual executive budget recommendations, escalations, and transfers, Z-1's and related activities), and the Office of Fiscal Management through MMRS systems. The Office of the State Auditor audits the Office of Budget and Fund Management, the Office of Fiscal Management, the Mississippi Management and Reporting System, the Office of Insurance, and the Bureau of Building, Grounds and Real Property Management annually and other areas as needed. Supervisors perform post-audits of staff's work and discuss results with them.

The Bureau of Building, Grounds and Real Property Management has written a manual of policies and procedures as a guideline for those involved in initiating, programming, designing, constructing, and inspecting projects for the State of Mississippi. Bureau staff and clients are required to follow this manual

when performing these duties. A Project Accounting Tracking System provides the department with the ability to monitor construction expenses as they relate to different projects.

Semi-annual actuarial reports are received by the Office of Insurance that help the Office to evaluate the claims experience for the State and School Employees' Life and Health Insurance Plan and recommend changes in benefits and premiums. Vendor-produced financial and statistical reports, as well as annual actuarial reports and independently audited financial statements on the State Agencies' Self-Insured Workers' Compensation Trust, provide management with program performance data. The Office of Insurance also conducts studies, with the assistance of benefit consultants and actuaries, to assess the success of past cost containment efforts and the potential for implementing additional strategies for the health plans. Vendor performance in the areas of eligibility and claims administration is performed periodically by independent entities that specialize in these types of reviews. Vendors have performance standards outlined in their contracts and must report regularly on their performance relative to these standards. The Office of Insurance receives monthly, quarterly, and annual reports from vendors and meets with vendors on a regular basis to review performance.

Activities of the Mississippi Management and Reporting System (MMRS) are reported regularly to the DFA Executive Director. Within MMRS, the Deputy Executive Director meets weekly on key issues with the CSIO. Additional status meetings are conducted regularly with CORE Team members. The DFA Deputy Executive Director, who functions as the MMRS Administrator, is informed daily on all material aspects of projects and work in process.

MMRS employs formal change management processes for code modification/development, testing, and production qualification. Change management processes and tools are in place for all platforms and are continuously revised to address shortcomings. Cross-team meetings are held to plan all production moves to ensure that all impacted areas have been addressed. MMRS focuses on "end-to-end" processing for all transactions and reporting systems to ensure the integrity of the applications and data.

Status and statistics are regularly reviewed with management staff and others in an effort to continue to improve our level of service to our customers. MMRS continues to provide information and tools (e.g. job aids, work instructions, etc.) to agencies on key business processes. MMRS continuously evaluates our organizational structure in an effort to ensure we are being responsive to central (DFA/OFM, DFA/OPTFM, DFA/OBFM, DFA/OFR, DFA/OFA, and SPB) users and meeting the needs of individual agencies.

The Office of Surplus Property analyzes the activity of donees on a quarterly and annual basis via computer-generated reports. Determinations can be made on low activity donees, types of property in demand, accountability of property stored in the warehouse, and additional priority needed in other areas of the donation program. Other activities include locating all possible statewide conferences to educate public agencies on the savings received by utilizing our services as well as finding new techniques to locate stable non-profit entities.

## 6. DFA Goals, Objectives, Strategies and Measures by Program for FY 2024 through FY 2028:

## FY 2024

### Program 1: Supportive Services

**Goal A: To ensure that all agency funds are properly budgeted, expended, reported, and handled in accordance with state laws and regulations** (Miss Code Ann. § 7-7-1)

**OBJECTIVE A.1.** Ensure that all legal obligations are paid correctly and in a timely manner  
*Outcome:* Improved efficiency in the operation of the program

**A.1.1. STRATEGY:** Review and improve the internal leave and payroll processes to ensure timely and accurate posting and payment

*Output:* Number of payroll warrants issued

*Efficiency:* Cost of supportive services to operating budget

**A.1.2. STRATEGY:** Prepare Purchase Orders within 72 hours of receipt

*Output:* Number of purchase orders issued

*Efficiency:* Average processing time

**A.1.3. STRATEGY:** Prepare Receipt Warrants within 24 hours of receipt

*Output:* Number of receipt warrants prepared

*Efficiency:* Average processing time

**A.1.4. STRATEGY:** Issue payment vouchers within 45 days

*Output:* Number of payment vouchers issued

*Efficiency:* Average number of days to process and produce a payment voucher

**OBJECTIVE A.2.** Ensure that all agency cash receipts are made in accordance with state laws and regulations

*Outcome:* Improved efficiency in the operation of the program

**A.2.1. STRATEGY:** Review and revise the agency's internal approval processes for cash receipts and transfer-in transactions

*Output:* Number of receipts and transfer-in processed

*Efficiency:* Average processing time

### Program 2: Air Transport

**GOAL A: To provide safe, reliable, and accessible air transportation for state officials and agencies for continued/sustained economic growth for the State** (Miss. Code Ann. §61-13-1)

**OBJECTIVE A.1.** Maintain a perfect safety record, with no accidents  
*Outcome:* Continued number of flight hours without incidence and/or accident  
*Outcome:* No safety violations

**A.1.1. STRATEGY:** Perform scheduled/unscheduled aircraft maintenance

*Output:* Increase safety – FAA required maintenance

*Output:* Increase safety – preventive maintenance

*Efficiency:* Reliability of transportation

*Explanatory:* State General Fund Support, FAA required maintenance costs, preventive maintenance cost, recruitment and retention of a mechanic

**A.1.2. STRATEGY:** Maintain adequate staffing levels with reasonable cost

*Output:* Number of pilots required for safety

*Output:* Number of King Air 350 flight hours

*Efficiency:* Cost per Flight hour of King Air 350

*Efficiency:* Reduce safety risk

*Explanatory:* State General Fund Support, pilots limited per 24-hour period by duty time/flight time

**A.1.3. STRATEGY:** Adequately trained staff

*Output:* Number of training classes attended – increase flight safety

*Efficiency:* No accidents

*Explanatory:* State General Fund Support

**OBJECTIVE A.2.** Maximize availability of agency aircraft

*Outcome:* Improved time efficiencies for state leaders and dignitaries

*Outcome:* Reduction in the purchase of charter services/airline flights

*Outcome:* Provide more opportunities for new industries to visit Mississippi

**A.2.1. STRATEGY:** Adequate pilot coverage

*Output:* Increase available number of flight hours/duty hours

*Output:* Reduction in overall risk

*Efficiency:* Increase service time of aircraft

*Explanatory:* State General Fund Support, utilization of state aircraft, recruitment and retention of pilot(s)

**A.2.2. STRATEGY:** Perform preventative maintenance

*Output:* Decrease aircraft out of service time

*Efficiency:* Improved use of valuable state resource/asset

*Explanatory:* State General Fund Support, recruitment and retention of a mechanic

**OBJECTIVE A.3.** Construct the Central Mississippi Emergency Air Response Station

*Outcome:* Quicker response time to emergent air travel needs

*Outcome:* The availability of wholesale fuel - decrease per hour cost of aircraft

*Outcome:* Improved security/damage prevention

*Outcome:* Improved image of Mississippi for the recruitment of new industries

*Outcome:* Shared space with other state/federal agencies

*Outcome:* Nominal cost for storing additional aircraft

**A.3.1. STRATEGY:** Consolidation of state and federal funds

*Output:* 2018 regular session - HB 1649 approved \$2.5 million

*Output:* 2019 regular session - SB 3065 approved \$1.5 million

*Output:* Other funding sources awaiting approval

*Efficiency:* Percentage of shared cost due to a shared facility

*Explanatory:* State Bond Fund Support, potential Federal Fund Support, utilization of state/federal aircraft, recruitment of new industries, reduced response time

**A.3.2. STRATEGY:** Collaborate with the Jackson-Medgar Wiley Evers International Airport

*Output:* Obtain financial assistance for the development of roads and taxiways

*Output:* Agree on a suitable location

*Efficiency:* Lower overall state cost

*Explanatory:* State Bond Fund Support, potential Federal Fund Support, potential local Airport Support, utilization of state/federal aircraft, recruitment of new industries, reduced response time

**A.3.3. STRATEGY:** Collaborate with internal and external experts

*Output:* Start construction

*Efficiency:* Locate central Mississippi government flight departments into one facility

*Explanatory:* State Bond Fund Support, potential Federal Fund Support, potential local Airport Support, utilization of state/federal aircraft, recruitment of new industries, reduced response time

### **Program 3: Building, Grounds and Real Property Management**

**GOAL A: Provide and preserve adequate, efficient, and effective facilities to support the missions of state agencies, universities, and community colleges (Miss. Code Ann §31-11-1)**

**OBJECTIVE A.1.** Effectively manage capital improvement, repair, and renovation construction projects to improve condition of the state inventory of building

*Outcome:* Reduced number of buildings reported as poor or unusable

*Outcome:* Reduced costs associated with delays/changes in construction

*Outcome:* Number of construction projects managed annually

**A.1.1. STRATEGY:** Gather and report condition of state inventory

*Output:* Inventory of Buildings

*Output:* Number, location, date of construction/acquisition, purpose of every state building

*Output:* Condition of each building

*Output:* Estimated cost of necessary repairs for each building

*Efficiency:* Percent annual reduction in poor/unusable rated buildings

*Explanatory:* Deferred maintenance by agencies/institutions

**A.1.2. STRATEGY:** Gather and recommend priority repair and renovation needs

*Output:* Study of Capital Needs

*Output:* Cost of needed repairs to state buildings

*Output:* Cost of recommended priority repair and renovation projects

*Output:* Funding type recommendation

*Efficiency:* Ratio of cost of recommended projects to 1% of inventory replacement value

*Efficiency:* Percent annual reduction in state bond funding  
*Explanatory:* Availability of Capital Expense Funds

**A.1.3. STRATEGY:** Manage projects effectively to reduce the number of change orders in construction projects

*Output:* Number/Cost of ongoing construction projects

*Output:* Number/Cost of change orders

*Output:* Number/Cost of projects commissioned

*Efficiency:* Ratio of change order cost to construction cost

*Efficiency:* Percentage of change order cost by cause type

*Explanatory:* Change order types include latent condition, owner, using agency, contractor, error, and omission

**OBJECTIVE A.2.** Improve efficiency in agency office leases and rental agreements

*Outcome:* Reduction in office square footage leased per employee

*Outcome:* Reduction in cost per square foot rate

**A.2.1. STRATEGY:** Adopt and administer space standards and guidelines to improve space utilization of leases.

*Output:* Number of leases administered

*Output:* Square footage of leased office space

*Output:* Number of employees housed in leased office space

*Output:* Percentage of total square footage of buildings housing state employees and operations that is owned versus leased (Statewide Strategic Plan)

*Output:* Cost per square foot of leased versus owned buildings housing state employees and operations (Statewide Strategic Plan)

*Efficiency:* Ratio of employees to square footage

**A.2.2. STRATEGY:** Adopt and administer policies and procedures to encourage competition to reduce total lease costs

*Output:* Number of rental and lease agreements with private entities

*Output:* Cost of leased space per year

*Output:* Square footage of leased space

*Efficiency:* Cost per square foot

*Efficiency:* Cost per employee

*Explanatory:* Prevailing Market Rental Rates

#### **Program 4: Capitol Facilities**

**GOAL A: Provide clean, safe, and functional facilities that are conducive to the performance of the state government entities housed in buildings within its statutory jurisdiction** (Miss. Code Ann §29-5-2)

**OBJECTIVE A.1.** Provide proper maintenance for facilities and grounds within the agency's jurisdiction

*Outcome:* Extended functional life of systems and equipment

*Outcome:* Reduction of system and equipment failures and disruptions

*Outcome:* Reduction of premature equipment losses

*Outcome:* Maintained or improved annual building condition rating

**A.1.1. STRATEGY:** Perform proactive and preventive maintenance and make needed repairs to Capitol Complex buildings and grounds in a timely manner

*Output:* Number of buildings maintained

*Output:* Number of acres of grounds maintained

*Output:* Number of office space maintained

*Output:* Number of agency vehicles to be services

*Output:* Number of CF personnel and/or service contract personnel allocated to maintenance efforts

*Efficiency:* Operable Cost per square foot maintained

*Efficiency:* Average maintenance cost per square foot of building per year

**A.1.2. STRATEGY:** Improve responsiveness in addressing work order requests

*Output:* Number of work order requests

*Output:* Duration of time from request to resolution

*Efficiency:* Reduction of response time year over year

**OBJECTIVE A.2.** Increase space and energy efficiency of facilities within the agency's jurisdiction

*Outcome:* Increased occupants per square foot

*Outcome:* Decreased energy cost per square foot

**A.2.1. STRATEGY:** Establish and implement space optimization program to renovate existing facilities

*Output:* Square feet of space optimized

*Output:* Number of occupants

*Efficiency:* Occupants per square foot

*Explanatory:* Availability of capital improvement funds

**A.2.2. STRATEGY:** Identify and implement improvement projects to reduce energy and operating costs

*Output:* Quarterly energy performance analysis

*Output:* Monthly energy cost reporting

*Output:* Energy reduction of improvement(s)

*Output:* Cost of improvement(s)

*Efficiency:* Simple payback of improvements

*Explanatory:* Availability of capital improvement funds

## **Program 5: Financial Management & Control**

**GOAL A:** To ensure that "public funds" are correctly budgeted, expended, recorded, and reported in compliance with the state laws, rules and regulations and to ensure that technology resources are used most efficiently and networks are secure, resilient, and robust while providing all users reliable technological support (Miss. Code Ann §7-7-17)

**OBJECTIVE A.1.** Monitor the Governmental Accounting Standards Board (GASB) and other regulatory organizations for pronouncements, rules, and regulations that affect the state's financial reporting requirement



*Outcome:* Full compliance with standardized government reporting requirements

**A.1.1. STRATEGY:** Conduct quarterly reviews of the GFOA and GASB information sources and any other regulatory organizations to identify any new statements, rules and/or regulations

*Output:* Annual Comprehensive Financial Report

*Efficiency:* Number of consecutive years the State receives the Award for Excellence in Reporting

**OBJECTIVE A.2.** In conjunction with MMRS, continue SAP training and system stabilization activities for finance, grants management, procurement, fixed assets, and fleet management

*Outcome:* Accurate and timely processing of all financial transactions

*Outcome:* Increased accounting internal controls

**A.2.1. STRATEGY:** Continued outreach to agencies

*Output:* Number of training/meetings held

*Efficiency:* Number of participating agencies

**OBJECTIVE A.3.** Continue the expansion of MS.gov to include more agency payment applications and additional feature functions for the portal at large

*Outcome:* Increased citizen access to state government services

*Outcome:* Increased efficiency in the delivery of government services

**A.3.1. STRATEGY:** Stabilize existing agency applications to MAGIC

*Output:* Number of portal applications

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewals) (Statewide Strategic Plan)

**A.3.2. STRATEGY:** Work with agencies that are developing new portal applications

*Output:* Number of portal applications

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewals) (Statewide Strategic Plan)

**OBJECTIVE A.4.** Continue to review Financial Management procedures for ways to improve efficiency

*Outcome:* Accurate and timely processing of all financial transactions

*Outcome:* Increased accounting internal controls

**A.4.1. STRATEGY:** Review MAAPP Manual for conformity with MAGIC

*Output:* MAAPP Manual

*Efficiency:* Number of revisions to manual

**OBJECTIVE A.5.** Ensure the accurate and timely processing of the state's financial transactions

*Outcome:* Accurate and timely processing of all financial transactions

*Outcome:* Increased accounting internal controls

**A.5.1. STRATEGY:** Accurately approve and process all financial transactions

*Output:* Total number of MAGIC transactions processed

*Output:* Total number of MAGIC master data updates

*Output:* Number of Agency Approved Transactions

*Output:* Number of DFA Approved Transactions

*Output:* Number of 1099s produced

*Efficiency:* Percentage of total MAGIC transactions processed by the agency

**OBJECTIVE A.6.** Continue to upgrade and replace agency core infrastructure hardware and software

*Outcome:* Increased efficiency in the delivery of services

**A.6.1. STRATEGY:** Continue to assess IT related equipment, processes, and applications associated with DFA WAN/LAN operations. Develop regular maintenance windows for equipment and software upkeep. Determine and document the life cycle of all IT resources that are a part of the agency network infrastructure and find viable solutions for the upgrade or replacement of targeted hardware and/or software.

*Output:* Secure agency network

*Efficiency:* Percentage of network availability

**OBJECTIVE A.7.** Continue to explore and implement new technologies, both hardware and software related, to benefit security, efficiency, and productivity

*Outcome:* Secure and efficient agency network and financial system

**A.7.1. STRATEGY:** Review new technologies and industry standards by attending seminars and technology sessions hosted by credible sources to find viable resources to maintain, upgrade, and replace DFA's network infrastructure. Monitor and review reports issued by information technology research and advisory companies to comply with industry standards and to aid in making decisions about new technologies that are commensurate with best practices in agency network security, efficiency, and productivity.

*Output:* Secured and accessible agency network

*Efficiency:* Percentage of network availability

## **Program 6: Insurance**

**GOAL A: Manage the State and School Employees' Life and Health Insurance Plan to provide comprehensive health insurance benefits and group term life insurance coverage to the participating active and retired employees, and their eligible dependents, of the agencies, universities, community colleges, public school districts, and public libraries of the State of Mississippi. (Miss. Code Ann. § 25-15-1 et seq)**

**OBJECTIVE A.1.** Provide Plan participants with access to affordable, cost-effective, quality healthcare services while maintaining the financial stability of the State and School Employees' Life and Health Insurance Plan

*Outcome:* Improved health and quality of life of the employees and dependents on the State Health Insurance Plan

*Outcome:* Equitable cost-sharing between the Plan and the participants for benefits provided

*Outcome:* Continued viability of the State Health Insurance Plan

**A.1.1. STRATEGY:** Annually evaluate and adjust as needed medical and pharmacy benefits offered through the State Health Insurance Plan

*Output:* Number of medical claims processed annually

*Output:* Dollar amount of medical claims processed annually

*Output:* Number of pharmacy claims processed annually

*Output:* Dollar amount of pharmacy claims processed annually

*Efficiency:* Average medical cost per participant per year

*Efficiency:* Average pharmacy cost per participant per year

*Efficiency:* Average combined medical and pharmacy cost per participant per year

*Explanatory:* Requirements of the Patient Protection and Affordability Care Act

**A.1.2. STRATEGY:** Annually evaluate and adjust as needed premium structure and rates, coinsurance, and copayments for the State Health Insurance Plan

*Output:* Total amount of premiums payments per year

*Output:* Total amount of Plan claim payments per year

*Output:* Total number of claims paid per year

*Output:* Total number of plan participants

*Efficiency:* Average participant share of claims costs per year

*Efficiency:* Total plan revenue annually

**A.1.3. STRATEGY:** Secure and maintain competitive contracts for support services to administer, monitor, and evaluate the operations of the State Health Insurance Plan

*Output:* Total cost of administrative services per year

*Output:* Number of State and School Employees Life and Health Care participants

*Efficiency:* Percentage of claims processed by TPA within 2 weeks

*Efficiency:* Average administrative cost rate per year

**OBJECTIVE A.2.** Promote health and wellness for participants in the State Health Insurance Plan

*Outcome:* Improved health and quality of life of employees and dependents on the State Health Insurance Plan

*Outcome:* Change in the Plan dollars spent for services to treat illnesses due to behavior and lifestyle

**A.2.1. STRATEGY:** Evaluate and implement as needed wellness and preventive services benefits

*Output:* Plan cost per year for adult wellness benefits

*Output:* Plan cost per year for dependent children wellness benefits

*Efficiency:* Percentage of eligible adults receiving wellness benefits

*Efficiency:* Percentage of eligible children receiving wellness benefits

*Explanatory:* Requirements of the Patient Protection and Affordability Care Act

## Program 7: Mississippi Management and Reporting System

**GOAL A: To provide timely, accurate financial management and human resource information to state agencies, elected officials, and the public at large**

**OBJECTIVE A.1.** Maintain statewide procurement, financial, grants management, payroll, and human resource system

*Outcome:* Improved efficiency in the processing of transactions

*Outcome:* Enhanced data collection for transaction reporting

**A.1.1. STRATEGY:** Maintain, monitor, and perform needed system testing and upgrades

*Output:* Number of call center tickets

*Output:* Percentage of system availability

*Output:* Number of MAGIC transactions

*Output:* Number of 1099s produced

*Output:* Number of W2s processed and issued

*Efficiency:* Reduced number of call tickets

*Efficiency:* Increased percentage of system availability

*Efficiency:* Number of paychecks produced

*Efficiency:* Increased number of direct deposits

**A.1.2. STRATEGY:** Perform agency training activities

*Output:* Number of training sessions offered

*Efficiency:* Number of state agencies participating

**A.1.3. STRATEGY:** Perform MMRS support staff training activities

*Output:* Number of training courses attended

*Efficiency:* Number of staff participating

**A.1.4. STRATEGY:** Maintain statewide helpdesk support for state agencies

*Output:* Number of call tickets

*Efficiency:* Percentage of reduction in number of call tickets

**OBJECTIVE A.2.** Maintain statewide Transparency Website

*Outcome:* Accurate reporting of statewide financial transactions

**A.2.1. STRATEGY:** Monitor and implement any State and Federal Legislation related to transparency to ensure full compliance with statute

*Output:* State Transparency Website

*Output:* Number of logins to the Website

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewal)

*(Statewide Strategic Plan)*

**OBJECTIVE A.3.** Increase efficiency in MAGIC payroll

*Outcome:* Increase direct deposit by eligible employees and contract workers

**A.3.1. STRATEGY:** Monitor, implement, and promote direct deposit payments for eligible employees and contract workers

*Output:* Number of direct deposit participants

*Efficiency:* Percentage of utilization of direct deposit by eligible employees and contract workers

## **Program 8: Purchasing, Travel & Fleet Management**

**GOAL A: To promote economy and efficiency in the state's purchasing, travel and fleet management processes (Miss Code Ann. §31-7-5)**

**OBJECTIVE A.1.** Timely processing of requests for authorization to purchase

*Outcome:* Reduced purchasing processing time

*Outcome:* Improved time for the delivery of purchased goods

**A.1.1. STRATEGY:** Process 90% of requests for authorization to purchase (P-1) within 24 hours of receipt in MAGIC

*Output:* Number of P-1s processed

*Efficiency:* Average approval time

*Explanatory:* Availability of MAGIC system

**OBJECTIVE A.2.** Reduce costs and add value in state contracting

*Outcome:* Reduction in dollars spent on state contracting

**A.2.1. STRATEGY:** Utilize strategic sourcing and analysis of purchases, markets, and suppliers to identify opportunities for savings and to add value in contracting

*Output:* Number of competitive bids and negotiated contracts established and administered

*Output:* Number of competitive bids contracts administered

*Output:* Number of negotiated contracts administered

*Efficiency:* Average cost per distribution point per bid and negotiated contracts

**A.2.2. STRATEGY:** Identify and increase the use of cooperative contracts statewide

*Output:* Number of cooperative contracts

*Efficiency:* Average cost per cooperative contract per distribution point

**A.2.3. STRATEGY:** Encourage continued online state contract ordering through electronic methods

*Output:* Amount of contract purchases via electronic methods (total dollars spent)

*Efficiency:* Average cost per transaction

**A.2.4. STRATEGY:** Reduce administrative costs by reviewing purchasing requests and agencies' needs

*Output:* Number of P-1s processed

*Efficiency:* Average percentage of administrative costs

**A.2.5. STRATEGY:** Educate vendors on the opportunity to submit bids online using MAGIC

*Output:* Number of bid opportunities annually

*Efficiency:* Percentage of vendors submitting bids electronically

**A.2.6. STRATEGY:** Identify potential “green” initiatives within state contracts

*Output:* Number of “green” initiatives within state contracts

*Efficiency:* Average cost per contract distribution point

**OBJECTIVE A.3.** Continue outreach efforts to agencies and vendors

*Outcome:* Improved vendor education about state contracting

*Outcome:* More efficient state agency contracting

**A.3.1. STRATEGY:** Enhance the certification program for state purchasing officials

*Output:* Number of certification classes held annually

*Efficiency:* Average number of class participants

**A.3.2. STRATEGY:** Increase electronic distribution of state contracts and purchasing information

*Output:* Number of contracts and newsletters sent to purchasing officials

*Efficiency:* Average number of recipients

**A.3.3. STRATEGY:** Improve and expand the outreach program to assist vendors in doing business the State

*Output:* Number of negotiated and competitive bid state contracts

*Efficiency:* Average number of vendors reached through outreach activities

**A.3.4. STRATEGY:** Assist state entities in utilizing MAGIC for bid solicitations

*Output:* Number of total bid solicitations

*Efficiency:* Percentage of bid solicitations initiated within MAGIC

**OBJECTIVE A.4.** Monitor and improve the economy and efficiency of the management of the state’s fleet of vehicles

*Outcome:* Change in the activities associated with the procurement and utilization of state vehicles

**A.4.1. STRATEGY:** Encourage agency use of the enterprise Fleet Management application to allow for better tracking and management of the state’s vehicle fleet

*Output:* Number of state vehicles

*Output:* Total amount of state vehicle assets

*Efficiency:* Reduce the number of state-owned vehicles and right size the purchases of new vehicles.

**A.4.2. STRATEGY:** Implement training program to improve agencies’ ability to manage vehicle fleets

*Output:* Number of training sessions offered

*Efficiency:* Number of participating state agencies

## Program 9: Surplus Property

**GOAL A: To encourage savings in government spending by receiving and distributing surplus property to eligible donees**

**OBJECTIVE A.1.** Retain and recruit donees to the program

*Outcome:* Increased utilization of program by state, local and non-profit entities

*Outcome:* Increased potential for savings to the state, local and non-profit entities

**A.1.1. STRATEGY:** Identify and target low participation donees

*Output:* Number of donees served

*Efficiency:* Percentage increase in dollars spent with the program

**A.1.2. STRATEGY:** Continue and expand outreach activities to attract new potential donees

*Output:* Number of donees served

*Efficiency:* Percentage of new donees

**OBJECTIVE A.2.** Operate at 12% or lower average service charge rate

*Outcome:* Increased utilization of program by state, local and non-profit entities

*Outcome:* Increased potential for savings to the state, local and non-profit entities

**A.2.1. STRATEGY:** Reduce administrative cost by increasing the utilization of technology to screen and to auction property

*Output:* Number of auctions per year

*Output:* Amount of property acquired (Dollars) per year

*Output:* Acquisition Cost of Donations

*Outcome:* Operate at 16% or less average service charge

## Program 10: Procurement and Contracts

**Goal A: To coordinate the purchasing of all commodities, personal and professional services, and information technology goods and services for the agency and streamline internal agency procurement function to gain efficiencies (Miss. Code Ann. § 31-7-401)**

**OBJECTIVE A.1.** Ensure that all agency purchases are made in accordance with state laws and regulations

*Outcome:* Improved efficiency in the operation of the program

**A.1.1. STRATEGY:** Review and revise the agency's internal purchase request and approval processes

*Output:* Number of purchase orders issued

*Efficiency:* Average processing time

**A.1.2. STRATEGY:** Streamline agency's internal contracting process and develop contract administration procedures

*Output:* Number of contracts negotiated and administered  
*Efficiency:* Average administrative time per contract

**OBJECTIVE A.3.** New and effective layered property insurance policy for the new policy year  
*Outcome:* Established written policy for state-owned properties

**A.3.1. STRATEGY:** New Planning and Renewal Placement Meeting with Broker

*Output:* Host a series of pre-policy meetings following Market meetings

*Output:* Receipt of new property policy bindings

*Efficiency:* Selection and confirmation of chosen market insurers

*Efficiency:* Realization of premium spend with expectation of efficient gains

## 2025

### Program 1: Supportive Services

**Goal A: To ensure that all agency funds are properly budgeted, expended, reported, and handled in accordance with state laws and regulations** (Miss Code Ann. § 7-7-1)

**OBJECTIVE A.1.** Ensure that all legal obligations are paid correctly and in a timely manner  
*Outcome:* Improved efficiency in the operation of the program

**A.1.1. STRATEGY:** Review and improve the internal leave and payroll processes to ensure timely and accurate posting and payment

*Output:* Number of payroll warrants issued

*Efficiency:* Cost of supportive services to operating budget

**A.1.2. STRATEGY:** Prepare Purchase Orders within 72 hours of receipt

*Output:* Number of purchase orders issued

*Efficiency:* Average processing time

**A.1.3. STRATEGY:** Prepare Receipt Warrants within 24 hours of receipt

*Output:* Number of receipt warrants prepared

*Efficiency:* Average processing time

**A.1.4. STRATEGY:** Issue payment vouchers within 45 days

*Output:* Number of payment vouchers issued

*Efficiency:* Average number of days to process and produce a payment voucher

**OBJECTIVE A.2.** Ensure that all agency cash receipts are made in accordance with state laws and regulations

*Outcome:* Improved efficiency in the operation of the program

**A.2.1. STRATEGY:** Review and revise the agency's internal approval processes for cash receipts and transfer-in transactions



*Output:* Number of receipts and transfer-in processed  
*Efficiency:* Average processing time

## **Program 2: Air Transport**

**GOAL A: To provide safe, reliable, and accessible air transportation for state officials and agencies for continued/sustained economic growth for the State** (Miss. Code Ann. §61-13-1)

**OBJECTIVE A.1.** Maintain a perfect safety record, with no accidents

*Outcome:* Continued number of flight hours without incidence and/or accident

*Outcome:* No safety violations

**A.1.1. STRATEGY:** Perform scheduled/unscheduled aircraft maintenance

*Output:* Increase safety – FAA required maintenance

*Output:* Increase safety – preventive maintenance

*Efficiency:* Reliability of transportation

*Explanatory:* State General Fund Support, FAA required maintenance costs, preventive maintenance cost, recruitment and retention of a mechanic

**A.1.2. STRATEGY:** Maintain adequate staffing levels with reasonable cost

*Output:* Number of pilots required for safety

*Output:* Number of King Air 350 flight hours

*Efficiency:* Cost per Flight hour of King Air 350

*Efficiency:* Reduce safety risk

*Explanatory:* State General Fund Support, pilots limited per 24-hour period by duty time/flight time

**A.1.3. STRATEGY:** Adequately trained staff

*Output:* Number of training classes attended – increase flight safety

*Efficiency:* No accidents

*Explanatory:* State General Fund Support

**OBJECTIVE A.2.** Maximize availability of agency aircraft

*Outcome:* Improved time efficiencies for state leaders and dignitaries

*Outcome:* Reduction in the purchase of charter services/airline flights

*Outcome:* Provide more opportunities for new industries to visit Mississippi

**A.2.1. STRATEGY:** Adequate pilot coverage

*Output:* Increase available number of flight hours/duty hours

*Output:* Reduction in overall risk

*Efficiency:* Increase service time of aircraft

*Explanatory:* State General Fund Support, utilization of state aircraft, recruitment and retention of pilot(s)

**A.2.2. STRATEGY:** Perform preventative maintenance

*Output:* Decrease aircraft out of service time

*Efficiency:* Improved use of valuable state resource/asset

*Explanatory:* State General Fund Support, recruitment and retention of a mechanic

**OBJECTIVE A.3.** Construct the Central Mississippi Emergency Air Response Station

*Outcome:* Quicker response time to emergent air travel needs

*Outcome:* The availability of wholesale fuel - decrease per hour cost of aircraft

*Outcome:* Improved security/damage prevention

*Outcome:* Improved image of Mississippi for the recruitment of new industries

*Outcome:* Shared space with other state/federal agencies

*Outcome:* Nominal cost for storing additional aircraft

**A.3.1. STRATEGY:** Consolidation of state and federal funds

*Output:* 2018 regular session - HB 1649 approved \$2.5 million

*Output:* 2019 regular session - SB 3065 approved \$1.5 million

*Output:* Other funding sources awaiting approval

*Efficiency:* Percentage of shared cost due to a shared facility

*Explanatory:* State Bond Fund Support, potential Federal Fund Support, utilization of state/federal aircraft, recruitment of new industries, reduced response time

**A.3.2. STRATEGY:** Collaborate with the Jackson-Medgar Wiley Evers International Airport

*Output:* Obtain financial assistance for the development of roads and taxiways

*Output:* Agree on a suitable location

*Efficiency:* Lower overall state cost

*Explanatory:* State Bond Fund Support, potential Federal Fund Support, potential local Airport Support, utilization of state/federal aircraft, recruitment of new industries, reduced response time

**A.3.3. STRATEGY:** Collaborate with internal and external experts

*Output:* Start construction

*Efficiency:* Locate central Mississippi government flight departments into one facility

*Explanatory:* State Bond Fund Support, potential Federal Fund Support, potential local Airport Support, utilization of state/federal aircraft, recruitment of new industries, reduced response time

**Program 3: Building, Grounds and Real Property Management**

**GOAL A: Provide and preserve adequate, efficient, and effective facilities to support the missions of state agencies, universities, and community colleges** (Miss. Code Ann §31-11-1)

**OBJECTIVE A.1.** Effectively manage capital improvement, repair, and renovation construction projects to improve condition of the state inventory of building

*Outcome:* Reduced number of buildings reported as poor or unusable

*Outcome:* Reduced costs associated with delays/changes in construction

*Outcome:* Number of construction projects managed annually

**A.1.1. STRATEGY:** Gather and report condition of state inventory

*Output:* Inventory of Buildings

*Output:* Number, location, date of construction/acquisition, purpose of every state building

*Output:* Condition of each building

*Output:* Estimated cost of necessary repairs for each building

*Efficiency:* Percent annual reduction in poor/unusable rated buildings

*Explanatory:* Deferred maintenance by agencies/institutions

**A.1.2. STRATEGY:** Gather and recommend priority repair and renovation needs

*Output:* Study of Capital Needs

*Output:* Cost of needed repairs to state buildings

*Output:* Cost of recommended priority repair and renovation projects

*Output:* Funding type recommendation

*Efficiency:* Ratio of cost of recommended projects to 1% of inventory replacement value

*Efficiency:* Percent annual reduction in state bond funding

*Explanatory:* Availability of Capital Expense Funds

**A.1.3. STRATEGY:** Manage projects effectively to reduce the number of change orders in construction projects

*Output:* Number/Cost of ongoing construction projects

*Output:* Number/Cost of change orders

*Output:* Number/Cost of projects commissioned

*Efficiency:* Ratio of change order cost to construction cost

*Efficiency:* Percentage of change order cost by cause type

*Explanatory:* Change order types include latent condition, owner, using agency, contractor, error, and omission

**OBJECTIVE A.2.** Improve efficiency in agency office leases and rental agreements

*Outcome:* Reduction in office square footage leased per employee

*Outcome:* Reduction in cost per square foot rate

**A.2.1. STRATEGY:** Adopt and administer space standards and guidelines to improve space utilization of leases.

*Output:* Number of leases administered

*Output:* Square footage of leased office space

*Output:* Number of employees housed in leased office space

*Output:* Percentage of total square footage of buildings housing state employees and operations that is owned versus leased (Statewide Strategic Plan)

*Output:* Cost per square foot of leased versus owned buildings housing state employees and operations (Statewide Strategic Plan)

*Efficiency:* Ratio of employees to square footage

**A.2.2. STRATEGY:** Adopt and administer policies and procedures to encourage competition to reduce total lease costs

*Output:* Number of rental and lease agreements with private entities

*Output:* Cost of leased space per year  
*Output:* Square footage of leased space  
*Efficiency:* Cost per square foot  
*Efficiency:* Cost per employee  
*Explanatory:* Prevailing Market Rental Rates

#### **Program 4: Capitol Facilities**

**GOAL A: Provide clean, safe, and functional facilities that are conducive to the performance of the state government entities housed in buildings within its statutory jurisdiction (Miss. Code Ann §29-5-2)**

**OBJECTIVE A.1.** Provide proper maintenance for facilities and grounds within the agency's jurisdiction

*Outcome:* Extended functional life of systems and equipment  
*Outcome:* Reduction of system and equipment failures and disruptions  
*Outcome:* Reduction of premature equipment losses  
*Outcome:* Maintained or improved annual building condition rating

**A.1.1. STRATEGY:** Perform proactive and preventive maintenance and make needed repairs to Capitol Complex buildings and grounds in a timely manner

*Output:* Number of buildings maintained  
*Output:* Number of acres of grounds maintained  
*Output:* Number of office space maintained  
*Output:* Number of agency vehicles to be services  
*Output:* Number of CF personnel and/or service contract personnel allocated to maintenance efforts  
*Efficiency:* Operable Cost per square foot maintained  
*Efficiency:* Average maintenance cost per square foot of building per year

**A.1.2. STRATEGY:** Improve responsiveness in addressing work order requests

*Output:* Number of work order requests  
*Output:* Duration of time from request to resolution  
*Efficiency:* Reduction of response time year over year

**OBJECTIVE A.2.** Increase space and energy efficiency of facilities within the agency's jurisdiction

*Outcome:* Increased occupants per square foot  
*Outcome:* Decreased energy cost per square foot

**A.2.1. STRATEGY:** Establish and implement space optimization program to renovate existing facilities

*Output:* Square feet of space optimized  
*Output:* Number of occupants  
*Efficiency:* Occupants per square foot  
*Explanatory:* Availability of capital improvement funds

**A.2.2. STRATEGY:** Identify and implement improvement projects to reduce energy and operating costs

*Output:* Quarterly energy performance analysis

*Output:* Monthly energy cost reporting  
*Output:* Energy reduction of improvement(s)  
*Output:* Cost of improvement(s)  
*Efficiency:* Simple payback of improvements  
*Explanatory:* Availability of capital improvement funds

## **Program 5: Financial Management & Control**

**GOAL A: To ensure that “public funds” are correctly budgeted, expended, recorded, and reported in compliance with the state laws, rules and regulations and to ensure that technology resources are used most efficiently and networks are secure, resilient, and robust while providing all users reliable technological support (Miss. Code Ann §7-7-17)**

**OBJECTIVE A.1.** Monitor the Governmental Accounting Standards Board (GASB) and other regulatory organizations for pronouncements, rules, and regulations that affect the state’s financial reporting requirement

*Outcome:* Full compliance with standardized government reporting requirements

**A.1.1. STRATEGY:** Conduct quarterly reviews of the GFOA and GASB information sources and any other regulatory organizations to identify any new statements, rules and/or regulations

*Output:* Annual Comprehensive Financial Report

*Efficiency:* Number of consecutive years the State receives the Award for Excellence in Reporting

**OBJECTIVE A.2.** In conjunction with MMRS, continue SAP training and system stabilization activities for finance, grants management, procurement, fixed assets, and fleet management

*Outcome:* Accurate and timely processing of all financial transactions

*Outcome:* Increased accounting internal controls

**A.2.1. STRATEGY:** Continued outreach to agencies

*Output:* Number of training/meetings held

*Efficiency:* Number of participating agencies

**OBJECTIVE A.3.** Continue the expansion of MS.gov to include more agency payment applications and additional feature functions for the portal at large

*Outcome:* Increased citizen access to state government services

*Outcome:* Increased efficiency in the delivery of government services

**A.3.1. STRATEGY:** Stabilize existing agency applications to MAGIC

*Output:* Number of portal applications

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewals) (Statewide Strategic Plan)

**A.3.2. STRATEGY:** Work with agencies that are developing new portal applications

*Output:* Number of portal applications

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewals) (Statewide Strategic Plan)

**OBJECTIVE A.4.** Continue to review Financial Management procedures for ways to improve efficiency

*Outcome:* Accurate and timely processing of all financial transactions

*Outcome:* Increased accounting internal controls

**A.4.1. STRATEGY:** Review MAAPP Manual for conformity with MAGIC

*Output:* MAAPP Manual

*Efficiency:* Number of revisions to manual

**OBJECTIVE A.5.** Ensure the accurate and timely processing of the state's financial transactions

*Outcome:* Accurate and timely processing of all financial transactions

*Outcome:* Increased accounting internal controls

**A.5.1. STRATEGY:** Accurately approve and process all financial transactions

*Output:* Total number of MAGIC transactions processed

*Output:* Total number of MAGIC master data updates

*Output:* Number of Agency Approved Transactions

*Output:* Number of DFA Approved Transactions

*Output:* Number of 1099s produced

*Efficiency:* Percentage of total MAGIC transactions processed by the agency

**OBJECTIVE A.6.** Continue to upgrade and replace agency core infrastructure hardware and software

*Outcome:* Increased efficiency in the delivery of services

**A.6.1. STRATEGY:** Continue to assess IT related equipment, processes, and applications associated with DFA WAN/LAN operations. Develop regular maintenance windows for equipment and software upkeep. Determine and document the life cycle of all IT resources that are a part of the agency network infrastructure and find viable solutions for the upgrade or replacement of targeted hardware and/or software.

*Output:* Secure agency network

*Efficiency:* Percentage of network availability

**OBJECTIVE A.7.** Continue to explore and implement new technologies, both hardware and software related, to benefit security, efficiency, and productivity

*Outcome:* Secure and efficient agency network and financial system

**A.7.1. STRATEGY:** Review new technologies and industry standards by attending seminars and technology sessions hosted by credible sources to find viable resources to maintain, upgrade, and replace DFA's network infrastructure. Monitor and review reports issued by information technology research and advisory companies to comply with industry standards and to aid in making decisions about new technologies that are commensurate with best practices in agency network security, efficiency, and productivity.

*Output:* Secured and accessible agency network  
*Efficiency:* Percentage of network availability

## **Program 6: Insurance**

**GOAL A: Manage the State and School Employees' Life and Health Insurance Plan to provide comprehensive health insurance benefits and group term life insurance coverage to the participating active and retired employees, and their eligible dependents, of the agencies, universities, community colleges, public school districts, and public libraries of the State of Mississippi.** (Miss. Code Ann. § 25-15-1 et seq)

**OBJECTIVE A.1.** Provide Plan participants with access to affordable, cost-effective, quality healthcare services while maintaining the financial stability of the State and School Employees' Life and Health Insurance Plan

*Outcome:* Improved health and quality of life of the employees and dependents on the State Health Insurance Plan

*Outcome:* Equitable cost-sharing between the Plan and the participants for benefits provided

*Outcome:* Continued viability of the State Health Insurance Plan

**A.1.1. STRATEGY:** Annually evaluate and adjust as needed medical and pharmacy benefits offered through the State Health Insurance Plan

*Output:* Number of medical claims processed annually

*Output:* Dollar amount of medical claims processed annually

*Output:* Number of pharmacy claims processed annually

*Output:* Dollar amount of pharmacy claims processed annually

*Efficiency:* Average medical cost per participant per year

*Efficiency:* Average pharmacy cost per participant per year

*Efficiency:* Average combined medical and pharmacy cost per participant per year

*Explanatory:* Requirements of the Patient Protection and Affordability Care Act

**A.1.2. STRATEGY:** Annually evaluate and adjust as needed premium structure and rates, coinsurance, and copayments for the State Health Insurance Plan

*Output:* Total amount of premiums payments per year

*Output:* Total amount of Plan claim payments per year

*Output:* Total number of claims paid per year

*Output:* Total number of plan participants

*Efficiency:* Average participant share of claims costs per year

*Efficiency:* Total plan revenue annually

**A.1.3. STRATEGY:** Secure and maintain competitive contracts for support services to administer, monitor, and evaluate the operations of the State Health Insurance Plan

*Output:* Total cost of administrative services per year

*Output:* Number of State and School Employees Life and Health Care participants

*Efficiency:* Percentage of claims processed by TPA within 2 weeks

*Efficiency:* Average administrative cost rate per year

**OBJECTIVE A.2.** Promote health and wellness for participants in the State Health Insurance Plan  
*Outcome:* Improved health and quality of life of employees and dependents on the State Health Insurance Plan  
*Outcome:* Change in the Plan dollars spent for services to treat illnesses due to behavior and lifestyle

**A.2.1. STRATEGY:** Evaluate and implement as needed wellness and preventive services benefits

*Output:* Plan cost per year for adult wellness benefits

*Output:* Plan cost per year for dependent children wellness benefits

*Efficiency:* Percentage of eligible adults receiving wellness benefits

*Efficiency:* Percentage of eligible children receiving wellness benefits

*Explanatory:* Requirements of the Patient Protection and Affordability Care Act

### **Program 7: Mississippi Management and Reporting System**

**GOAL A: To provide timely, accurate financial management and human resource information to state agencies, elected officials, and the public at large**

**OBJECTIVE A.1.** Maintain statewide procurement, financial, grants management, payroll, and human resource system

*Outcome:* Improved efficiency in the processing of transactions

*Outcome:* Enhanced data collection for transaction reporting

**A.1.1. STRATEGY:** Maintain, monitor, and perform needed system testing and upgrades

*Output:* Number of call center tickets

*Output:* Percentage of system availability

*Output:* Number of MAGIC transactions

*Output:* Number of 1099s produced

*Output:* Number of W2s processed and issued

*Efficiency:* Reduced number of call tickets

*Efficiency:* Increased percentage of system availability

*Efficiency:* Number of paychecks produced

*Efficiency:* Increased number of direct deposits

**A.1.2. STRATEGY:** Perform agency training activities

*Output:* Number of training sessions offered

*Efficiency:* Number of state agencies participating

**A.1.3. STRATEGY:** Perform MMRS support staff training activities

*Output:* Number of training courses attended

*Efficiency:* Number of staff participating

**A.1.4. STRATEGY:** Maintain statewide helpdesk support for state agencies

*Output:* Number of call tickets

*Efficiency:* Percentage of reduction in number of call tickets



**OBJECTIVE A.2.** Maintain statewide Transparency Website

*Outcome:* Accurate reporting of statewide financial transactions

**A.2.1. STRATEGY:** Monitor and implement any State and Federal Legislation related to transparency to ensure full compliance with statute

*Output:* State Transparency Website

*Output:* Number of logins to the Website

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewal)

*(Statewide Strategic Plan)*

**OBJECTIVE A.3.** Increase efficiency in MAGIC payroll

*Outcome:* Increase direct deposit by eligible employees and contract workers

**A.3.1. STRATEGY:** Monitor, implement, and promote direct deposit payments for eligible employees and contract workers

*Output:* Number of direct deposit participants

*Efficiency:* Percentage of utilization of direct deposit by eligible employees and contract workers

**Program 8: Purchasing, Travel & Fleet Management**

**GOAL A: To promote economy and efficiency in the state's purchasing, travel and fleet management processes (Miss Code Ann. §31-7-5)**

**OBJECTIVE A.1.** Timely processing of requests for authorization to purchase

*Outcome:* Reduced purchasing processing time

*Outcome:* Improved time for the delivery of purchased goods

**A.1.1. STRATEGY:** Process 90% of requests for authorization to purchase (P-1) within 24 hours of receipt in MAGIC

*Output:* Number of P-1s processed

*Efficiency:* Average approval time

*Explanatory:* Availability of MAGIC system

**OBJECTIVE A.2.** Reduce costs and add value in state contracting

*Outcome:* Reduction in dollars spent on state contracting

**A.2.1. STRATEGY:** Utilize strategic sourcing and analysis of purchases, markets, and suppliers to identify opportunities for savings and to add value in contracting

*Output:* Number of competitive bids and negotiated contracts established and administered

*Output:* Number of competitive bids contracts administered

*Output:* Number of negotiated contracts administered

*Efficiency:* Average cost per distribution point per bid and negotiated contracts

**A.2.2. STRATEGY:** Identify and increase the use of cooperative contracts statewide

*Output:* Number of cooperative contracts

*Efficiency:* Average cost per cooperative contract per distribution point

**A.2.3. STRATEGY:** Encourage continued online state contract ordering through electronic methods

*Output:* Amount of contract purchases via electronic methods (total dollars spent)

*Efficiency:* Average cost per transaction

**A.2.4. STRATEGY:** Reduce administrative costs by reviewing purchasing requests and agencies' needs

*Output:* Number of P-1s processed

*Efficiency:* Average percentage of administrative costs

**A.2.5. STRATEGY:** Educate vendors on the opportunity to submit bids online using MAGIC

*Output:* Number of bid opportunities annually

*Efficiency:* Percentage of vendors submitting bids electronically

**A.2.6. STRATEGY:** Identify potential "green" initiatives within state contracts

*Output:* Number of "green" initiatives within state contracts

*Efficiency:* Average cost per contract distribution point

**OBJECTIVE A.3.** Continue outreach efforts to agencies and vendors

*Outcome:* Improved vendor education about state contracting

*Outcome:* More efficient state agency contracting

**A.3.1. STRATEGY:** Enhance the certification program for state purchasing officials

*Output:* Number of certification classes held annually

*Efficiency:* Average number of class participants

**A.3.2. STRATEGY:** Increase electronic distribution of state contracts and purchasing information

*Output:* Number of contracts and newsletters sent to purchasing officials

*Efficiency:* Average number of recipients

**A.3.3. STRATEGY:** Improve and expand the outreach program to assist vendors in doing business the State

*Output:* Number of negotiated and competitive bid state contracts

*Efficiency:* Average number of vendors reached through outreach activities

**A.3.4. STRATEGY:** Assist state entities in utilizing MAGIC for bid solicitations

*Output:* Number of total bid solicitations

*Efficiency:* Percentage of bid solicitations initiated within MAGIC

**OBJECTIVE A.4.** Monitor and improve the economy and efficiency of the management of the state's fleet of vehicles

*Outcome:* Change in the activities associated with the procurement and utilization of state vehicles

**A.4.1. STRATEGY:** Encourage agency use of the enterprise Fleet Management application to allow for better tracking and management of the state's vehicle fleet

*Output:* Number of state vehicles

*Output:* Total amount of state vehicle assets

*Efficiency:* Reduce the number of state-owned vehicles and right size the purchases of new vehicles.

**A.4.2. STRATEGY:** Implement training program to improve agencies' ability to manage vehicle fleets

*Output:* Number of training sessions offered

*Efficiency:* Number of participating state agencies

### **Program 9: Surplus Property**

**GOAL A: To encourage savings in government spending by receiving and distributing surplus property to eligible donees**

**OBJECTIVE A.1.** Retain and recruit donees to the program

*Outcome:* Increased utilization of program by state, local and non-profit entities

*Outcome:* Increased potential for savings to the state, local and non-profit entities

**A.1.1. STRATEGY:** Identify and target low participation donees

*Output:* Number of donees served

*Efficiency:* Percentage increase in dollars spent with the program

**A.1.2. STRATEGY:** Continue and expand outreach activities to attract new potential donees

*Output:* Number of donees served

*Efficiency:* Percentage of new donees

**OBJECTIVE A.2.** Operate at 12% or lower average service charge rate

*Outcome:* Increased utilization of program by state, local and non-profit entities

*Outcome:* Increased potential for savings to the state, local and non-profit entities

**A.2.1. STRATEGY:** Reduce administrative cost by increasing the utilization of technology to screen and to auction property

*Output:* Number of auctions per year

*Output:* Amount of property acquired (Dollars) per year

*Output:* Acquisition Cost of Donations

*Outcome:* Operate at 16% or less average service charge

### **Program 10: Procurement and Contracts**

**Goal A: To coordinate the purchasing of all commodities, personal and professional services, and information technology goods and services for the agency and streamline internal agency procurement function to gain efficiencies (Miss. Code Ann. § 31-7-401)**

**OBJECTIVE A.1.** Ensure that all agency purchases are made in accordance with state laws and regulations

*Outcome:* Improved efficiency in the operation of the program

**A.1.1. STRATEGY:** Review and revise the agency's internal purchase request and approval processes

*Output:* Number of purchase orders issued

*Efficiency:* Average processing time

**A.1.2. STRATEGY:** Streamline agency's internal contracting process and develop contract administration procedures

*Output:* Number of contracts negotiated and administered

*Efficiency:* Average administrative time per contract

## 2026

### Program 1: Supportive Services

**Goal A: To ensure that all agency funds are properly budgeted, expended, reported, and handled in accordance with state laws and regulations** (Miss Code Ann. § 7-7-1)

**OBJECTIVE A.1.** Ensure that all legal obligations are paid correctly and in a timely manner

*Outcome:* Improved efficiency in the operation of the program

**A.1.1. STRATEGY:** Review and improve the internal leave and payroll processes to ensure timely and accurate posting and payment

*Output:* Number of payroll warrants issued

*Efficiency:* Cost of supportive services to operating budget

**A.1.2. STRATEGY:** Prepare Purchase Orders within 72 hours of receipt

*Output:* Number of purchase orders issued

*Efficiency:* Average processing time

**A.1.3. STRATEGY:** Prepare Receipt Warrants within 24 hours of receipt

*Output:* Number of receipt warrants prepared

*Efficiency:* Average processing time

**A.1.4. STRATEGY:** Issue payment vouchers within 45 days

*Output:* Number of payment vouchers issued

*Efficiency:* Average number of days to process and produce a payment voucher

**OBJECTIVE A.2.** Ensure that all agency cash receipts are made in accordance with state laws and regulations

*Outcome:* Improved efficiency in the operation of the program

**A.2.1. STRATEGY:** Review and revise the agency's internal approval processes for cash receipts and transfer-in transactions

*Output:* Number of receipts and transfer-in processed

*Efficiency:* Average processing time

## **Program 2: Air Transport**

**GOAL A: To provide safe, reliable, and accessible air transportation for state officials and agencies for continued/sustained economic growth for the State** (Miss. Code Ann. §61-13-1)

**OBJECTIVE A.1.** Maintain a perfect safety record, with no accidents

*Outcome:* Continued number of flight hours without incidence and/or accident

*Outcome:* No safety violations

**A.1.1. STRATEGY:** Perform scheduled/unscheduled aircraft maintenance

*Output:* Increase safety – FAA required maintenance

*Output:* Increase safety – preventive maintenance

*Efficiency:* Reliability of transportation

*Explanatory:* State General Fund Support, FAA required maintenance costs, preventive maintenance cost, recruitment and retention of a mechanic

**A.1.2. STRATEGY:** Maintain adequate staffing levels with reasonable cost

*Output:* Number of pilots required for safety

*Output:* Number of King Air 350 flight hours

*Efficiency:* Cost per Flight hour of King Air 350

*Efficiency:* Reduce safety risk

*Explanatory:* State General Fund Support, pilots limited per 24-hour period by duty time/flight time

**A.1.3. STRATEGY:** Adequately trained staff

*Output:* Number of training classes attended – increase flight safety

*Efficiency:* No accidents

*Explanatory:* State General Fund Support

**OBJECTIVE A.2.** Maximize availability of agency aircraft

*Outcome:* Improved time efficiencies for state leaders and dignitaries

*Outcome:* Reduction in the purchase of charter services/airline flights

*Outcome:* Provide more opportunities for new industries to visit Mississippi

**A.2.1. STRATEGY:** Adequate pilot coverage

*Output:* Increase available number of flight hours/duty hours

*Output:* Reduction in overall risk

*Efficiency:* Increase service time of aircraft

*Explanatory:* State General Fund Support, utilization of state aircraft, recruitment and retention of pilot(s)

**A.2.2. STRATEGY:** Perform preventative maintenance

*Output:* Decrease aircraft out of service time

*Efficiency:* Improved use of valuable state resource/asset  
*Explanatory:* State General Fund Support, recruitment and retention of a mechanic

**OBJECTIVE A.3.** Construct the Central Mississippi Emergency Air Response Station

*Outcome:* Quicker response time to emergent air travel needs

*Outcome:* The availability of wholesale fuel - decrease per hour cost of aircraft

*Outcome:* Improved security/damage prevention

*Outcome:* Improved image of Mississippi for the recruitment of new industries

*Outcome:* Shared space with other state/federal agencies

*Outcome:* Nominal cost for storing additional aircraft

**A.3.1. STRATEGY:** Consolidation of state and federal funds

*Output:* 2018 regular session - HB 1649 approved \$2.5 million

*Output:* 2019 regular session - SB 3065 approved \$1.5 million

*Output:* Other funding sources awaiting approval

*Efficiency:* Percentage of shared cost due to a shared facility

*Explanatory:* State Bond Fund Support, potential Federal Fund Support, utilization of state/federal aircraft, recruitment of new industries, reduced response time

**A.3.2. STRATEGY:** Collaborate with the Jackson-Medgar Wiley Evers International Airport

*Output:* Obtain financial assistance for the development of roads and taxiways

*Output:* Agree on a suitable location

*Efficiency:* Lower overall state cost

*Explanatory:* State Bond Fund Support, potential Federal Fund Support, potential local Airport Support, utilization of state/federal aircraft, recruitment of new industries, reduced response time

**A.3.3. STRATEGY:** Collaborate with internal and external experts

*Output:* Start construction

*Efficiency:* Locate central Mississippi government flight departments into one facility

*Explanatory:* State Bond Fund Support, potential Federal Fund Support, potential local Airport Support, utilization of state/federal aircraft, recruitment of new industries, reduced response time

**Program 3: Building, Grounds and Real Property Management**

**GOAL A: Provide and preserve adequate, efficient, and effective facilities to support the missions of state agencies, universities, and community colleges** (Miss. Code Ann §31-11-1)

**OBJECTIVE A.1.** Effectively manage capital improvement, repair, and renovation construction projects to improve condition of the state inventory of building

*Outcome:* Reduced number of buildings reported as poor or unusable

*Outcome:* Reduced costs associated with delays/changes in construction

*Outcome:* Number of construction projects managed annually

**A.1.1. STRATEGY:** Gather and report condition of state inventory

*Output:* Inventory of Buildings

*Output:* Number, location, date of construction/acquisition, purpose of every state building

*Output:* Condition of each building

*Output:* Estimated cost of necessary repairs for each building

*Efficiency:* Percent annual reduction in poor/unusable rated buildings

*Explanatory:* Deferred maintenance by agencies/institutions

**A.1.2. STRATEGY:** Gather and recommend priority repair and renovation needs

*Output:* Study of Capital Needs

*Output:* Cost of needed repairs to state buildings

*Output:* Cost of recommended priority repair and renovation projects

*Output:* Funding type recommendation

*Efficiency:* Ratio of cost of recommended projects to 1% of inventory replacement value

*Efficiency:* Percent annual reduction in state bond funding

*Explanatory:* Availability of Capital Expense Funds

**A.1.3. STRATEGY:** Manage projects effectively to reduce the number of change orders in construction projects

*Output:* Number/Cost of ongoing construction projects

*Output:* Number/Cost of change orders

*Output:* Number/Cost of projects commissioned

*Efficiency:* Ratio of change order cost to construction cost

*Efficiency:* Percentage of change order cost by cause type

*Explanatory:* Change order types include latent condition, owner, using agency, contractor, error, and omission

**OBJECTIVE A.2.** Improve efficiency in agency office leases and rental agreements

*Outcome:* Reduction in office square footage leased per employee

*Outcome:* Reduction in cost per square foot rate

**A.2.1. STRATEGY:** Adopt and administer space standards and guidelines to improve space utilization of leases.

*Output:* Number of leases administered

*Output:* Square footage of leased office space

*Output:* Number of employees housed in leased office space

*Output:* Percentage of total square footage of buildings housing state employees and operations that is owned versus leased (Statewide Strategic Plan)

*Output:* Cost per square foot of leased versus owned buildings housing state employees and operations (Statewide Strategic Plan)

*Efficiency:* Ratio of employees to square footage

**A.2.2. STRATEGY:** Adopt and administer policies and procedures to encourage competition to reduce total lease costs

*Output:* Number of rental and lease agreements with private entities

*Output:* Cost of leased space per year  
*Output:* Square footage of leased space  
*Efficiency:* Cost per square foot  
*Efficiency:* Cost per employee  
*Explanatory:* Prevailing Market Rental Rates

#### **Program 4: Capitol Facilities**

**GOAL A: Provide clean, safe, and functional facilities that are conducive to the performance of the state government entities housed in buildings within its statutory jurisdiction (Miss. Code Ann §29-5-2)**

**OBJECTIVE A.1.** Provide proper maintenance for facilities and grounds within the agency's jurisdiction

*Outcome:* Extended functional life of systems and equipment  
*Outcome:* Reduction of system and equipment failures and disruptions  
*Outcome:* Reduction of premature equipment losses  
*Outcome:* Maintained or improved annual building condition rating

**A.1.1. STRATEGY:** Perform proactive and preventive maintenance and make needed repairs to Capitol Complex buildings and grounds in a timely manner

*Output:* Number of buildings maintained  
*Output:* Number of acres of grounds maintained  
*Output:* Number of office space maintained  
*Output:* Number of agency vehicles to be serviced  
*Output:* Number of CF personnel and/or service contract personnel allocated to maintenance efforts  
*Efficiency:* Operable Cost per square foot maintained  
*Efficiency:* Average maintenance cost per square foot of building per year

**A.1.2. STRATEGY:** Improve responsiveness in addressing work order requests

*Output:* Number of work order requests  
*Output:* Duration of time from request to resolution  
*Efficiency:* Reduction of response time year over year

**OBJECTIVE A.2.** Increase space and energy efficiency of facilities within the agency's jurisdiction

*Outcome:* Increased occupants per square foot  
*Outcome:* Decreased energy cost per square foot

**A.2.1. STRATEGY:** Establish and implement space optimization program to renovate existing facilities

*Output:* Square feet of space optimized  
*Output:* Number of occupants  
*Efficiency:* Occupants per square foot  
*Explanatory:* Availability of capital improvement funds

**A.2.2. STRATEGY:** Identify and implement improvement projects to reduce energy and operating costs

*Output:* Quarterly energy performance analysis



*Output:* Monthly energy cost reporting  
*Output:* Energy reduction of improvement(s)  
*Output:* Cost of improvement(s)  
*Efficiency:* Simple payback of improvements  
*Explanatory:* Availability of capital improvement funds

## **Program 5: Financial Management & Control**

**GOAL A: To ensure that “public funds” are correctly budgeted, expended, recorded, and reported in compliance with the state laws, rules and regulations and to ensure that technology resources are used most efficiently and networks are secure, resilient, and robust while providing all users reliable technological support (Miss. Code Ann §7-7-17)**

**OBJECTIVE A.1.** Monitor the Governmental Accounting Standards Board (GASB) and other regulatory organizations for pronouncements, rules, and regulations that affect the state’s financial reporting requirement

*Outcome:* Full compliance with standardized government reporting requirements

**A.1.1. STRATEGY:** Conduct quarterly reviews of the GFOA and GASB information sources and any other regulatory organizations to identify any new statements, rules and/or regulations

*Output:* Annual Comprehensive Financial Report

*Efficiency:* Number of consecutive years the State receives the Award for Excellence in Reporting

**OBJECTIVE A.2.** In conjunction with MMRS, continue SAP training and system stabilization activities for finance, grants management, procurement, fixed assets, and fleet management

*Outcome:* Accurate and timely processing of all financial transactions

*Outcome:* Increased accounting internal controls

**A.2.1. STRATEGY:** Continued outreach to agencies

*Output:* Number of training/meetings held

*Efficiency:* Number of participating agencies

**OBJECTIVE A.3.** Continue the expansion of MS.gov to include more agency payment applications and additional feature functions for the portal at large

*Outcome:* Increased citizen access to state government services

*Outcome:* Increased efficiency in the delivery of government services

**A.3.1. STRATEGY:** Stabilize existing agency applications to MAGIC

*Output:* Number of portal applications

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewals) (Statewide Strategic Plan)

**A.3.2. STRATEGY:** Work with agencies that are developing new portal applications

*Output:* Number of portal applications

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewals) (Statewide Strategic Plan)

**OBJECTIVE A.4.** Continue to review Financial Management procedures for ways to improve efficiency

*Outcome:* Accurate and timely processing of all financial transactions

*Outcome:* Increased accounting internal controls

**A.4.1. STRATEGY:** Review MAAPP Manual for conformity with MAGIC

*Output:* MAAPP Manual

*Efficiency:* Number of revisions to manual

**OBJECTIVE A.5.** Ensure the accurate and timely processing of the state's financial transactions

*Outcome:* Accurate and timely processing of all financial transactions

*Outcome:* Increased accounting internal controls

**A.5.1. STRATEGY:** Accurately approve and process all financial transactions

*Output:* Total number of MAGIC transactions processed

*Output:* Total number of MAGIC master data updates

*Output:* Number of Agency Approved Transactions

*Output:* Number of DFA Approved Transactions

*Output:* Number of 1099s produced

*Efficiency:* Percentage of total MAGIC transactions processed by the agency

**OBJECTIVE A.6.** Continue to upgrade and replace agency core infrastructure hardware and software

*Outcome:* Increased efficiency in the delivery of services

**A.6.1. STRATEGY:** Continue to assess IT related equipment, processes, and applications associated with DFA WAN/LAN operations. Develop regular maintenance windows for equipment and software upkeep. Determine and document the life cycle of all IT resources that are a part of the agency network infrastructure and find viable solutions for the upgrade or replacement of targeted hardware and/or software.

*Output:* Secure agency network

*Efficiency:* Percentage of network availability

**OBJECTIVE A.7.** Continue to explore and implement new technologies, both hardware and software related, to benefit security, efficiency, and productivity

*Outcome:* Secure and efficient agency network and financial system

**A.7.1. STRATEGY:** Review new technologies and industry standards by attending seminars and technology sessions hosted by credible sources to find viable resources to maintain, upgrade, and replace DFA's network infrastructure. Monitor and review reports issued by information technology research and advisory companies to comply with industry standards and to aid in making decisions about new technologies that are commensurate with best practices in agency network security, efficiency, and productivity.

*Output:* Secured and accessible agency network  
*Efficiency:* Percentage of network availability

## **Program 6: Insurance**

**GOAL A: Manage the State and School Employees' Life and Health Insurance Plan to provide comprehensive health insurance benefits and group term life insurance coverage to the participating active and retired employees, and their eligible dependents, of the agencies, universities, community colleges, public school districts, and public libraries of the State of Mississippi.** (Miss. Code Ann. § 25-15-1 et seq)

**OBJECTIVE A.1.** Provide Plan participants with access to affordable, cost-effective, quality healthcare services while maintaining the financial stability of the State and School Employees' Life and Health Insurance Plan

*Outcome:* Improved health and quality of life of the employees and dependents on the State Health Insurance Plan

*Outcome:* Equitable cost-sharing between the Plan and the participants for benefits provided

*Outcome:* Continued viability of the State Health Insurance Plan

**A.1.1. STRATEGY:** Annually evaluate and adjust as needed medical and pharmacy benefits offered through the State Health Insurance Plan

*Output:* Number of medical claims processed annually

*Output:* Dollar amount of medical claims processed annually

*Output:* Number of pharmacy claims processed annually

*Output:* Dollar amount of pharmacy claims processed annually

*Efficiency:* Average medical cost per participant per year

*Efficiency:* Average pharmacy cost per participant per year

*Efficiency:* Average combined medical and pharmacy cost per participant per year

*Explanatory:* Requirements of the Patient Protection and Affordability Care Act

**A.1.2. STRATEGY:** Annually evaluate and adjust as needed premium structure and rates, coinsurance, and copayments for the State Health Insurance Plan

*Output:* Total amount of premiums payments per year

*Output:* Total amount of Plan claim payments per year

*Output:* Total number of claims paid per year

*Output:* Total number of plan participants

*Efficiency:* Average participant share of claims costs per year

*Efficiency:* Total plan revenue annually

**A.1.3. STRATEGY:** Secure and maintain competitive contracts for support services to administer, monitor, and evaluate the operations of the State Health Insurance Plan

*Output:* Total cost of administrative services per year

*Output:* Number of State and School Employees Life and Health Care participants

*Efficiency:* Percentage of claims processed by TPA within 2 weeks

*Efficiency:* Average administrative cost rate per year

**OBJECTIVE A.2.** Promote health and wellness for participants in the State Health Insurance Plan  
*Outcome:* Improved health and quality of life of employees and dependents on the State Health Insurance Plan  
*Outcome:* Change in the Plan dollars spent for services to treat illnesses due to behavior and lifestyle

**A.2.1. STRATEGY:** Evaluate and implement as needed wellness and preventive services benefits

*Output:* Plan cost per year for adult wellness benefits

*Output:* Plan cost per year for dependent children wellness benefits

*Efficiency:* Percentage of eligible adults receiving wellness benefits

*Efficiency:* Percentage of eligible children receiving wellness benefits

*Explanatory:* Requirements of the Patient Protection and Affordability Care Act

### **Program 7: Mississippi Management and Reporting System**

**GOAL A: To provide timely, accurate financial management and human resource information to state agencies, elected officials, and the public at large**

**OBJECTIVE A.1.** Maintain statewide procurement, financial, grants management, payroll, and human resource system

*Outcome:* Improved efficiency in the processing of transactions

*Outcome:* Enhanced data collection for transaction reporting

**A.1.1. STRATEGY:** Maintain, monitor, and perform needed system testing and upgrades

*Output:* Number of call center tickets

*Output:* Percentage of system availability

*Output:* Number of MAGIC transactions

*Output:* Number of 1099s produced

*Output:* Number of W2s processed and issued

*Efficiency:* Reduced number of call tickets

*Efficiency:* Increased percentage of system availability

*Efficiency:* Number of paychecks produced

*Efficiency:* Increased number of direct deposits

**A.1.2. STRATEGY:** Perform agency training activities

*Output:* Number of training sessions offered

*Efficiency:* Number of state agencies participating

**A.1.3. STRATEGY:** Perform MMRS support staff training activities

*Output:* Number of training courses attended

*Efficiency:* Number of staff participating

**A.1.4. STRATEGY:** Maintain statewide helpdesk support for state agencies

*Output:* Number of call tickets

*Efficiency:* Percentage of reduction in number of call tickets

**OBJECTIVE A.2.** Maintain statewide Transparency Website

*Outcome:* Accurate reporting of statewide financial transactions

**A.2.1. STRATEGY:** Monitor and implement any State and Federal Legislation related to transparency to ensure full compliance with statute

*Output:* State Transparency Website

*Output:* Number of logins to the Website

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewal)

*(Statewide Strategic Plan)*

**OBJECTIVE A.3.** Increase efficiency in MAGIC payroll

*Outcome:* Increase direct deposit by eligible employees and contract workers

**A.3.1. STRATEGY:** Monitor, implement, and promote direct deposit payments for eligible employees and contract workers

*Output:* Number of direct deposit participants

*Efficiency:* Percentage of utilization of direct deposit by eligible employees and contract workers

**Program 8: Purchasing, Travel & Fleet Management**

**GOAL A: To promote economy and efficiency in the state's purchasing, travel and fleet management processes (Miss Code Ann. §31-7-5)**

**OBJECTIVE A.1.** Timely processing of requests for authorization to purchase

*Outcome:* Reduced purchasing processing time

*Outcome:* Improved time for the delivery of purchased goods

**A.1.1. STRATEGY:** Process 90% of requests for authorization to purchase (P-1) within 24 hours of receipt in MAGIC

*Output:* Number of P-1s processed

*Efficiency:* Average approval time

*Explanatory:* Availability of MAGIC system

**OBJECTIVE A.2.** Reduce costs and add value in state contracting

*Outcome:* Reduction in dollars spent on state contracting

**A.2.1. STRATEGY:** Utilize strategic sourcing and analysis of purchases, markets, and suppliers to identify opportunities for savings and to add value in contracting

*Output:* Number of competitive bids and negotiated contracts established and administered

*Output:* Number of competitive bids contracts administered

*Output:* Number of negotiated contracts administered

*Efficiency:* Average cost per distribution point per bid and negotiated contracts

**A.2.2. STRATEGY:** Identify and increase the use of cooperative contracts statewide

*Output:* Number of cooperative contracts

*Efficiency:* Average cost per cooperative contract per distribution point

**A.2.3. STRATEGY:** Encourage continued online state contract ordering through electronic methods

*Output:* Amount of contract purchases via electronic methods (total dollars spent)

*Efficiency:* Average cost per transaction

**A.2.4. STRATEGY:** Reduce administrative costs by reviewing purchasing requests and agencies' needs

*Output:* Number of P-1s processed

*Efficiency:* Average percentage of administrative costs

**A.2.5. STRATEGY:** Educate vendors on the opportunity to submit bids online using MAGIC

*Output:* Number of bid opportunities annually

*Efficiency:* Percentage of vendors submitting bids electronically

**A.2.6. STRATEGY:** Identify potential "green" initiatives within state contracts

*Output:* Number of "green" initiatives within state contracts

*Efficiency:* Average cost per contract distribution point

**OBJECTIVE A.3.** Continue outreach efforts to agencies and vendors

*Outcome:* Improved vendor education about state contracting

*Outcome:* More efficient state agency contracting

**A.3.1. STRATEGY:** Enhance the certification program for state purchasing officials

*Output:* Number of certification classes held annually

*Efficiency:* Average number of class participants

**A.3.2. STRATEGY:** Increase electronic distribution of state contracts and purchasing information

*Output:* Number of contracts and newsletters sent to purchasing officials

*Efficiency:* Average number of recipients

**A.3.3. STRATEGY:** Improve and expand the outreach program to assist vendors in doing business the State

*Output:* Number of negotiated and competitive bid state contracts

*Efficiency:* Average number of vendors reached through outreach activities

**A.3.4. STRATEGY:** Assist state entities in utilizing MAGIC for bid solicitations

*Output:* Number of total bid solicitations

*Efficiency:* Percentage of bid solicitations initiated within MAGIC

**OBJECTIVE A.4.** Monitor and improve the economy and efficiency of the management of the state's fleet of vehicles

*Outcome:* Change in the activities associated with the procurement and utilization of state vehicles

**A.4.1. STRATEGY:** Encourage agency use of the enterprise Fleet Management application to allow for better tracking and management of the state's vehicle fleet

*Output:* Number of state vehicles

*Output:* Total amount of state vehicle assets

*Efficiency:* Reduce the number of state-owned vehicles and right-size the purchases of new vehicles.

**A.4.2. STRATEGY:** Implement training program to improve agencies' ability to manage vehicle fleets

*Output:* Number of training sessions offered

*Efficiency:* Number of participating state agencies

### **Program 9: Surplus Property**

**GOAL A: To encourage savings in government spending by receiving and distributing surplus property to eligible donees**

**OBJECTIVE A.1.** Retain and recruit donees to the program

*Outcome:* Increased utilization of program by state, local and non-profit entities

*Outcome:* Increased potential for savings to the state, local and non-profit entities

**A.1.1. STRATEGY:** Identify and target low participation donees

*Output:* Number of donees served

*Efficiency:* Percentage increase in dollars spent with the program

**A.1.2. STRATEGY:** Continue and expand outreach activities to attract new potential donees

*Output:* Number of donees served

*Efficiency:* Percentage of new donees

**OBJECTIVE A.2.** Operate at 12% or lower average service charge rate

*Outcome:* Increased utilization of program by state, local and non-profit entities

*Outcome:* Increased potential for savings to the state, local and non-profit entities

**A.2.1. STRATEGY:** Reduce administrative cost by increasing the utilization of technology to screen and to auction property

*Output:* Number of auctions per year

*Output:* Amount of property acquired (Dollars) per year

*Output:* Acquisition Cost of Donations

*Outcome:* Operate at 16% or less average service charge

### **Program 10: Procurement and Contracts**

**Goal A: To coordinate the purchasing of all commodities, personal and professional services, and information technology goods and services for the agency and streamline internal agency procurement function to gain efficiencies (Miss. Code Ann. § 31-7-401)**

**OBJECTIVE A.1.** Ensure that all agency purchases are made in accordance with state laws and regulations

*Outcome:* Improved efficiency in the operation of the program

**A.1.1. STRATEGY:** Review and revise the agency's internal purchase request and approval processes

*Output:* Number of purchase orders issued

*Efficiency:* Average processing time

**A.1.2. STRATEGY:** Streamline agency's internal contracting process and develop contract administration procedures

*Output:* Number of contracts negotiated and administered

*Efficiency:* Average administrative time per contract

## 2027

### Program 1: Supportive Services

**Goal A: To ensure that all agency funds are properly budgeted, expended, reported, and handled in accordance with state laws and regulations** (Miss Code Ann. § 7-7-1)

**OBJECTIVE A.1.** Ensure that all legal obligations are paid correctly and in a timely manner

*Outcome:* Improved efficiency in the operation of the program

**A.1.1. STRATEGY:** Review and improve the internal leave and payroll processes to ensure timely and accurate posting and payment

*Output:* Number of payroll warrants issued

*Efficiency:* Cost of supportive services to operating budget

**A.1.2. STRATEGY:** Prepare Purchase Orders within 72 hours of receipt

*Output:* Number of purchase orders issued

*Efficiency:* Average processing time

**A.1.3. STRATEGY:** Prepare Receipt Warrants within 24 hours of receipt

*Output:* Number of receipt warrants prepared

*Efficiency:* Average processing time

**A.1.4. STRATEGY:** Issue payment vouchers within 45 days

*Output:* Number of payment vouchers issued

*Efficiency:* Average number of days to process and produce a payment voucher

**OBJECTIVE A.2.** Ensure that all agency cash receipts are made in accordance with state laws and regulations

*Outcome:* Improved efficiency in the operation of the program



**A.2.1. STRATEGY:** Review and revise the agency's internal approval processes for cash receipts and transfer-in transactions

*Output:* Number of receipts and transfer-in processed

*Efficiency:* Average processing time

**Program 2: Air Transport**

**GOAL A: To provide safe, reliable, and accessible air transportation for state officials and agencies for continued/sustained economic growth for the State** (Miss. Code Ann. §61-13-1)

**OBJECTIVE A.1.** Maintain a perfect safety record, with no accidents

*Outcome:* Continued number of flight hours without incidence and/or accident

*Outcome:* No safety violations

**A.1.1. STRATEGY:** Perform scheduled/unscheduled aircraft maintenance

*Output:* Increase safety – FAA required maintenance

*Output:* Increase safety – preventive maintenance

*Efficiency:* Reliability of transportation

*Explanatory:* State General Fund Support, FAA required maintenance costs, preventive maintenance cost, recruitment and retention of a mechanic

**A.1.2. STRATEGY:** Maintain adequate staffing levels with reasonable cost

*Output:* Number of pilots required for safety

*Output:* Number of King Air 350 flight hours

*Efficiency:* Cost per Flight hour of King Air 350

*Efficiency:* Reduce safety risk

*Explanatory:* State General Fund Support, pilots limited per 24-hour period by duty time/flight time

**A.1.3. STRATEGY:** Adequately trained staff

*Output:* Number of training classes attended – increase flight safety

*Efficiency:* No accidents

*Explanatory:* State General Fund Support

**OBJECTIVE A.2.** Maximize availability of agency aircraft

*Outcome:* Improved time efficiencies for state leaders and dignitaries

*Outcome:* Reduction in the purchase of charter services/airline flights

*Outcome:* Provide more opportunities for new industries to visit Mississippi

**A.2.1. STRATEGY:** Adequate pilot coverage

*Output:* Increase available number of flight hours/duty hours

*Output:* Reduction in overall risk

*Efficiency:* Increase service time of aircraft

*Explanatory:* State General Fund Support, utilization of state aircraft, recruitment and retention of pilot(s)

**A.2.2. STRATEGY:** Perform preventative maintenance

*Output:* Decrease aircraft out of service time

*Efficiency:* Improved use of valuable state resource/asset

*Explanatory:* State General Fund Support, recruitment and retention of a mechanic

**OBJECTIVE A.3.** Construct the Central Mississippi Emergency Air Response Station

*Outcome:* Quicker response time to emergent air travel needs

*Outcome:* The availability of wholesale fuel - decrease per hour cost of aircraft

*Outcome:* Improved security/damage prevention

*Outcome:* Improved image of Mississippi for the recruitment of new industries

*Outcome:* Shared space with other state/federal agencies

*Outcome:* Nominal cost for storing additional aircraft

**A.3.1. STRATEGY:** Consolidation of state and federal funds

*Output:* 2018 regular session - HB 1649 approved \$2.5 million

*Output:* 2019 regular session - SB 3065 approved \$1.5 million

*Output:* Other funding sources awaiting approval

*Efficiency:* Percentage of shared cost due to a shared facility

*Explanatory:* State Bond Fund Support, potential Federal Fund Support, utilization of state/federal aircraft, recruitment of new industries, reduced response time

**A.3.2. STRATEGY:** Collaborate with the Jackson-Medgar Wiley Evers International Airport

*Output:* Obtain financial assistance for the development of roads and taxiways

*Output:* Agree on a suitable location

*Efficiency:* Lower overall state cost

*Explanatory:* State Bond Fund Support, potential Federal Fund Support, potential local Airport Support, utilization of state/federal aircraft, recruitment of new industries, reduced response time

**A.3.3. STRATEGY:** Collaborate with internal and external experts

*Output:* Start construction

*Efficiency:* Locate central Mississippi government flight departments into one facility

*Explanatory:* State Bond Fund Support, potential Federal Fund Support, potential local Airport Support, utilization of state/federal aircraft, recruitment of new industries, reduced response time

**Program 3: Building, Grounds and Real Property Management**

**GOAL A: Provide and preserve adequate, efficient, and effective facilities to support the missions of state agencies, universities, and community colleges (Miss. Code Ann §31-11-1)**

**OBJECTIVE A.1.** Effectively manage capital improvement, repair, and renovation construction projects to improve condition of the state inventory of building

*Outcome:* Reduced number of buildings reported as poor or unusable

*Outcome:* Reduced costs associated with delays/changes in construction  
*Outcome:* Number of construction projects managed annually

**A.1.1. STRATEGY:** Gather and report condition of state inventory

*Output:* Inventory of Buildings

*Output:* Number, location, date of construction/acquisition, purpose of every state building

*Output:* Condition of each building

*Output:* Estimated cost of necessary repairs for each building

*Efficiency:* Percent annual reduction in poor/unusable rated buildings

*Explanatory:* Deferred maintenance by agencies/institutions

**A.1.2. STRATEGY:** Gather and recommend priority repair and renovation needs

*Output:* Study of Capital Needs

*Output:* Cost of needed repairs to state buildings

*Output:* Cost of recommended priority repair and renovation projects

*Output:* Funding type recommendation

*Efficiency:* Ratio of cost of recommended projects to 1% of inventory replacement value

*Efficiency:* Percent annual reduction in state bond funding

*Explanatory:* Availability of Capital Expense Funds

**A.1.3. STRATEGY:** Manage projects effectively to reduce the number of change orders in construction projects

*Output:* Number/Cost of ongoing construction projects

*Output:* Number/Cost of change orders

*Output:* Number/Cost of projects commissioned

*Efficiency:* Ratio of change order cost to construction cost

*Efficiency:* Percentage of change order cost by cause type

*Explanatory:* Change order types include latent condition, owner, using agency, contractor, error, and omission

**OBJECTIVE A.2.** Improve efficiency in agency office leases and rental agreements

*Outcome:* Reduction in office square footage leased per employee

*Outcome:* Reduction in cost per square foot rate

**A.2.1. STRATEGY:** Adopt and administer space standards and guidelines to improve space utilization of leases.

*Output:* Number of leases administered

*Output:* Square footage of leased office space

*Output:* Number of employees housed in leased office space

*Output:* Percentage of total square footage of buildings housing state employees and operations that is owned versus leased (Statewide Strategic Plan)

*Output:* Cost per square foot of leased versus owned buildings housing state employees and operations (Statewide Strategic Plan)

*Efficiency:* Ratio of employees to square footage

**A.2.2. STRATEGY:** Adopt and administer policies and procedures to encourage competition to reduce total lease costs

*Output:* Number of rental and lease agreements with private entities

*Output:* Cost of leased space per year

*Output:* Square footage of leased space

*Efficiency:* Cost per square foot

*Efficiency:* Cost per employee

*Explanatory:* Prevailing Market Rental Rates

#### **Program 4: Capitol Facilities**

**GOAL A: Provide clean, safe, and functional facilities that are conducive to the performance of the state government entities housed in buildings within its statutory jurisdiction (Miss. Code Ann §29-5-2)**

**OBJECTIVE A.1.** Provide proper maintenance for facilities and grounds within the agency's jurisdiction

*Outcome:* Extended functional life of systems and equipment

*Outcome:* Reduction of system and equipment failures and disruptions

*Outcome:* Reduction of premature equipment losses

*Outcome:* Maintained or improved annual building condition rating

**A.1.1. STRATEGY:** Perform proactive and preventive maintenance and make needed repairs to Capitol Complex buildings and grounds in a timely manner

*Output:* Number of buildings maintained

*Output:* Number of acres of grounds maintained

*Output:* Number of office space maintained

*Output:* Number of agency vehicles to be serviced

*Output:* Number of CF personnel and/or service contract personnel allocated to maintenance efforts

*Efficiency:* Operable Cost per square foot maintained

*Efficiency:* Average maintenance cost per square foot of building per year

**A.1.2. STRATEGY:** Improve responsiveness in addressing work order requests

*Output:* Number of work order requests

*Output:* Duration of time from request to resolution

*Efficiency:* Reduction of response time year over year

**OBJECTIVE A.2.** Increase space and energy efficiency of facilities within the agency's jurisdiction

*Outcome:* Increased occupants per square foot

*Outcome:* Decreased energy cost per square foot

**A.2.1. STRATEGY:** Establish and implement space optimization program to renovate existing facilities

*Output:* Square feet of space optimized

*Output:* Number of occupants

*Efficiency:* Occupants per square foot

*Explanatory:* Availability of capital improvement funds

**A.2.2. STRATEGY:** Identify and implement improvement projects to reduce energy and operating costs

*Output:* Quarterly energy performance analysis

*Output:* Monthly energy cost reporting

*Output:* Energy reduction of improvement(s)

*Output:* Cost of improvement(s)

*Efficiency:* Simple payback of improvements

*Explanatory:* Availability of capital improvement funds

## **Program 5: Financial Management & Control**

**GOAL A: To ensure that “public funds” are correctly budgeted, expended, recorded, and reported in compliance with the state laws, rules and regulations and to ensure that technology resources are used most efficiently and networks are secure, resilient, and robust while providing all users reliable technological support (Miss. Code Ann §7-7-17)**

**OBJECTIVE A.1.** Monitor the Governmental Accounting Standards Board (GASB) and other regulatory organizations for pronouncements, rules, and regulations that affect the state’s financial reporting requirement

*Outcome:* Full compliance with standardized government reporting requirements

**A.1.1. STRATEGY:** Conduct quarterly reviews of the GFOA and GASB information sources and any other regulatory organizations to identify any new statements, rules and/or regulations

*Output:* Annual Comprehensive Financial Report

*Efficiency:* Number of consecutive years the State receives the Award for Excellence in Reporting

**OBJECTIVE A.2.** In conjunction with MMRS, continue SAP training and system stabilization activities for finance, grants management, procurement, fixed assets, and fleet management

*Outcome:* Accurate and timely processing of all financial transactions

*Outcome:* Increased accounting internal controls

**A.2.1. STRATEGY:** Continued outreach to agencies

*Output:* Number of training/meetings held

*Efficiency:* Number of participating agencies

**OBJECTIVE A.3.** Continue the expansion of MS.gov to include more agency payment applications and additional feature functions for the portal at large

*Outcome:* Increased citizen access to state government services

*Outcome:* Increased efficiency in the delivery of government services

**A.3.1. STRATEGY:** Stabilize existing agency applications to MAGIC

*Output:* Number of portal applications

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewals) (Statewide Strategic Plan)

**A.3.2. STRATEGY:** Work with agencies that are developing new portal applications  
*Output:* Number of portal applications  
*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewals) (Statewide Strategic Plan)

**OBJECTIVE A.4.** Continue to review Financial Management procedures for ways to improve efficiency

*Outcome:* Accurate and timely processing of all financial transactions  
*Outcome:* Increased accounting internal controls

**A.4.1. STRATEGY:** Review MAAPP Manual for conformity with MAGIC  
*Output:* MAAPP Manual  
*Efficiency:* Number of revisions to manual

**OBJECTIVE A.5.** Ensure the accurate and timely processing of the state's financial transactions

*Outcome:* Accurate and timely processing of all financial transactions  
*Outcome:* Increased accounting internal controls

**A.5.1. STRATEGY:** Accurately approve and process all financial transactions  
*Output:* Total number of MAGIC transactions processed  
*Output:* Total number of MAGIC master data updates  
*Output:* Number of Agency Approved Transactions  
*Output:* Number of DFA Approved Transactions  
*Output:* Number of 1099s produced  
*Efficiency:* Percentage of total MAGIC transactions processed by the agency

**OBJECTIVE A.6.** Continue to upgrade and replace agency core infrastructure hardware and software

*Outcome:* Increased efficiency in the delivery of services

**A.6.1. STRATEGY:** Continue to assess IT related equipment, processes, and applications associated with DFA WAN/LAN operations. Develop regular maintenance windows for equipment and software upkeep. Determine and document the life cycle of all IT resources that are a part of the agency network infrastructure and find viable solutions for the upgrade or replacement of targeted hardware and/or software.

*Output:* Secure agency network  
*Efficiency:* Percentage of network availability

**OBJECTIVE A.7.** Continue to explore and implement new technologies, both hardware and software related, to benefit security, efficiency, and productivity

*Outcome:* Secure and efficient agency network and financial system

**A.7.1. STRATEGY:** Review new technologies and industry standards by attending seminars and technology sessions hosted by credible sources to find viable resources to maintain, upgrade, and replace DFA's network infrastructure. Monitor and review reports issued by information technology research and advisory companies to comply with industry standards and to aid in making decisions about new technologies that are

commensurate with best practices in agency network security, efficiency, and productivity.

*Output:* Secured and accessible agency network

*Efficiency:* Percentage of network availability

## **Program 6: Insurance**

**GOAL A: Manage the State and School Employees' Life and Health Insurance Plan to provide comprehensive health insurance benefits and group term life insurance coverage to the participating active and retired employees, and their eligible dependents, of the agencies, universities, community colleges, public school districts, and public libraries of the State of Mississippi.** (Miss. Code Ann. § 25-15-1 et seq)

**OBJECTIVE A.1.** Provide Plan participants with access to affordable, cost-effective, quality healthcare services while maintaining the financial stability of the State and School Employees' Life and Health Insurance Plan

*Outcome:* Improved health and quality of life of the employees and dependents on the State Health Insurance Plan

*Outcome:* Equitable cost-sharing between the Plan and the participants for benefits provided

*Outcome:* Continued viability of the State Health Insurance Plan

**A.1.1. STRATEGY:** Annually evaluate and adjust as needed medical and pharmacy benefits offered through the State Health Insurance Plan

*Output:* Number of medical claims processed annually

*Output:* Dollar amount of medical claims processed annually

*Output:* Number of pharmacy claims processed annually

*Output:* Dollar amount of pharmacy claims processed annually

*Efficiency:* Average medical cost per participant per year

*Efficiency:* Average pharmacy cost per participant per year

*Efficiency:* Average combined medical and pharmacy cost per participant per year

*Explanatory:* Requirements of the Patient Protection and Affordability Care Act

**A.1.2. STRATEGY:** Annually evaluate and adjust as needed premium structure and rates, coinsurance, and copayments for the State Health Insurance Plan

*Output:* Total amount of premiums payments per year

*Output:* Total amount of Plan claim payments per year

*Output:* Total number of claims paid per year

*Output:* Total number of plan participants

*Efficiency:* Average participant share of claims costs per year

*Efficiency:* Total plan revenue annually

**A.1.3. STRATEGY:** Secure and maintain competitive contracts for support services to administer, monitor, and evaluate the operations of the State Health Insurance Plan

*Output:* Total cost of administrative services per year

*Output:* Number of State and School Employees Life and Health Care participants

*Efficiency:* Percentage of claims processed by TPA within 2 weeks

*Efficiency:* Average administrative cost rate per year

**OBJECTIVE A.2.** Promote health and wellness for participants in the State Health Insurance Plan

*Outcome:* Improved health and quality of life of employees and dependents on the State Health Insurance Plan

*Outcome:* Change in the Plan dollars spent for services to treat illnesses due to behavior and lifestyle

**A.2.1. STRATEGY:** Evaluate and implement as needed wellness and preventive services benefits

*Output:* Plan cost per year for adult wellness benefits

*Output:* Plan cost per year for dependent children wellness benefits

*Efficiency:* Percentage of eligible adults receiving wellness benefits

*Efficiency:* Percentage of eligible children receiving wellness benefits

*Explanatory:* Requirements of the Patient Protection and Affordability Care Act

### **Program 7: Mississippi Management and Reporting System**

**GOAL A: To provide timely, accurate financial management and human resource information to state agencies, elected officials, and the public at large**

**OBJECTIVE A.1.** Maintain statewide procurement, financial, grants management, payroll, and human resource system

*Outcome:* Improved efficiency in the processing of transactions

*Outcome:* Enhanced data collection for transaction reporting

**A.1.1. STRATEGY:** Maintain, monitor, and perform needed system testing and upgrades

*Output:* Number of call center tickets

*Output:* Percentage of system availability

*Output:* Number of MAGIC transactions

*Output:* Number of 1099s produced

*Output:* Number of W2s processed and issued

*Efficiency:* Reduced number of call tickets

*Efficiency:* Increased percentage of system availability

*Efficiency:* Number of paychecks produced

*Efficiency:* Increased number of direct deposits

**A.1.2. STRATEGY:** Perform agency training activities

*Output:* Number of training sessions offered

*Efficiency:* Number of state agencies participating

**A.1.3. STRATEGY:** Perform MMRS support staff training activities

*Output:* Number of training courses attended

*Efficiency:* Number of staff participating

**A.1.4. STRATEGY:** Maintain statewide helpdesk support for state agencies

*Output:* Number of call tickets



*Efficiency:* Percentage of reduction in number of call tickets

**OBJECTIVE A.2.** Maintain statewide Transparency Website

*Outcome:* Accurate reporting of statewide financial transactions

**A.2.1. STRATEGY:** Monitor and implement any State and Federal Legislation related to transparency to ensure full compliance with statute

*Output:* State Transparency Website

*Output:* Number of logins to the Website

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewal)

*(Statewide Strategic Plan)*

**OBJECTIVE A.3.** Increase efficiency in MAGIC payroll

*Outcome:* Increase direct deposit by eligible employees and contract workers

**A.3.1. STRATEGY:** Monitor, implement, and promote direct deposit payments for eligible employees and contract workers

*Output:* Number of direct deposit participants

*Efficiency:* Percentage of utilization of direct deposit by eligible employees and contract workers

**Program 8: Purchasing, Travel & Fleet Management**

**GOAL A: To promote economy and efficiency in the state's purchasing, travel and fleet management processes** (Miss Code Ann. §31-7-5)

**OBJECTIVE A.1.** Timely processing of requests for authorization to purchase

*Outcome:* Reduced purchasing processing time

*Outcome:* Improved time for the delivery of purchased goods

**A.1.1. STRATEGY:** Process 90% of requests for authorization to purchase (P-1) within 24 hours of receipt in MAGIC

*Output:* Number of P-1s processed

*Efficiency:* Average approval time

*Explanatory:* Availability of MAGIC system

**OBJECTIVE A.2.** Reduce costs and add value in state contracting

*Outcome:* Reduction in dollars spent on state contracting

**A.2.1. STRATEGY:** Utilize strategic sourcing and analysis of purchases, markets, and suppliers to identify opportunities for savings and to add value in contracting

*Output:* Number of competitive bids and negotiated contracts established and administered

*Output:* Number of competitive bids contracts administered

*Output:* Number of negotiated contracts administered

*Efficiency:* Average cost per distribution point per bid and negotiated contracts

**A.2.2. STRATEGY:** Identify and increase the use of cooperative contracts statewide  
*Output:* Number of cooperative contracts  
*Efficiency:* Average cost per cooperative contract per distribution point

**A.2.3. STRATEGY:** Encourage continued online state contract ordering through electronic methods  
*Output:* Amount of contract purchases via electronic methods (total dollars spent)  
*Efficiency:* Average cost per transaction

**A.2.4. STRATEGY:** Reduce administrative costs by reviewing purchasing requests and agencies' needs  
*Output:* Number of P-1s processed  
*Efficiency:* Average percentage of administrative costs

**A.2.5. STRATEGY:** Educate vendors on the opportunity to submit bids online using MAGIC  
*Output:* Number of bid opportunities annually  
*Efficiency:* Percentage of vendors submitting bids electronically

**A.2.6. STRATEGY:** Identify potential "green" initiatives within state contracts  
*Output:* Number of "green" initiatives within state contracts  
*Efficiency:* Average cost per contract distribution point

**OBJECTIVE A.3.** Continue outreach efforts to agencies and vendors  
*Outcome:* Improved vendor education about state contracting  
*Outcome:* More efficient state agency contracting

**A.3.1. STRATEGY:** Enhance the certification program for state purchasing officials  
*Output:* Number of certification classes held annually  
*Efficiency:* Average number of class participants

**A.3.2. STRATEGY:** Increase electronic distribution of state contracts and purchasing information  
*Output:* Number of contracts and newsletters sent to purchasing officials  
*Efficiency:* Average number of recipients

**A.3.3. STRATEGY:** Improve and expand the outreach program to assist vendors in doing business the State  
*Output:* Number of negotiated and competitive bid state contracts  
*Efficiency:* Average number of vendors reached through outreach activities

**A.3.4. STRATEGY:** Assist state entities in utilizing MAGIC for bid solicitations  
*Output:* Number of total bid solicitations  
*Efficiency:* Percentage of bid solicitations initiated within MAGIC

**OBJECTIVE A.4.** Monitor and improve the economy and efficiency of the management of the state's fleet of vehicles

*Outcome:* Change in the activities associated with the procurement and utilization of state vehicles

**A.4.1. STRATEGY:** Encourage agency use of the enterprise Fleet Management application to allow for better tracking and management of the state's vehicle fleet

*Output:* Number of state vehicles

*Output:* Total amount of state vehicle assets

*Efficiency:* Reduce the number of state-owned vehicles and right size the purchases of new vehicles.

**A.4.2. STRATEGY:** Implement training program to improve agencies' ability to manage vehicle fleets

*Output:* Number of training sessions offered

*Efficiency:* Number of participating state agencies

## **Program 9: Surplus Property**

**GOAL A: To encourage savings in government spending by receiving and distributing surplus property to eligible donees**

**OBJECTIVE A.1.** Retain and recruit donees to the program

*Outcome:* Increased utilization of program by state, local and non-profit entities

*Outcome:* Increased potential for savings to the state, local and non-profit entities

**A.1.1. STRATEGY:** Identify and target low participation donees

*Output:* Number of donees served

*Efficiency:* Percentage increase in dollars spent with the program

**A.1.2. STRATEGY:** Continue and expand outreach activities to attract new potential donees

*Output:* Number of donees served

*Efficiency:* Percentage of new donees

**OBJECTIVE A.2.** Operate at 12% or lower average service charge rate

*Outcome:* Increased utilization of program by state, local and non-profit entities

*Outcome:* Increased potential for savings to the state, local and non-profit entities

**A.2.1. STRATEGY:** Reduce administrative cost by increasing the utilization of technology to screen and to auction property

*Output:* Number of auctions per year

*Output:* Amount of property acquired (Dollars) per year

*Output:* Acquisition Cost of Donations

*Outcome:* Operate at 16% or less average service charge

**Program 10: Procurement and Contracts**

**Goal A: To coordinate the purchasing of all commodities, personal and professional services, and information technology goods and services for the agency and streamline internal agency procurement function to gain efficiencies (Miss. Code Ann. § 31-7-401)**

**OBJECTIVE A.1.** Ensure that all agency purchases are made in accordance with state laws and regulations

*Outcome:* Improved efficiency in the operation of the program

**A.1.1. STRATEGY:** Review and revise the agency’s internal purchase request and approval processes

*Output:* Number of purchase orders issued

*Efficiency:* Average processing time

**A.1.2. STRATEGY:** Streamline agency’s internal contracting process and develop contract administration procedures

*Output:* Number of contracts negotiated and administered

*Efficiency:* Average administrative time per contract

**2028**

**Program 1: Supportive Services**

**Goal A: To ensure that all agency funds are properly budgeted, expended, reported, and handled in accordance with state laws and regulations (Miss Code Ann. § 7-7-1)**

**OBJECTIVE A.1.** Ensure that all legal obligations are paid correctly and in a timely manner

*Outcome:* Improved efficiency in the operation of the program

**A.1.1. STRATEGY:** Review and improve the internal leave and payroll processes to ensure timely and accurate posting and payment

*Output:* Number of payroll warrants issued

*Efficiency:* Cost of supportive services to operating budget

**A.1.2. STRATEGY:** Prepare Purchase Orders within 72 hours of receipt

*Output:* Number of purchase orders issued

*Efficiency:* Average processing time

**A.1.3. STRATEGY:** Prepare Receipt Warrants within 24 hours of receipt

*Output:* Number of receipt warrants prepared

*Efficiency:* Average processing time

**A.1.4. STRATEGY:** Issue payment vouchers within 45 days

*Output:* Number of payment vouchers issued

*Efficiency:* Average number of days to process and produce a payment voucher

**OBJECTIVE A.2.** Ensure that all agency cash receipts are made in accordance with state laws and regulations

*Outcome:* Improved efficiency in the operation of the program

**A.2.1. STRATEGY:** Review and revise the agency's internal approval processes for cash receipts and transfer-in transactions

*Output:* Number of receipts and transfer-in processed

*Efficiency:* Average processing time

## **Program 2: Air Transport**

**GOAL A: To provide safe, reliable, and accessible air transportation for state officials and agencies for continued/sustained economic growth for the State** (Miss. Code Ann. §61-13-1)

**OBJECTIVE A.1.** Maintain a perfect safety record, with no accidents

*Outcome:* Continued number of flight hours without incidence and/or accident

*Outcome:* No safety violations

**A.1.1. STRATEGY:** Perform scheduled/unscheduled aircraft maintenance

*Output:* Increase safety – FAA required maintenance

*Output:* Increase safety – preventive maintenance

*Efficiency:* Reliability of transportation

*Explanatory:* State General Fund Support, FAA required maintenance costs, preventive maintenance cost, recruitment and retention of a mechanic

**A.1.2. STRATEGY:** Maintain adequate staffing levels with reasonable cost

*Output:* Number of pilots required for safety

*Output:* Number of King Air 350 flight hours

*Efficiency:* Cost per Flight hour of King Air 350

*Efficiency:* Reduce safety risk

*Explanatory:* State General Fund Support, pilots limited per 24-hour period by duty time/flight time

**A.1.3. STRATEGY:** Adequately trained staff

*Output:* Number of training classes attended – increase flight safety

*Efficiency:* No accidents

*Explanatory:* State General Fund Support

**OBJECTIVE A.2.** Maximize availability of agency aircraft

*Outcome:* Improved time efficiencies for state leaders and dignitaries

*Outcome:* Reduction in the purchase of charter services/airline flights

*Outcome:* Provide more opportunities for new industries to visit Mississippi

**A.2.1. STRATEGY:** Adequate pilot coverage

*Output:* Increase available number of flight hours/duty hours

*Output:* Reduction in overall risk

*Efficiency:* Increase service time of aircraft

*Explanatory:* State General Fund Support, utilization of state aircraft, recruitment and retention of pilot(s)

**A.2.2. STRATEGY:** Perform preventative maintenance

*Output:* Decrease aircraft out of service time

*Efficiency:* Improved use of valuable state resource/asset

*Explanatory:* State General Fund Support, recruitment and retention of a mechanic

**OBJECTIVE A.3.** Construct the Central Mississippi Emergency Air Response Station

*Outcome:* Quicker response time to emergent air travel needs

*Outcome:* The availability of wholesale fuel - decrease per hour cost of aircraft

*Outcome:* Improved security/damage prevention

*Outcome:* Improved image of Mississippi for the recruitment of new industries

*Outcome:* Shared space with other state/federal agencies

*Outcome:* Nominal cost for storing additional aircraft

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*Output:* Obtain financial assistance for the development of roads and taxiways

*Output:* Agree on a suitable location

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**A.3.3. STRATEGY:** Collaborate with internal and external experts

*Output:* Start construction

*Efficiency:* Locate central Mississippi government flight departments into one facility

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**Program 3: Building, Grounds and Real Property Management**

**GOAL A: Provide and preserve adequate, efficient, and effective facilities to support the missions of state agencies, universities, and community colleges (Miss. Code Ann §31-11-1)**

**OBJECTIVE A.1.** Effectively manage capital improvement, repair, and renovation construction projects to improve condition of the state inventory of building

*Outcome:* Reduced number of buildings reported as poor or unusable

*Outcome:* Reduced costs associated with delays/changes in construction

*Outcome:* Number of construction projects managed annually

**A.1.1. STRATEGY:** Gather and report condition of state inventory

*Output:* Inventory of Buildings

*Output:* Number, location, date of construction/acquisition, purpose of every state building

*Output:* Condition of each building

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*Efficiency:* Percent annual reduction in poor/unusable rated buildings

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**A.1.2. STRATEGY:** Gather and recommend priority repair and renovation needs

*Output:* Study of Capital Needs

*Output:* Cost of needed repairs to state buildings

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*Output:* Funding type recommendation

*Efficiency:* Ratio of cost of recommended projects to 1% of inventory replacement value

*Efficiency:* Percent annual reduction in state bond funding

*Explanatory:* Availability of Capital Expense Funds

**A.1.3. STRATEGY:** Manage projects effectively to reduce the number of change orders in construction projects

*Output:* Number/Cost of ongoing construction projects

*Output:* Number/Cost of change orders

*Output:* Number/Cost of projects commissioned

*Efficiency:* Ratio of change order cost to construction cost

*Efficiency:* Percentage of change order cost by cause type

*Explanatory:* Change order types include latent condition, owner, using agency, contractor, error, and omission

**OBJECTIVE A.2.** Improve efficiency in agency office leases and rental agreements

*Outcome:* Reduction in office square footage leased per employee

*Outcome:* Reduction in cost per square foot rate

**A.2.1. STRATEGY:** Adopt and administer space standards and guidelines to improve space utilization of leases.

*Output:* Number of leases administered

*Output:* Square footage of leased office space

*Output:* Number of employees housed in leased office space

*Output:* Percentage of total square footage of buildings housing state employees and operations that is owned versus leased (Statewide Strategic Plan)

*Output:* Cost per square foot of leased versus owned buildings housing state employees and operations (Statewide Strategic Plan)  
*Efficiency:* Ratio of employees to square footage

**A.2.2. STRATEGY:** Adopt and administer policies and procedures to encourage competition to reduce total lease costs

*Output:* Number of rental and lease agreements with private entities  
*Output:* Cost of leased space per year  
*Output:* Square footage of leased space  
*Efficiency:* Cost per square foot  
*Efficiency:* Cost per employee  
*Explanatory:* Prevailing Market Rental Rates

#### **Program 4: Capitol Facilities**

**GOAL A: Provide clean, safe, and functional facilities that are conducive to the performance of the state government entities housed in buildings within its statutory jurisdiction (Miss. Code Ann §29-5-2)**

**OBJECTIVE A.1.** Provide proper maintenance for facilities and grounds within the agency's jurisdiction

*Outcome:* Extended functional life of systems and equipment  
*Outcome:* Reduction of system and equipment failures and disruptions  
*Outcome:* Reduction of premature equipment losses  
*Outcome:* Maintained or improved annual building condition rating

**A.1.1. STRATEGY:** Perform proactive and preventive maintenance and make needed repairs to Capitol Complex buildings and grounds in a timely manner

*Output:* Number of buildings maintained  
*Output:* Number of acres of grounds maintained  
*Output:* Number of office space maintained  
*Output:* Number of agency vehicles to be serviced  
*Output:* Number of CF personnel and/or service contract personnel allocated to maintenance efforts  
*Efficiency:* Operable Cost per square foot maintained  
*Efficiency:* Average maintenance cost per square foot of building per year

**A.1.2. STRATEGY:** Improve responsiveness in addressing work order requests

*Output:* Number of work order requests  
*Output:* Duration of time from request to resolution  
*Efficiency:* Reduction of response time year over year

**OBJECTIVE A.2.** Increase space and energy efficiency of facilities within the agency's jurisdiction

*Outcome:* Increased occupants per square foot  
*Outcome:* Decreased energy cost per square foot

**A.2.1. STRATEGY:** Establish and implement space optimization program to renovate existing facilities

*Output:* Square feet of space optimized  
*Output:* Number of occupants



*Efficiency:* Occupants per square foot  
*Explanatory:* Availability of capital improvement funds

**A.2.2. STRATEGY:** Identify and implement improvement projects to reduce energy and operating costs

*Output:* Quarterly energy performance analysis

*Output:* Monthly energy cost reporting

*Output:* Energy reduction of improvement(s)

*Output:* Cost of improvement(s)

*Efficiency:* Simple payback of improvements

*Explanatory:* Availability of capital improvement funds

## **Program 5: Financial Management & Control**

**GOAL A: To ensure that “public funds” are correctly budgeted, expended, recorded, and reported in compliance with the state laws, rules and regulations and to ensure that technology resources are used most efficiently and networks are secure, resilient, and robust while providing all users reliable technological support** (Miss. Code Ann §7-7-17)

**OBJECTIVE A.1.** Monitor the Governmental Accounting Standards Board (GASB) and other regulatory organizations for pronouncements, rules, and regulations that affect the state’s financial reporting requirement

*Outcome:* Full compliance with standardized government reporting requirements

**A.1.1. STRATEGY:** Conduct quarterly reviews of the GFOA and GASB information sources and any other regulatory organizations to identify any new statements, rules and/or regulations

*Output:* Annual Comprehensive Financial Report

*Efficiency:* Number of consecutive years the State receives the Award for Excellence in Reporting

**OBJECTIVE A.2.** In conjunction with MMRS, continue SAP training and system stabilization activities for finance, grants management, procurement, fixed assets, and fleet management

*Outcome:* Accurate and timely processing of all financial transactions

*Outcome:* Increased accounting internal controls

**A.2.1. STRATEGY:** Continued outreach to agencies

*Output:* Number of training/meetings held

*Efficiency:* Number of participating agencies

**OBJECTIVE A.3.** Continue the expansion of MS.gov to include more agency payment applications and additional feature functions for the portal at large

*Outcome:* Increased citizen access to state government services

*Outcome:* Increased efficiency in the delivery of government services

**A.3.1. STRATEGY:** Stabilize existing agency applications to MAGIC

*Output:* Number of portal applications

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewals)  
(Statewide Strategic Plan)

**A.3.2. STRATEGY:** Work with agencies that are developing new portal applications

*Output:* Number of portal applications

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewals)  
(Statewide Strategic Plan)

**OBJECTIVE A.4.** Continue to review Financial Management procedures for ways to improve efficiency

*Outcome:* Accurate and timely processing of all financial transactions

*Outcome:* Increased accounting internal controls

**A.4.1. STRATEGY:** Review MAAPP Manual for conformity with MAGIC

*Output:* MAAPP Manual

*Efficiency:* Number of revisions to manual

**OBJECTIVE A.5.** Ensure the accurate and timely processing of the state's financial transactions

*Outcome:* Accurate and timely processing of all financial transactions

*Outcome:* Increased accounting internal controls

**A.5.1. STRATEGY:** Accurately approve and process all financial transactions

*Output:* Total number of MAGIC transactions processed

*Output:* Total number of MAGIC master data updates

*Output:* Number of Agency Approved Transactions

*Output:* Number of DFA Approved Transactions

*Output:* Number of 1099s produced

*Efficiency:* Percentage of total MAGIC transactions processed by the agency

**OBJECTIVE A.6.** Continue to upgrade and replace agency core infrastructure hardware and software

*Outcome:* Increased efficiency in the delivery of services

**A.6.1. STRATEGY:** Continue to assess IT related equipment, processes, and applications associated with DFA WAN/LAN operations. Develop regular maintenance windows for equipment and software upkeep. Determine and document the life cycle of all IT resources that are a part of the agency network infrastructure and find viable solutions for the upgrade or replacement of targeted hardware and/or software.

*Output:* Secure agency network

*Efficiency:* Percentage of network availability

**OBJECTIVE A.7.** Continue to explore and implement new technologies, both hardware and software related, to benefit security, efficiency, and productivity

*Outcome:* Secure and efficient agency network and financial system

**A.7.1. STRATEGY:** Review new technologies and industry standards by attending seminars and technology sessions hosted by credible sources to find viable resources to maintain, upgrade, and replace DFA's network infrastructure. Monitor and review reports issued by information technology research and advisory companies to comply with industry standards and to aid in making decisions about new technologies that are commensurate with best practices in agency network security, efficiency, and productivity.

*Output:* Secured and accessible agency network

*Efficiency:* Percentage of network availability

## **Program 6: Insurance**

**GOAL A: Manage the State and School Employees' Life and Health Insurance Plan to provide comprehensive health insurance benefits and group term life insurance coverage to the participating active and retired employees, and their eligible dependents, of the agencies, universities, community colleges, public school districts, and public libraries of the State of Mississippi.** (Miss. Code Ann. § 25-15-1 et seq)

**OBJECTIVE A.1.** Provide Plan participants with access to affordable, cost-effective, quality healthcare services while maintaining the financial stability of the State and School Employees' Life and Health Insurance Plan

*Outcome:* Improved health and quality of life of the employees and dependents on the State Health Insurance Plan

*Outcome:* Equitable cost-sharing between the Plan and the participants for benefits provided

*Outcome:* Continued viability of the State Health Insurance Plan

**A.1.1. STRATEGY:** Annually evaluate and adjust as needed medical and pharmacy benefits offered through the State Health Insurance Plan

*Output:* Number of medical claims processed annually

*Output:* Dollar amount of medical claims processed annually

*Output:* Number of pharmacy claims processed annually

*Output:* Dollar amount of pharmacy claims processed annually

*Efficiency:* Average medical cost per participant per year

*Efficiency:* Average pharmacy cost per participant per year

*Efficiency:* Average combined medical and pharmacy cost per participant per year

*Explanatory:* Requirements of the Patient Protection and Affordability Care Act

**A.1.2. STRATEGY:** Annually evaluate and adjust as needed premium structure and rates, coinsurance, and copayments for the State Health Insurance Plan

*Output:* Total amount of premiums payments per year

*Output:* Total amount of Plan claim payments per year

*Output:* Total number of claims paid per year

*Output:* Total number of plan participants

*Efficiency:* Average participant share of claims costs per year

*Efficiency:* Total plan revenue annually

**A.1.3. STRATEGY:** Secure and maintain competitive contracts for support services to administer, monitor, and evaluate the operations of the State Health Insurance Plan

*Output:* Total cost of administrative services per year

*Output:* Number of State and School Employees Life and Health Care participants

*Efficiency:* Percentage of claims processed by TPA within 2 weeks

*Efficiency:* Average administrative cost rate per year

**OBJECTIVE A.2.** Promote health and wellness for participants in the State Health Insurance Plan

*Outcome:* Improved health and quality of life of employees and dependents on the State Health Insurance Plan

*Outcome:* Change in the Plan dollars spent for services to treat illnesses due to behavior and lifestyle

**A.2.1. STRATEGY:** Evaluate and implement as needed wellness and preventive services benefits

*Output:* Plan cost per year for adult wellness benefits

*Output:* Plan cost per year for dependent children wellness benefits

*Efficiency:* Percentage of eligible adults receiving wellness benefits

*Efficiency:* Percentage of eligible children receiving wellness benefits

*Explanatory:* Requirements of the Patient Protection and Affordability Care Act

## **Program 7: Mississippi Management and Reporting System**

**GOAL A: To provide timely, accurate financial management and human resource information to state agencies, elected officials, and the public at large**

**OBJECTIVE A.1.** Maintain statewide procurement, financial, grants management, payroll, and human resource system

*Outcome:* Improved efficiency in the processing of transactions

*Outcome:* Enhanced data collection for transaction reporting

**A.1.1. STRATEGY:** Maintain, monitor, and perform needed system testing and upgrades

*Output:* Number of call center tickets

*Output:* Percentage of system availability

*Output:* Number of MAGIC transactions

*Output:* Number of 1099s produced

*Output:* Number of W2s processed and issued

*Efficiency:* Reduced number of call tickets

*Efficiency:* Increased percentage of system availability

*Efficiency:* Number of paychecks produced

*Efficiency:* Increased number of direct deposits

**A.1.2. STRATEGY:** Perform agency training activities

*Output:* Number of training sessions offered

*Efficiency:* Number of state agencies participating

**A.1.3. STRATEGY:** Perform MMRS support staff training activities

*Output:* Number of training courses attended  
*Efficiency:* Number of staff participating

**A.1.4. STRATEGY:** Maintain statewide helpdesk support for state agencies

*Output:* Number of call tickets

*Efficiency:* Percentage of reduction in number of call tickets

**OBJECTIVE A.2.** Maintain statewide Transparency Website

*Outcome:* Accurate reporting of statewide financial transactions

**A.2.1. STRATEGY:** Monitor and implement any State and Federal Legislation related to transparency to ensure full compliance with statute

*Output:* State Transparency Website

*Output:* Number of logins to the Website

*Efficiency:* State dollars saved by providing government services online (e.g. document retrieval, issuance of new business permits, license renewal)  
(*Statewide Strategic Plan*)

**OBJECTIVE A.3.** Increase efficiency in MAGIC payroll

*Outcome:* Increase direct deposit by eligible employees and contract workers

**A.3.1. STRATEGY:** Monitor, implement, and promote direct deposit payments for eligible employees and contract workers

*Output:* Number of direct deposit participants

*Efficiency:* Percentage of utilization of direct deposit by eligible employees and contract workers

## **Program 8: Purchasing, Travel & Fleet Management**

**GOAL A: To promote economy and efficiency in the state's purchasing, travel and fleet management processes** (Miss Code Ann. §31-7-5)

**OBJECTIVE A.1.** Timely processing of requests for authorization to purchase

*Outcome:* Reduced purchasing processing time

*Outcome:* Improved time for the delivery of purchased goods

**A.1.1. STRATEGY:** Process 90% of requests for authorization to purchase (P-1) within 24 hours of receipt in MAGIC

*Output:* Number of P-1s processed

*Efficiency:* Average approval time

*Explanatory:* Availability of MAGIC system

**OBJECTIVE A.2.** Reduce costs and add value in state contracting

*Outcome:* Reduction in dollars spent on state contracting

**A.2.1. STRATEGY:** Utilize strategic sourcing and analysis of purchases, markets, and suppliers to identify opportunities for savings and to add value in contracting

*Output:* Number of competitive bids and negotiated contracts established and administered

*Output:* Number of competitive bids contracts administered

*Output:* Number of negotiated contracts administered

*Efficiency:* Average cost per distribution point per bid and negotiated contracts

**A.2.2. STRATEGY:** Identify and increase the use of cooperative contracts statewide

*Output:* Number of cooperative contracts

*Efficiency:* Average cost per cooperative contract per distribution point

**A.2.3. STRATEGY:** Encourage continued online state contract ordering through electronic methods

*Output:* Amount of contract purchases via electronic methods (total dollars spent)

*Efficiency:* Average cost per transaction

**A.2.4. STRATEGY:** Reduce administrative costs by reviewing purchasing requests and agencies' needs

*Output:* Number of P-1s processed

*Efficiency:* Average percentage of administrative costs

**A.2.5. STRATEGY:** Educate vendors on the opportunity to submit bids online using MAGIC

*Output:* Number of bid opportunities annually

*Efficiency:* Percentage of vendors submitting bids electronically

**A.2.6. STRATEGY:** Identify potential "green" initiatives within state contracts

*Output:* Number of "green" initiatives within state contracts

*Efficiency:* Average cost per contract distribution point

**OBJECTIVE A.3.** Continue outreach efforts to agencies and vendors

*Outcome:* Improved vendor education about state contracting

*Outcome:* More efficient state agency contracting

**A.3.1. STRATEGY:** Enhance the certification program for state purchasing officials

*Output:* Number of certification classes held annually

*Efficiency:* Average number of class participants

**A.3.2. STRATEGY:** Increase electronic distribution of state contracts and purchasing information

*Output:* Number of contracts and newsletters sent to purchasing officials

*Efficiency:* Average number of recipients

**A.3.3. STRATEGY:** Improve and expand the outreach program to assist vendors in doing business the State

*Output:* Number of negotiated and competitive bid state contracts

*Efficiency:* Average number of vendors reached through outreach activities

**A.3.4. STRATEGY:** Assist state entities in utilizing MAGIC for bid solicitations

*Output:* Number of total bid solicitations

*Efficiency:* Percentage of bid solicitations initiated within MAGIC

**OBJECTIVE A.4.** Monitor and improve the economy and efficiency of the management of the state's fleet of vehicles

*Outcome:* Change in the activities associated with the procurement and utilization of state vehicles

**A.4.1. STRATEGY:** Encourage agency use of the enterprise Fleet Management application to allow for better tracking and management of the state's vehicle fleet

*Output:* Number of state vehicles

*Output:* Total amount of state vehicle assets

*Efficiency:* Reduce the number of state-owned vehicles and right size the purchases of new vehicles.

**A.4.2. STRATEGY:** Implement training program to improve agencies' ability to manage vehicle fleets

*Output:* Number of training sessions offered

*Efficiency:* Number of participating state agencies

## **Program 9: Surplus Property**

**GOAL A: To encourage savings in government spending by receiving and distributing surplus property to eligible donees**

**OBJECTIVE A.1.** Retain and recruit donees to the program

*Outcome:* Increased utilization of program by state, local and non-profit entities

*Outcome:* Increased potential for savings to the state, local and non-profit entities

**A.1.1. STRATEGY:** Identify and target low participation donees

*Output:* Number of donees served

*Efficiency:* Percentage increase in dollars spent with the program

**A.1.2. STRATEGY:** Continue and expand outreach activities to attract new potential donees

*Output:* Number of donees served

*Efficiency:* Percentage of new donees

**OBJECTIVE A.2.** Operate at 12% or lower average service charge rate

*Outcome:* Increased utilization of program by state, local and non-profit entities

*Outcome:* Increased potential for savings to the state, local and non-profit entities

**A.2.1. STRATEGY:** Reduce administrative cost by increasing the utilization of technology to screen and to auction property

*Output:* Number of auctions per year

*Output:* Amount of property acquired (Dollars) per year

*Output:* Acquisition Cost of Donations

*Outcome:* Operate at 16% or less average service charge

## **Program 10: Procurement and Contracts**

**Goal A: To coordinate the purchasing of all commodities, personal and professional services, and information technology goods and services for the agency and streamline internal agency procurement function to gain efficiencies (Miss. Code Ann. § 31-7-401)**

**OBJECTIVE A.1.** Ensure that all agency purchases are made in accordance with state laws and regulations

*Outcome:* Improved efficiency in the operation of the program

**A.1.1. STRATEGY:** Review and revise the agency's internal purchase request and approval processes

*Output:* Number of purchase orders issued

*Efficiency:* Average processing time

**A.1.2. STRATEGY:** Streamline agency's internal contracting process and develop contract administration procedures

*Output:* Number of contracts negotiated and administered

*Efficiency:* Average administrative time per contract