

MISSISSIPPI
DEPARTMENT OF
INFORMATION
TECHNOLOGY SERVICES

2026 - 2030

**FIVE YEAR
STRATEGIC PLAN**

600-00



1. Mission Statement

The mission of the Mississippi Department of Information Technology Services (ITS) is to provide trusted information technology and telecommunications leadership and services that offer proven, cost-effective solutions to all stakeholders in Mississippi government.

2. Philosophy

ITS strives to serve as the catalyst for effective planning, deployment, and operation of innovative information technologies for Mississippi State government. ITS seeks active engagement with our state agency and private sector partners to forge a cohesive and collaborative information technology (IT) enterprise for streamlined delivery of government services. In pursuing excellence within the agency, ITS maintains three core values which guide our work: focused leadership, valued relationships, and technical excellence.

3. Relevant Statewide Goal and Benchmarks

The Mississippi Statewide Strategic Plan identifies eight Statewide goals that are identified in the following key policy areas: economic development, education, public safety, health, human services, natural resources, infrastructure, and government. Efficient utilization of technology stands as a cornerstone across all eight Statewide goals, forming the bedrock upon which agencies in Mississippi deliver top-notch services to its citizens, ensuring secure access anytime, anywhere. As expectations of efficiency and success continuously evolve, agencies are tasked with striking a balance between their traditional operations and these new benchmarks.

ITS is dedicated to crafting goals and objectives that empower partner agencies to leverage technology effectively, aligning with the missions of their respective organizations. By doing so, they not only fulfill their individual objectives but also contribute to the achievement of all eight Statewide strategic goals and service delivery objectives. Our 5-Year Strategic Plan focused areas that directly translate into actionable goals for agencies to incorporate into their strategic planning, tailored to their unique technology requirements.

Statewide Goal - Government and Citizens

The aim is to establish a streamlined government alongside an educated and actively involved citizen body, working together to tackle societal challenges. This is achieved through tax contributions, electing competent leaders across all tiers of governance, and engaging in charitable endeavors through donations and volunteering efforts. 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.

Benchmarks

Cost of Government

- Individual tax burden (state and local taxes as a percentage of personal income)
- Total State spending per capita
- Number of government employees per 10,000 population (broken out by federal, state, and local)

Government Efficiency

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

4. Overview of the Agency 5-Year Strategic Plan

Goals

Within the enterprise strategic IT planning process, ITS sets objectives aimed at providing the State with technology services that are both effective and efficient.

The primary goals of ITS are to:

- Provide, protect, and support enterprise technology infrastructure components to enable the effective and efficient use of IT
- Investigate, develop, and promote enterprise business and technology solutions to maximize the benefits of shared technology services
- Promote the funding, procurement, and management of IT as a strategic investment

Objectives

In striving to accomplish the goals stated above, ITS collaborates with State agencies, boards and commissions, including public universities, K-12 schools, libraries, and other public entities in Mississippi. The focus of the collaboration is to achieve excellence through quality of service, responsiveness, innovation, professionalism, and teamwork to guide Mississippi government in selecting technology to support business operations.

Priorities

1. **Cybersecurity** - The pervasive threat of security breaches and cybercrime demands priority for securing the technology used throughout Mississippi's government. Like many state governments, Mississippi continually implements new technology solutions to reduce costs, increase productivity, and provide critical services to citizens.

ITS, in conjunction with State agencies, holds primary responsibility for managing the effects of cyber incidents on its operations and workforce. While cybersecurity is a shared responsibility across state government, ITS plays a key role in various efforts to mitigate the impact of cyber incidents. ITS also works with the legislature on cybersecurity initiatives, and is dedicated to the collaborative and ongoing Enterprise Security Program, which focuses on improving the State's cybersecurity posture and integrating security into the business operations supporting the Enterprise State Network and State Data Centers. In addition to leading this enterprise policy work, ITS partners with trusted public and private entities to address cybersecurity from an enterprise perspective.

2. **Data Privacy** - Data privacy has become an increasing concern over the past decade leading to significant growth in data privacy initiatives across both public and private sectors. As the demand for online services and the collection of personally identifiable information by states have expanded, the focus on privacy has intensified. Citizens are becoming more aware of their privacy rights, which has heightened their apprehension about how their information is managed by the government. Consequently, states are dedicating more time and resources to addressing data privacy issues and ensuring the protection of citizen data.

ITS is excited to address the evolving privacy landscape and is in the process of building a robust privacy foundation and program. The initial phase of the Data Privacy Program will involve a data privacy awareness campaign aimed at fostering a privacy-aware culture across state government. Additionally, ITS will collaborate with key government stakeholders and industry experts to develop privacy policies, guidance, and resources to support government entities.

- 3. Cloud Computing** – The State has taken a multi-cloud approach to cloud computing. In 2023, the Legislature allocated additional funding for ITS to develop a new state-owned and operated private cloud environment. This on-premises private cloud operates in a multi-site design to support mission critical workloads in a highly available architecture split between the State Primary and Ancillary Data Centers while taking advantage of the low latency network that operates between both locations.

As the evolving business needs of state agencies have modernized, ITS has made substantial investments in the public cloud over the past two years. To date, ITS has established centralized, secure access to two of the major public cloud providers with streamlined procurement processes and efficient billing practices.

The overall cloud strategy seeks to embrace agency choice in order to align business needs with the correct hosting solution, in turn minimizing operational costs for all parties by leveraging volume purchasing. ITS is committed to working with agencies as they make these decisions and evolving the cloud strategy as needed.

- 4. Infrastructure Optimization** – The optimal route to achieve efficiencies in IT for an enterprise the size of state government is the development, adoption, and adherence to an enterprise architecture, with a goal to fully standardize on IT hardware and software when practical while sharing common IT resources. An enterprise approach has been proven to leverage efficiencies in staffing, training, and support, while also significantly reducing costs through volume discounts on common goods and services. Volume is one of the primary reasons that ITS encourages shared technology services. The aggregation of volume is critical to achieving significant discounts in purchasing technology solutions for State agencies. A single agency typically cannot produce the same discount level as having many agencies working together to implement the same technology solutions. ITS strives toward a purchasing model that establishes a consortium approach where agencies and institutions collaborate on the articulation of standard technologies, specifications, terms, and solutions to collectively benefit from lower pricing.

ITS accomplishes this goal through a variety of methods. State agencies and other government entities utilizing the State Data Centers will improve the efficiency, security, and resiliency of the government systems hosted within these facilities. Mississippi made a significant investment in the Primary Data Center, and its full utilization by State government is necessary to obtain the maximum benefit. As directed in MS Code Ann. § 25-53-5, ITS is committed to ensuring that Mississippi receives “the maximum use and benefit from information technology and services” and to “optimize the efficient use of the State's information technology assets.” ITS continues to enhance the State Data Centers with integration of public cloud access and technologies.

During the 2023 regular session, the legislature passed SB2728 which allows ITS to enter into master agreements for IT products and services. Master agreements will further encourage aggregated spend and provide savings to taxpayers. With a focus on these

goals, ITS seeks to work in cooperation with State agencies to fully leverage available services offered, which will benefit individual State agencies and institutions, and subsequently, all of State government.

- 5. Statewide Telecommunications** – For over a quarter century, Mississippi has worked to plan, develop, and implement networks utilized by many levels of government. Today, these networks provide secure, redundant, and high-performance communication utilized by local governing authorities. A foundational element in the growth and stability of the networks is the establishment of a consortium model where agencies and institutions collaborate to procure common transport technologies. ITS directly maintains the Enterprise State Network which is utilized by agencies and is made up of 1100+ remote sites with 99.9% uptime.

ITS formed a special technical advisory committee, the Statewide Network Advisory Council, in accordance with MS Code Ann. § 25-53-5(f) and § 25-53-109(a). The Council was comprised of government and education stakeholders critical to the success of the Enterprise State Network. As the state prepares for the coming expiration of the statewide telecommunications contract, this group will be vital in determining the future of the State's core strategy around voice and data network access.

- 6. Funding** – The National Association of State Chief Information Officers (NASCIO) and the National Governors Association (NGA) emphasize the critical importance of a strategic IT investment process to ensure that state agencies collectively employ intelligent practices. Given IT's pivotal role in supporting government service functions, many states have prioritized the modernization of existing systems and the exploration of innovative IT solutions to address operational challenges and align with agency missions. Selecting the most suitable IT applications requires an enterprise-wide approach that optimally serves citizen needs, enhances government-business interactions, and improves internal processes cost-effectively.

Currently, Mississippi state government manages IT budgeting and funding on a per-agency basis. ITS aims to streamline processes to eliminate duplication, inefficiencies, and excessive costs. However, much of the IT expenditure is directly allocated to individual agencies, affording them sole discretion over spending decisions.

ITS is actively seeking sufficient funding to sustain the State's mission-critical applications, infrastructure, and resources. The funding request for FY2026 takes into account input from agencies utilizing ITS-managed systems, services, and facilities at the enterprise level. While numerous agencies receive direct funding for their IT initiatives, the investments outlined below are essential to accommodate projected expansion and to bolster various IT modernization endeavors.

- **Improve Statewide Disaster Recovery Solutions**
The modernization of many State government applications has increased the complexity of how these systems need to be backed up and recovered in the event of a disaster. The expectation of our citizens and government is for an expedient restoration of services following any type of disruption.

In response to the evolving complexities of State government IT applications, ITS has transitioned from the traditional backup and recovery model, in use for decades, to a modern business resiliency solution. This new approach offers partner agencies flexibility to align their applications with the recovery point objectives and time objectives

based on their importance and criticality. It involves establishing public-private partnerships that include co-processing data center services. These services support mission-critical applications in shared and co-location environments, providing geographic diversity and a range of options to achieve business resiliency goals. High-speed, redundant connectivity between facilities ensures minimal latency and fault tolerance, prioritizing faster recovery times and robust data protection for the State.

- **Expand On-Premises Cloud Services**
The State has made a significant investment in modernizing the enterprise infrastructure (storage and compute capabilities) required to run many of the mission critical applications housed at the Primary Data Center. The agencies that utilize the facility and services continue to consume these resources at a growing rate.
- **Implement Additional Cybersecurity Technologies**
Cybersecurity in Mississippi government is a collaborative effort, requiring that each agency implement safeguards to protect their data, systems, and access. ITS oversees the centralized cybersecurity perimeter, which aims to mitigate cybersecurity threats between the Enterprise State Network and the public internet. This perimeter includes firewalls, intrusion protection devices, denial-of-service (DoS) tools, threat intelligence feeds, and other services to prevent unauthorized access to cybersecurity technologies that add extra layers of defense against suspicious internet traffic across the Enterprise State Network.
- **Expand the Capabilities of the Capitol Complex Fiber Network**
The Capitol Complex Fiber Network provides high-speed data, voice, and video communications for State government buildings within the Capitol Complex, offering bandwidth capabilities of up to 10 Gbps. Spanning approximately 50 State-owned or leased buildings, the network utilizes diverse fiber paths linking two fully redundant network cores. Additionally, numerous State agencies rely on the Capitol Complex Fiber Network to connect to applications hosted at the State Data Centers, facilitating connectivity with their remote office locations statewide.

Several projects are planned to replace end-of-life equipment, facilitate higher bandwidth needs, address route diversity requirements, and provide fault tolerant access to systems housed in the Primary Data Center. Additionally, the project expands network services between the Capitol Complex and the State's Co-Processing Data Center by adding bandwidth capacity as partner agency demand increases.

Future

This *5-Year Strategic Plan* offers direction to move the State's technology forward as well as being a guidepost for considering strategic investments, mitigating risks, modifying outdated business processes, and securing critical data. In conjunction with our State agency partners, ITS is fully engaged to facilitate an environment which will foster a strong and collaborative IT enterprise.

5. Agency's External/Internal Assessment & Internal Management Systems

5.1 External/Internal Assessment

External/Internal Factors - Fragmented Statewide Technology Spending

Based on reports from Mississippi's Accountability System for Government Information and Collaboration (MAGIC), each year 25 State government agencies consume approximately 96.5% of the total IT spend for technology hardware, software, and services. In the recent five-year period, the expenditures averaged \$258.1M, while the amount directly managed by ITS over the same period averaged \$26.8M, or 10.38% of the total. A fragmented technology budget fosters technology decisions with little or no coordination across State government, resulting in duplicative assets (hardware, software, and services) across multiple departments providing essentially the same functions. The agency-specific funding approach for IT does not lend itself to solving business problems which span across State government, thus reducing ITS' ability to optimize Statewide efficiencies, economies of scale, and shared technology services.

External/Internal Factors - IT Workforce: Hiring, Retention, Training, and Retirements

It is the intention of the State of Mississippi to compensate its employees at a level that will promote market competitiveness necessary to recruit and retain a high functioning workforce. The SEC₂ project is a statewide classification and compensation initiative being implemented by the Mississippi State Personnel Board (MSPB) and supported by the Legislature. The goal of this project is to help agencies achieve their missions through their employees. In establishing salaries for State employees, MSPB will ensure that our state employee's pay become competitive with the external labor market, consistent with legislative intent, and equitable within each agency under MSPB's purview. For IT specifically, many technical employees received an increase in compensation toward market value with the implementation of SEC₂. While recruiting efforts with the higher compensation levels are promising, today's workforce changes jobs much more frequently than past generations highlighting the need for continuous recruiting efforts. In 2023, ITS has improved its turnover ratio and produced a net gain in staff for the first time in several years. Strong focus on the workforce will continue to be a priority during this planning period.

External/Internal Factors - Technology Changes: Cybersecurity

Cybersecurity remains a constantly evolving concern for the State in its provision of IT services. ITS provides the resources, guidance, and oversight needed to improve the cybersecurity posture of the Enterprise State Network. Given the significant risks associated with securing an enterprise network within a federated state government environment, it is essential to apply security measures comprehensively across the enterprise.

The success of a common methodology requires a coordinated effort among all agencies and a thorough understanding of the maturity level of each agency's security program. An aggregate view of these security maturity levels is crucial for developing effective strategies to enhance the security posture of the Enterprise State Network.

Establishing a strong privacy-aware culture across state government faces many of the same challenges as cybersecurity. The success of this effort requires coordinated collaboration among all state agencies. Effective strategies depend on the partnership between state agencies and ITS.

External/Internal Factors - Technology Changes: Cloud Computing

Cloud computing has significantly impacted every aspect of IT and how users access applications, information, and business services. As part of ITS' mission to provide computing and telecommunication infrastructure for state government, ITS embarked on a comprehensive multi-cloud strategy for managing workloads.

ITS operates an enterprise private cloud environment that is split between the two data centers to provide geographical protection and enhance disaster recovery options. However, the evolving business needs of state agencies require more than a hypervisor running in the state's data centers. To address these requirements, ITS made substantial investments in the public cloud and will expand the in the coming years. This strategic move allows ITS to standardize network connectivity to public cloud providers along with customized security policies, ensuring seamless and secure access for state agencies.

External/Internal Factors - Technology Changes: Generative Artificial Intelligence

The rapid expansion of Generative Artificial Intelligence (Gen-AI) over the last few years has not gone unnoticed. Mississippi's Legislature has actively engaged in numerous discussions, acknowledging the complexities and implications of Gen-AI. However, rather than hastily implementing regulatory measures, Mississippi has adopted a cautious and observant stance and is opting to closely monitor developments.

Recognizing the potential impact of Gen-AI, Mississippi understands the importance of gathering insights from the actions and strategies implemented by other states and the federal government. By observing and analyzing these external measures, Mississippi aims to gather insights and best practices that can influence its own approach. This watchful strategy allows the state to remain adaptable and responsive to the evolving landscape, ensuring that future regulations or initiatives are well-informed and considerate of broader trends and outcomes. By taking a prudent approach, Mississippi can navigate the complexities of Gen-AI while minimizing risks and maximizing opportunities for innovation and growth.

External/Internal Factors - Statewide Initiative that Directs/Redirects the Agency's Mission: Mississippi Accountability System for Government Information & Collaboration (MAGIC)

Mississippi initiated the implementation of its enterprise resource planning system, MAGIC, in 2012, with Phase 1 going live on July 1, 2014. Hosted in the State Data Centers on a dedicated mainframe, MAGIC consolidated several legacy systems. It is now utilized by all state agencies for financial, procurement, grants management, and reporting purposes. MAGIC continues to be supported by Mississippi, housed in the Primary Data Center on a dedicated mainframe, streamlining operations previously managed by disparate legacy systems across State agencies.

External/Internal Factors - State Statutes or Regulations: SB 2779, 2018 Regular Legislative Session (ITS Hybrid Funding Model)

SB 2779 was passed during the 2018 Legislative Session and changed the ITS financial model from a fully General Fund agency to a hybrid General Fund/Special Fund agency. Realizing the benefits of fully capitalizing on the State's use of non-General Fund dollars, the Mississippi Legislature authorized ITS to pass-through consumption-based costs for telecommunications, cloud computing, data center services, and other technical services to the State agencies utilizing said contracted services. SB 2779 supports ITS' mission of increasing efficiencies and decreasing technology duplication across government.

The ITS Hybrid Funding Model created by SB 2779 consists of two main categories coined as: Hub and Spoke. Funding for Hub services is included in the General Fund portion of the ITS Budget Request. Hub services consist of two programs: ITS Administration and ITS

Technical Operations. ITS Administration includes the organizational and business functions required to manage the agency's executive and administrative responsibilities including but not limited to finances, human resources, and compliance with enabling legislation. ITS Technical Operations is comprised of the technical services and functions managed by ITS staff and provided through a combination of shared enterprise infrastructure and contracts, again both maximizing economies of scale and efficiencies. These ITS Technical Operations are enterprise services that benefit the whole of State government and are not directly attributed to a specific agency's usage such as: Capitol Complex fiber networking and telephone services, internet access, cybersecurity border, IT procurement functions, State Data Center co-location, cybersecurity training, and other similar services. Funding for Spoke services is included in the Other Special Fund portion of the ITS Budget Request. Spoke services consist of managed services that are centrally managed and integrated by ITS through public sector partnerships and utilized by State agencies. These services include private and public cloud, Internet, remote location networking, and virtual private network services for security.

The Hybrid IT funding model creates savings to the General Fund by promoting the use of available funding sources to pay for shared technology services. This structure is a combination of multiple funding sources. Core (Hub) resources funded through General Funds and Spoke services (pass-through expenses) which represent the direct cost of technology services consumed at the discretion of each partner agency and their budget authority.

5.2 Internal Management Systems Used to Evaluate Agency's Performance

ITS has worked with the Legislative Budget Office over time to establish meaningful budget programs and performance measures for those programs. In order to promote an inclusive process, ITS invites feedback from the entire staff about ways to measure efficiency. The FY 2025-2029 Mississippi Department of Information Technology Services Executive Management team is comprised of leadership across all areas of the agency. This team meets together weekly in a collaborative forum to discuss efficiencies within ITS and for the Enterprise of State government. The final decisions around establishing our key performance measures are made by the Executive Management team.

Automated internal systems and tools in addition to some manual data collections are used to constantly monitor/evaluate performance and utilization. This information is used to compare to pre-established thresholds and performance goals. The results can lead to operational changes such as enhancements, system patching, and upgrades. ITS also collects data at the Enterprise level such as IT spend across government and submits this information to the legislature, so it is equipped to make informed technology decisions.

ITS operates under a Board structured into two components. Initially, it includes five lay members appointed by the Governor and confirmed by the Senate, serving staggered five-year terms. Secondly, there are two non-voting Legislative Advisors, one from each legislative house, appointed by the Lieutenant Governor and the Speaker of the House. The Board appoints the Executive Director. Monthly meetings of the Board feature updates from the Executive Director, supported by the Executive Management Team, providing guidance and oversight.

6. Agency Goals, Objectives, Strategies and Measures by Program

Program 1 - Administration

The Administration Program includes the organizational and business functions required to manage the agency's executive and administrative responsibilities including but not limited to finances, human resources, and compliance with enabling legislation.

Goal A: Provide administrative oversight for the funding and efficiency of information technology as a strategic enterprise investment for the State

Objective A.1. Provide direction and management to successfully accomplish the agency's statutory and mission objectives, giving administrative support to the various service units to enable them to better serve our partner agencies

Outcome	Percentage of vendor bills (accounts payable) processed within the 45-day payment window
A.1.1. Strategy	Planning, organizing, and providing administrative management within the agency to formulate and implement financial decisions and allocate resources to achieve the organization's overall objectives
Output	Number of vendor bills paid
Output	Number of purchase orders issued
Efficiency	Average number of days to process vendor bills
Explanatory	The Administration Program is a necessary function within any State agency to carry out the day-to-day operations that support the overall mission of the agency

Program 2 - Technical Operations

The Technical Operations Program includes the IT functions and shared services that ITS provides in direct support of the State with no cost being passed onto the agencies. These essential services include IT enterprise procurement functions, cybersecurity, State Data Center services, Capitol Complex voice communications, Capitol Complex fiber networking, and others.

Goal A: Maximize the value obtained for IT solutions by leveraging the combined purchasing power of the State and by directing and ensuring fair and competitive technology procurements

Objective A.1. Administer and support the acquisition of cost-effective IT solutions through the competitive procurement process to meet the business needs of State government and in accordance with State statute

Outcome	Percentage of increase in procurement approvals (CP-1s) granted
A.1.1. Strategy	Successfully develop, advertise, evaluate, and award competitive IT procurements that meet the agencies' business objectives, maximize competition, and protect the State from legal and fiscal harm
Output	Number of procurement requests received
Output	Number of contracts executed
Output	Number of agencies participating in regular procurement status calls
Efficiency	Number of procurements processed at ITS Board approval threshold

Efficiency	Number of procurements processed at ITS Executive Director approval threshold
Explanatory	ITS was created by the Legislature to maximize the use and benefit of IT in State government by promoting full cooperation, coordination, cohesive planning, and maximum compatibility among all State agencies and institutions of higher learning (IHL). State statute establishing ITS and outlining the duties and responsibilities of the agency is found in MS Code Section 25-53-1, et seq. The acquisition of IT for all State agencies and IHLs is within the scope of the ITS law and the policies and procedures established in accordance with this statute. ITS law and policy cover the procurement of all IT hardware, software, and services by State agencies and IHLs.

Goal B: Provide, protect, and support enterprise technology infrastructure components to strengthen the cybersecurity posture of the State

Objective B.1. Support enterprise governance and collaboration by promoting a culture for investing in effective and efficient cybersecurity strategies, solutions, and resources capable of reducing the evolving data threat and managing an enterprise security program

Outcome	Percentage of agencies receiving cybersecurity awareness materials and information
Outcome	Percentage of agencies receiving cybersecurity threat/vulnerability intelligence information
B.1.1. Strategy	Coordinate regular Security Council Meetings with agency Information Security Officers
Output	Number of Security Council Meetings conducted
Efficiency	Number of hours of preparation required to host the Security Council Meetings
Explanatory	Each agency must be part of a coordinated enterprise-wide cybersecurity program to gain better understanding of the maturity of each agency's individual cybersecurity program. Having an aggregate view of the cybersecurity maturity level for the enterprise is critical to any governance and authority structure. Agency participation in the Information Security Council is a critical component in solidifying a more robust governance structure for cybersecurity.
B.1.2. Strategy	Perform, coordinate, and promote cybersecurity education and awareness
Output	Number of cybersecurity awareness materials/information disseminated
Efficiency	Number of FTE hours required to disseminate cybersecurity awareness materials/information
B.1.3. Strategy	Disseminate persistent and regular cybersecurity threat and vulnerability information
Output	Number of cybersecurity threat/vulnerability intelligence information disseminated
Efficiency	Average time to disseminate cybersecurity threat/vulnerability intelligence to appropriate parties

Objective B.2. Facilitate, deploy, and monitor an efficient and effective perimeter data networking security system to provide the first barrier of protection against cybersecurity threats

Outcome Percentage of Internet traffic to and from the Enterprise State Network inspected by enterprise perimeter defense systems based on policies, rules, signatures, and threat intelligence

Outcome Percentage of traffic to and from the State Data Centers inspected by enterprise perimeter defense systems based on policies, rules, and signatures

B.2.1. Strategy Maintain ongoing operational responsibilities for enterprise core and perimeter defense solutions

Output Amount of Internet traffic (in Mbps) to and from the Enterprise State Network inspected by enterprise perimeter defense systems based on policies, rules, signatures, and threat intelligence

Output Amount of traffic (in Mbps) to and from the State Data Centers inspected by enterprise perimeter defense systems based on policies, rules, and signatures

Efficiency Number of malformed/malicious network packets blocked by the perimeter firewall

Efficiency Amount of malicious activity blocked by the Enterprise Intrusion Prevention System at the perimeter

Efficiency Amount of malicious activity blocked by the State Data Center Intrusion Prevention System

B.2.2. Strategy Manage cybersecurity monitoring and event correlation tools and leverage internal/external partners for the identification of potential cybersecurity events

Output Number of potential cybersecurity events identified and documented

Efficiency Number of potential cybersecurity events reported to State agencies

Explanatory ITS serves as a central resource for Enterprise State Network situational awareness and event management and has established notification procedures for informing State agencies of potential cybersecurity events on agency-managed information systems. Each agency must be prepared to respond to cybersecurity events in a timely manner to mitigate risks within their agency. Being able to detect and respond to cybersecurity events in a timely manner can significantly reduce the negative impact to State government.

Goal C: Provide State government agencies with a robust and protected computing environment for hosting and supporting the State's mission critical applications through the sharing of IT infrastructure, services, and resilient data center managed facilities

Objective C.1. Provide reliable, accessible, secure, and cost-effective computing services through the support of on-premises hardware and software systems and supporting services in a resilient data center environment

Outcome Percentage of availability of mainframe systems in support of the Mississippi Department of Finance and Administration's (DFA) MAGIC and SPAHRS applications

Outcome Percentage of availability of controlling systems in support of access to and management of applications and computing services

Outcome	Percentage of help desk requests and incidents tracked, managed, and completed
C.1.1. Strategy	Ensure sufficient computing and storage capacity is available in support of DFA's mainframe applications running in the State Data Centers
Output	Number of hours mainframe systems are available annually
Efficiency	Average FTEs supporting the mainframe systems
Explanatory	Due to the size and complexity of DFA's MAGIC and SPAHRS applications, it is reasonable for these applications to be hosted on a mainframe architecture in the Primary Data Center located in Jackson and redundancy provided through a co-processing data center facility. ITS staff continues to provide support and expertise for these mainframe systems.
C.1.2. Strategy	Maintain ongoing operational responsibilities for enterprise core and perimeter solutions that provide a subset of cybersecurity-related functions
Output	Number of agency email domains and inspected for malicious activity through the State Data Center proxy
Output	Number of agency email domains supported by email relay systems
Efficiency	Number of emails annually quarantined for suspicious attachments or detected malicious activity
Explanatory	Controlling systems provide the functionality of access and security to many production systems and applications running within the State's IT infrastructure. ITS manages several control systems to include email relays, email SPAM filtering, employee and non-employee Active Directories, and proxy devices. These systems are configured for redundancy and failover to ensure a high degree of availability.
C.1.3. Strategy	Provide Help Desk support (24x365) to assist agencies with service requests and incident reporting related to all services provided by ITS
Output	Number of Help Desk requests tickets received
Output	Number of Help Desk incident tickets received
Efficiency	Number of service requests tickets resolved annually
Efficiency	Number of incidents tickets resolved annually
Explanatory	The ITS Help Desk provides frontline support to the agencies requesting services and/or reporting incidents for all ITS services to include voice and data networking, data processing, and security. The Help Desk is staffed (24x365) and is available through email, phone, and an online web portal.

Goal D: Provide, manage, and facilitate efficient and cost-effective access to voice communications and data networking services that are directly provided by the agency

Objective D.1. Provide cost-effective, high-performance voice and data communications that are redundant and resilient to State government agencies within the Capitol Complex

Outcome	Percentage of availability of Capitol Complex Voice Communications System
Outcome	Percentage of availability of Capitol Complex Fiber Network

Outcome	Percentage of availability of Data Center Network
D.1.1. Strategy	Provide a feature-rich voice communication architecture for agencies within the Capitol Complex that meets the business needs of the State
Output	Number of telephone lines supported
Output	Number of voice mailboxes supported
Output	Number of call center agents assigned
Efficiency	Number of calls successfully processed
Efficiency	Average up-time of Capitol Complex Voice Communications System
Explanatory	The State's Capitol Complex Voice Communications System provides agencies with feature rich services and capabilities to address their telephony needs. The core system is housed within the State Data Center with remote sub-systems distributed across the Capitol Complex for survivability in the event of a core disruption.
D.1.2. Strategy	Provide reliable and robust high-speed data networking communication within the Capitol Complex and State Data Center
Output	Number of physical connections supported within the Data Center Network
Output	Number of physical connections supported on Capitol Complex Fiber Network
Output	Number of agencies supported on the Capitol Complex Fiber Network
Efficiency	Average speed for agency connectivity
Efficiency	Average latency for the Capitol Complex Fiber Network
Efficiency	Average latency for the Data Center Network
Explanatory	The Capitol Complex Fiber Network consists of a fully redundant fiber ring that connects agency headquarter buildings to the State Data Center and the State's Wide Area Network for connectivity to remote sites and the Internet. This network provides a common data transport infrastructure and is centrally managed by ITS staff.

Goal E: Facilitate and coordinate effective communication and outreach processes between ITS, partner agencies, and stakeholders

Objective E.1. Provide outreach and communication to agencies to capture and report on technology initiatives

Outcome	Percentage of ITS publications and service offering information made available through social media posts and the ITS website
Outcome	Percentage of State agencies submitting technology plans
E.1.1. Strategy	Provide online access to ITS' service offerings and technology updates
Output	Availability of ITS website providing service offerings and technology updates
Efficiency	Number of social media posts promoting ITS services and activities
Explanatory	ITS strives to provide efficient use of IT resources and the consistent delivery of services. ITS informs customer agencies of the enterprise and shared services available and promotes utilization of these consumption-based services.

E.1.2. Strategy	Assist State agencies in meeting their missions more effectively and efficiently through the proper planning of technology projects and resources
Output	Number of State agency IT plans received
Efficiency	Number of State agency IT plans reviewed and approved
Explanatory	As mandated by legislation, agencies, boards, and commissions are required to submit an information technology plan each year. Plan information is evaluated for possible Statewide infrastructure impact and technology needs.

Program 3: Managed Services

The Managed IT Services Program is provided through enterprise-level, master contracts with strategic partners for the sharing of common IT infrastructure, platforms, and applications delivered as a consumable service. These shared services and deliverables are managed by ITS with charges being passed through to the agencies based strictly on their subscription, utilization, and consumption. These essential services include voice communications, data connectivity, cloud computing, and other digital services.

Goal A: Provide electronic government (eGovernment) solutions that align government information and services with the needs and requests of citizens on a 24X365 basis

Objective A.1. Partner with industry leaders in interactive eGovernment solutions, under the governance of the eGovernment Oversight Committee (EOC), to provide citizens with convenient, secure, and mobile access to State government information and services

Outcome	Percentage of increase in online transactions processed
Outcome	Percentage of increase in visitors to ms.gov website
Outcome	Percentage of increase in eGovernment revenue collected

A.1.1. Strategy Manage the development and deployment of web-enabled applications

Output	Number of EOC meetings annually
Output	Number of new mobile optimized services launched annually
Output	Number of transactions processed annually
Efficiency	Number of existing government services made available online
Efficiency	Number of no-cost or self-funded services offered
Explanatory	The goal for the eGovernment program is to provide an efficient and effective method for citizens to obtain government information and services. Under the oversight of the EOC, ITS and DFA have managed these eGovernment services through a partnership which provides access to services and applications with no initial investment by the State. Available funding models to agencies developing digital solutions include no-cost, self-funded, or time and materials.

Goal B: Provide, manage, and facilitate efficient and cost-effective use of voice communications, data networking, and cybersecurity services at the enterprise level

Objective B.1. Ensure the vendor managed services for voice communications are cost-effective and readily available across the enterprise to meet the State's business needs

Outcome	Percentage of availability of the Enterprise Voice Communications System
Outcome	Percentage of availability of receiving toll-free calls
Outcome	Percentage of availability of audio/video/web conferencing
B.1.1. Strategy	Provide a feature-rich voice communication architecture through a Statewide managed contract with affordable pricing to meet the business needs of the State
Output	Number of telephone lines provided under vendor contract
Output	Number of long-distance minutes processed
Output	Number of 800 numbers provided
Output	Number minutes of usage-inbound to 800 numbers
Output	Number of audio/video/web conferencing accounts serviced
Output	Number of conference calls
Output	Number of conferencing minutes processed
Output	Number of Wide Area Network data circuits managed
Output	Number of client Virtual Private Networks
Output	Number of site-to-site Virtual Private Networks
Efficiency	Cost per domestic long-distance minute for direct dial calls
Efficiency	Cost per minute for incoming calls to 800 numbers
Efficiency	Cost per minute for audio conferencing
Efficiency	Cost per minute for web conferencing
Efficiency	Average latency for Wide Area Network circuits
Explanatory	The current contracts for Statewide voice, data, and cybersecurity services leverage the State's aggregate buying power to ensure that the best possible rates and Universal Service offerings are available to government entities.

Goal C: Provide State government agencies with a robust private cloud computing environment for hosting and supporting the State's mission critical applications through the sharing of a common IT infrastructure

Objective C.1. Provide reliable, accessible, secure, and cost-effective cloud computing services made available for all State agencies in support of their mission critical applications. For the State's private cloud environment, ITS maintains two geographically diverse data centers providing structural integrity, physical security, environmental controls, and systems monitoring for participating agencies.

C.1.1. Strategy	Provide scalable computing and storage capacity in support of the State's Enterprise Private Cloud
Output	Number of agencies participating in the State's Enterprise Private Cloud
Efficiency	Average cost per Hybrid Cloud Unit (HCU) per contract year
Efficiency	Average cost per GB for Tier 1 high performance primary storage
Efficiency	Average cost per GB for Tier 2 secondary storage
Efficiency	Average cost per GB for Tier 3 archival storage
Explanatory	The State's Enterprise Private Cloud environment is delivered through a managed service offering. The platform is a modern and robust cloud solution with oversight by ITS staff. The Enterprise Private Cloud environment affords many new computing features and options for agencies to meet their business

needs including archival storage, stretch clustering, growth capacity, performance guarantees, and improved business resiliency.

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