MISSISSIPPI DEPARTMENT OF INFORMATION TECHNOLOGY SERVICES

STRATEGIC PLAN

FIVE YEAR

2027-2031

ITS

600-00

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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 Goals and Benchmarks

The Mississippi Statewide Strategic Plan outlines 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 and citizens. Efficient use of technology is essential to all eight Statewide goals, serving as the foundation agencies rely on to deliver high-quality, secure services to Mississippi citizens – anytime, anywhere.

Today, agencies must manage traditional day-to-day operations while adapting to the evolving expectations driven by constantly shifting definitions of efficiency and success.

ITS develops goals and objectives to help partner agencies leverage technology in fulfilling their missions, reaching individual objectives, and collectively advancing all eight Statewide strategic goals and service delivery priorities. The focus areas outlined in ITS's 5-Year Strategic Plan align with actionable goals that agencies can incorporate into their own strategic planning based on their specific technology requirements.

4. Overview of the Agency 5-Year Strategic Plan

Goals

As part of the enterprise strategic IT planning process, the Mississippi Department of Information Technology Services (ITS) establishes clear, actionable goals designed to deliver effective, secure, and efficient technology services to state agencies and the citizens they serve. Our planning efforts are rooted in collaboration, innovation, and a deep understanding of the evolving needs of government operations.

As we look ahead, ITS is confident and optimistic about the progress we can make together. Our strategic initiatives for 2025 and beyond reflect a strong commitment to modernizing our infrastructure, enhancing service delivery, and enabling data-driven decision-making throughout state government. These initiatives are not only aligned with current trends in public sector technology, but also represent a bold, forward-thinking vision for the future of Mississippi's digital government.

From expanding cloud capabilities and strengthening cybersecurity to improving digital access for citizens and fostering innovation through emerging technologies, our roadmap is designed to position Mississippi as a leader in government IT. Through strategic partnerships, disciplined investment, and a focus on long-term impact, ITS is dedicated to building a resilient, agile, and inclusive technology ecosystem that supports the needs of today and the possibilities of tomorrow.

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. 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.

Priorities

1. **Modernizing Technology Procurement** – For decades, the State of Mississippi has demonstrated a strong legacy of collaboration across all levels of government, working together to plan, develop, and implement transformative initiatives that drive efficiency, accountability, and innovation. This spirit of cooperation has been particularly evident in shared procurement models, which have played a critical role in delivering high-quality, cost-effective technology solutions. Through these models, the State has enabled agencies, universities, libraries, community colleges, K-12 schools, and local governing authorities to leverage collective buying power, resulting in improved service delivery, cost savings, and enhanced operational capabilities. These successes underscore the

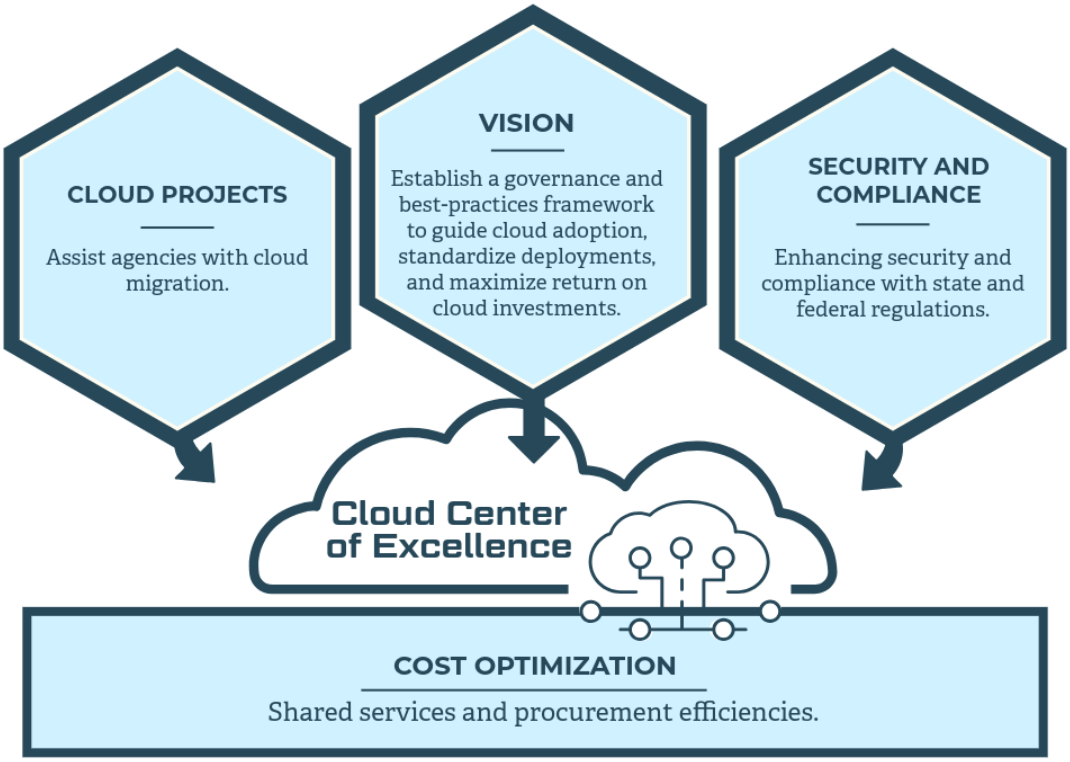
value of unified approaches in optimizing resource allocation, eliminating redundancy, and fostering transparency in the use of public funds.

As technology continues to evolve and the needs of government agencies become more complex, Mississippi must adapt its procurement strategies to remain responsive and forward-thinking. New technologies, such as artificial intelligence, cloud computing, and data analytics, require procurement processes that are agile, strategic, and capable of supporting rapid implementation. Recognizing this, ITS has established the Procurement Modernization Advisory Council, in accordance with Mississippi Code §§ 25-53-5(f) and 25-53-109(a). This council brings together stakeholders from across the public sector to collaboratively examine current procurement practices, identify areas for improvement, and develop actionable strategies that promote enterprise-wide efficiency, standardization, and innovation.

The goal of the council is not only to modernize how Mississippi procures IT solutions but also to ensure that these processes are aligned with the State's broader strategic goals. By prioritizing flexibility, speed, and value in procurement, the State can more effectively meet the demands of today's dynamic technology landscape. Modernized procurement practices will enable agencies to better address operational challenges, capitalize on new opportunities, and implement solutions that enhance service delivery for all Mississippians. Through this continued focus on collaboration and modernization, Mississippi is well-positioned to lead with confidence in a rapidly changing digital environment.

2**. Creating a Cloud Center of Excellence** – The Cloud Center of Excellence, (CCoE), envisions establishing a robust governance and best-practices framework to guide cloud adoption across Mississippi's state agencies. This framework is designed to standardize deployments, streamline operations, and maximize the return on cloud investments by ensuring a consistent, strategic approach to implementation. By creating a centralized body of cloud expertise, the CCoE will assist agencies with navigating the complexities of cloud migration, from initial assessments to full-scale implementation and optimization. Key benefits include improved cost management through shared services and coordinated procurement strategies, as well as strengthened security and compliance with state and federal regulations.

In addition to technical support, the CCoE serves as a hub for knowledge-sharing and innovation, fostering collaboration between agencies and providing a foundation for continuous improvement. ITS remains committed to delivering strategic guidance that enables agencies to adopt cloud technologies in a secure, scalable, and cost-effective manner. By offering proven best practices, standardized frameworks, and responsive support, ITS empowers agencies to transition to the cloud with confidence—ensuring that data is protected, systems are resilient, and resources are used efficiently. This holistic approach not only supports individual agency missions but also contributes to achieving the broader operational and service delivery goals outlined in Mississippi's statewide strategic plan.



3. Establishing an AI Innovation Hub – As part of our long-term strategic vision, the Mississippi Department of Information Technology Services (ITS) is deeply committed to fostering strong partnerships with state agencies and the private sector to accelerate the development and deployment of artificial intelligence (AI)-driven solutions. These partnerships are essential to ensuring that Mississippi remains at the forefront of technological innovation, with a particular focus on solutions that enhance operational efficiency, reduce administrative burden, and significantly improve the quality and accessibility of services delivered to citizens.

By working collaboratively across government and industry, ITS aims to create an ecosystem where AI technologies can be safely and effectively integrated into public sector operations. These initiatives will harness the power of AI to automate routine

processes, streamline complex workflows, uncover actionable insights from large data sets, and improve the speed and accuracy of decision-making. From predictive analytics in public health and education to intelligent automation in customer service and infrastructure management, the opportunities for AI to positively impact public service delivery are expansive and transformative.

Moreover, these AI-driven efforts are aligned with the broader goals outlined in Mississippi's Statewide Strategic Plan, which emphasizes innovation, efficiency, and accountability in government. By aligning AI initiatives with these goals, ITS helps ensure that technological advancements contribute meaningfully to measurable improvements in service outcomes, resource allocation, and public trust.

Through ongoing engagement with both internal stakeholders and external innovators, ITS is actively shaping an AI strategy that reflects the unique needs and values of Mississippi—one that balances innovation with transparency, effectiveness with equity, and rapid progress with thoughtful governance. These collaborative efforts will not only position the State to meet the demands of today but will also lay a resilient foundation for a smarter, more adaptive government in the future.

4. Building a Dedicated Digital Services Team - The Mississippi Department of Information Technology Services (ITS) is taking a significant step forward in modernizing government by establishing a dedicated Digital Services Team, a key initiative within its broader strategic vision to transform service delivery across state agencies. This team will serve as a centralized resource of digital expertise, focused on reimagining how citizens interact with government through the thoughtful design, development, and deployment of digital tools and platforms.

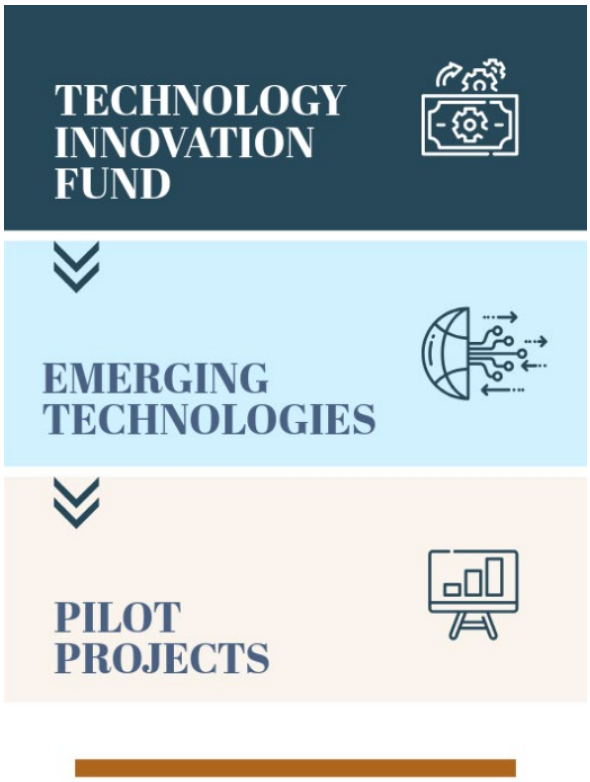
At the core of the Digital Services Team's mission is a commitment to user-centered design. This approach places the needs, preferences, and experiences of Mississippi's diverse population at the forefront of digital development. By deeply understanding how residents engage with government services—whether they are renewing a license, accessing benefits, or seeking information—the team will design solutions that are not only functional but intuitive, inclusive, and easy to navigate. Emphasizing accessibility ensures that digital services are usable by individuals of all abilities, languages, and backgrounds, reducing barriers to access and fostering digital equity across the state.

The team's work will span the full lifecycle of digital product development, including user research, interface design, usability testing, and performance monitoring. This end-to-end focus ensures that every digital touchpoint reflects modern design principles, robust security standards, and a commitment to continuous improvement. By partnering closely with agencies, the Digital Services Team will help modernize legacy systems, eliminate pain points in existing digital services, and create consistent, cohesive experiences across government platforms.

Ultimately, the goal of this initiative is to make digital interactions with state government seamless, efficient, and equitable—regardless of device, location, or level of technical skill. In doing so, ITS aims to build public trust, enhance service delivery, and position Mississippi as a leader in digital government. The establishment of this team reflects a forward-thinking investment in people, processes, and technologies that will serve

citizens more effectively while driving long-term operational improvements across the public sector.

5. Launching a Technology Innovation Fund – The establishment of a Technology Innovation Fund by the Mississippi Legislature represents a forward-looking investment in the future of public sector innovation. The primary goal of this initiative is to provide state agencies with flexible, rapid-access funding to explore and implement emerging technologies through pilot projects and scalable initiatives. By offering financial support that operates outside of traditional budget constraints, the fund is designed to accelerate modernization efforts, encourage experimentation, and reduce the risks typically associated with adopting new technologies.



This fund will serve as a dynamic tool to help agencies identify, test, and deploy cutting-edge solutions that enhance service delivery, improve operational efficiency, and address evolving citizen needs. Whether it's leveraging artificial intelligence for smarter decision-making, implementing advanced data analytics to improve program outcomes, or exploring next-generation cybersecurity tools, the Technology Innovation Fund empowers agencies to take bold steps in transforming how government services are delivered.

Key to the success of the fund is its structure, which emphasizes flexibility and responsiveness. Rather than relying on lengthy budget approval cycles, agencies will be able to access targeted funding quickly, enabling them to respond to urgent challenges, seize emerging opportunities, and scale proven solutions across the enterprise. This streamlined approach not only fosters a culture of innovation within individual agencies but also encourages cross-agency collaboration and knowledge sharing, amplifying the impact of each successful project.

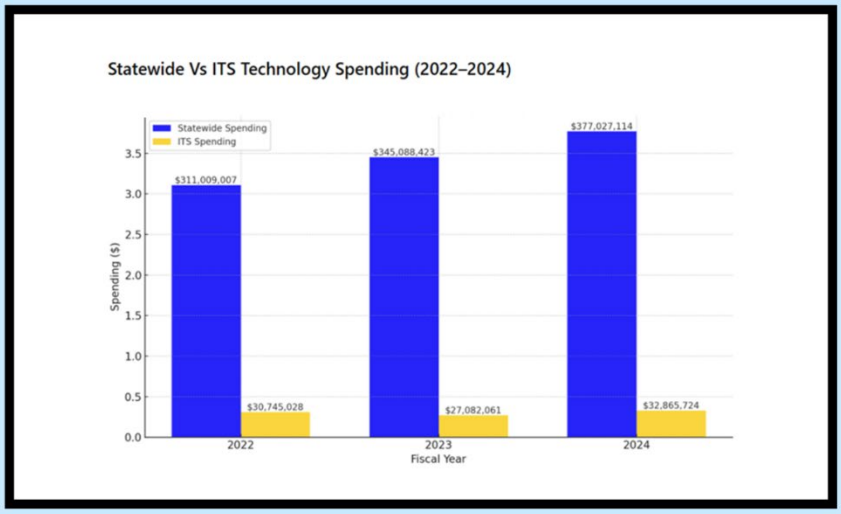
Ultimately, the Technology Innovation Fund is more than a financial tool—it's a catalyst for cultural change. It reflects Mississippi's commitment to building a more agile, responsive, and citizen-focused government by empowering agencies to think creatively, act decisively, and lead boldly in a rapidly evolving digital world.

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 30 State government agencies consume approximately 93.6% of the total IT spend for technology hardware, software, and services. In the recent three-year period, the expenditures for technology hardware, software, and services expenditures averaged $344 M, while the amount directly managed by ITS over the same period averaged $29.5 M, or 11.09% of the total. The agency-specific funding approach for IT is less effective in solving business problems which span across State government, thus reducing ITS' ability to optimize Statewide efficiencies, economies of scale, and shared technology services



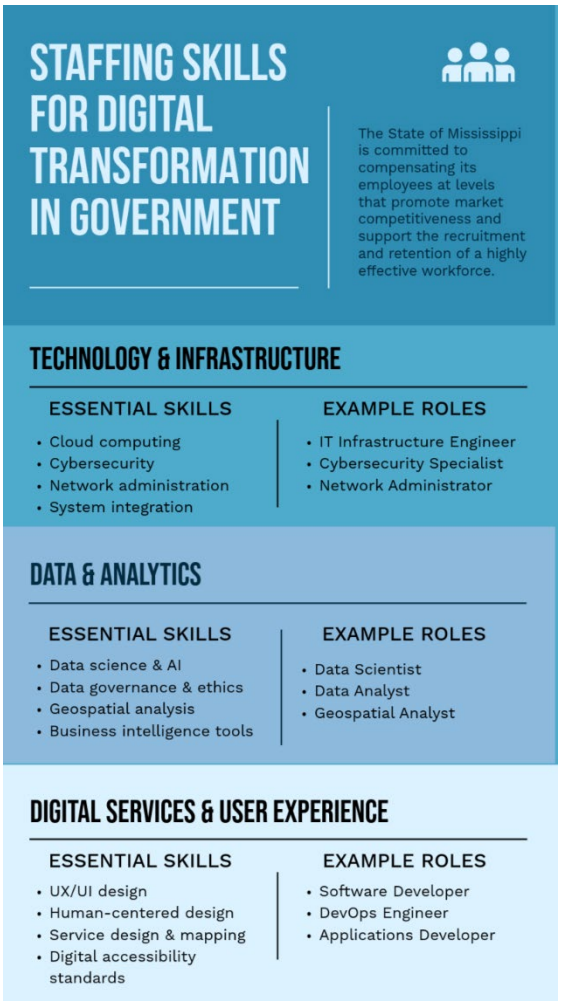
Statewide vs ITS Technology Spending (2022 - 2024)

A fragmented budget within a decentralized IT agency can hinder overall efficiency and strategic alignment. This can lead to duplicated efforts, inconsistent policies, and difficulty in allocating resources to high-priority initiatives. However, decentralization can also provide benefits like greater flexibility, faster decision-making, and more responsive IT services.

ITS' goal is to achieve a hybrid approach that combines both centralized and decentralized elements to maximize effectiveness. This approach involves establishing a central team responsible for setting the overall IT strategy, defining standards, and managing shared services. At the same time, ITS empowers individual departments to address their specific IT needs, all within a unified framework aligned with agency-wide goals and guidelines.

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

The State of Mississippi is committed to compensating its employees at levels that promote market competitiveness and support the recruitment and retention of a highly effective workforce. Central to this commitment is the SEC2 project—a statewide classification and compensation initiative led by the Mississippi State Personnel Board (MSPB) with support from the Legislature. The objective of SEC2 is to align employee compensation with the external labor market, ensure internal equity within agencies, and support agencies in achieving their missions through a strong and capable workforce.



Budget constraints significantly influence government staffing by limiting the resources available for hiring, training, and retaining employees. When government revenues decline—due to economic downturns, reduced tax collection, or increased debt obligations—public agencies often face pressure to cut costs. This can lead to hiring freezes, staff reductions, or the postponement of filling critical positions. Budget limitations may also restrict wage increases and benefits, making it harder to attract and retain qualified professionals, especially in competitive fields like information technology or healthcare. In some cases, essential services may become understaffed, reducing the efficiency and effectiveness of public service delivery. As a result, budget constraints not only affect workforce size but also impact the overall quality and responsiveness of government operations.

Labor market competition plays a crucial role in shaping government staffing, particularly as public agencies vie with the private sector for skilled talent. In fields such as technology, finance, and healthcare, private employers often offer higher salaries, greater flexibility, and faster hiring processes, making it challenging for government

agencies to attract and retain top candidates. Additionally, the private sector may provide more opportunities for career advancement and innovation, which can appeal to younger professionals. As a result, governments may struggle to fill key roles or face higher turnover rates, especially when compensation packages and work environments lag behind industry standards. To remain competitive, some agencies have begun modernizing recruitment strategies, enhancing benefits, and promoting the stability and mission-driven nature of public service careers.

As public agencies adopt digital platforms to improve efficiency, transparency, and citizen engagement, there is an increasing need for professionals skilled in areas such as software development, user experience design, cloud computing, and data analytics. This evolution requires not only recruiting new talent but also reskilling existing employees to adapt to digital tools and workflows. Additionally, digital transformation fosters more agile and collaborative work environments, often challenging traditional bureaucratic structures. While it offers opportunities to streamline operations and better meet public expectations, successful digital transformation depends heavily on having the right workforce in place to design, implement, and maintain these systems.

External/Internal Factors - Technology Changes: Artificial Intelligence

Technology is undergoing a profound transformation with the rapid advancement and integration of artificial intelligence (AI) across nearly every industry. AI is no longer a futuristic concept—it is a practical, powerful tool reshaping how organizations operate, make decisions, and deliver services. From machine learning algorithms that predict outcomes and automate tasks, to natural language processing tools that enhance communication and customer service, AI is driving new levels of efficiency, accuracy, and insight. In the public sector, these advancements enable smarter resource management, real-time data analysis, and more personalized citizen services. As AI continues to evolve, it is essential for organizations to stay adaptive, invest in workforce development, and establish ethical frameworks to guide responsible implementation. This technological shift is not just about adopting new tools—it's about rethinking how we solve problems, innovate, and serve people in a rapidly changing digital world.

Artificial Intelligence (AI) and Machine Learning (ML) are rapidly transforming the IT landscape, introducing innovative use cases with the potential to significantly reshape operations across industries—including the public sector. While the promise of these technologies is substantial, their integration into government functions also presents complex challenges that are still emerging. Key concerns such as algorithmic transparency, ethical decision-making, and the safeguarding of sensitive data will play a central role in shaping public trust and policy discussions. Additionally, as AI and ML become more embedded in-service delivery, public sector roles and responsibilities may shift, requiring new skills and approaches to workforce development. The absence of clearly defined regulatory frameworks adds another layer of uncertainty, emphasizing the importance of proactive governance. To fully harness the power of AI and ML while minimizing unintended consequences, it is essential to adopt strategic, forward-looking policies that balance innovation with accountability, fairness, and security.

External/Internal Factors - Technology Changes: Cloud Computing

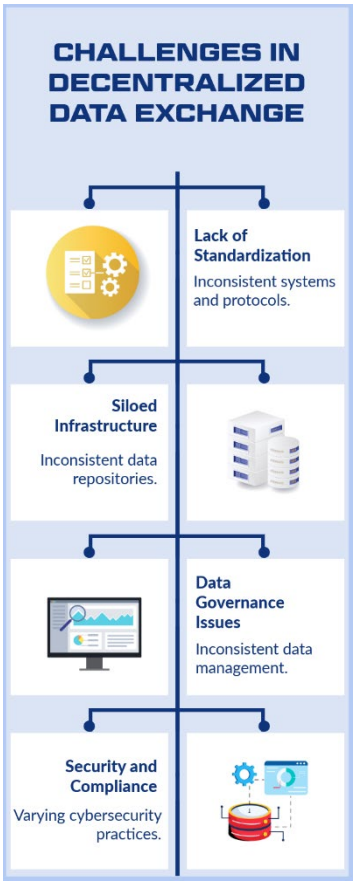
Cloud computing is revolutionizing the way organizations access, manage, and deliver technology services, offering unprecedented flexibility, scalability, and cost efficiency. As agencies and businesses move away from traditional on-premises infrastructure, cloud platforms provide the agility needed to adapt quickly to changing demands and rapidly evolving technologies. This shift enables real-time data access, seamless collaboration across locations, and faster deployment of digital services—all while reducing the overhead costs associated with hardware maintenance and upgrades. In the public sector, cloud computing enhances disaster recovery capabilities, strengthens cybersecurity through built-in protections, and supports innovation by enabling agencies to experiment with new tools and platforms without large upfront investments. As cloud adoption continues to expand, the focus is shifting toward optimizing cloud strategies, improving governance, and ensuring data security and compliance, making it a cornerstone of modern digital transformation efforts.

There is a growing demand for employees with expertise in data science, cybersecurity, machine learning, and digital systems management. This shift requires governments to retrain existing staff and recruit new talent with technical skills. While automation can enhance efficiency and reduce costs, it also raises concerns about job displacement and the need to ensure that technological adoption does not compromise service accessibility or quality for all citizens.

External/Internal Factors – Data Exchange in a Decentralized IT environment

In a decentralized IT environment within government agencies, data exchange poses significant challenges due to the lack of standardized systems, inconsistent data governance, and siloed infrastructure. Each agency often operates with its own set of technologies, protocols, and data formats, making integration complex and time-consuming. The absence of a centralized data management framework can lead to duplicated efforts, data quality issues, and delays in decision-making. Additionally, varying levels of cybersecurity maturity across agencies can raise concerns about data security and compliance, further hindering collaboration. These obstacles make seamless data sharing difficult, impeding efforts to deliver integrated and responsive public services.

In a decentralized IT environment within government agencies, data exchange presents a host of persistent and complex challenges. One of the core issues stems from the lack of standardized systems and protocols across agencies, which often operate independently and adopt technologies that best meet their specific operational needs. This leads to a fragmented technology landscape where disparate platforms, databases, and applications are not inherently interoperable. As a result, exchanging data between systems becomes a labor-intensive and error-prone process, requiring custom integration efforts that consume valuable time and resources.



Furthermore, inconsistent data governance practices exacerbate these challenges. Agencies may define, store, and manage data differently, using varying formats, taxonomies, and validation rules. This inconsistency undermines data quality and integrity, making it difficult to draw accurate, organization-wide insights or conduct cross-agency analytics. The lack of a unified data strategy also contributes to redundancy, where the same data is collected and maintained separately by multiple agencies, increasing storage costs and administrative overhead.

Siloed infrastructure further compounds the issue. With each agency maintaining its own data repositories and network environments, there is limited visibility into available data assets outside one's own domain. This not only restricts collaboration but also leads to missed opportunities for more informed and efficient service delivery. Adding to the complexity, varying levels of cybersecurity maturity across agencies introduce significant risk. Data exchange efforts may be slowed or halted entirely due to concerns over privacy, regulatory compliance, and the potential for breaches—especially when sensitive or personally identifiable information is involved.

Collectively, these technical, organizational, and security-related barriers hinder the seamless sharing of information that is vital for coordinated responses to public needs. Without effective mechanisms for interoperability and governance, agencies struggle to deliver integrated and responsive services, undermining efforts to improve transparency, efficiency, and citizen outcomes across the government enterprise.

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 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 is governed by a Board which is comprised of two distinct components. First, there are five lay members appointed by the Governor and confirmed by the Senate, serving five- year, staggered terms. Second, there are two non-voting Legislative Advisors representing each legislative house chamber who are appointed by the Lieutenant Governor and the Speaker of the House. The Board appoints the Executive Director. The ITS Board provides guidance during monthly meetings where the Executive Director provides updates with the support of the Executive Management Team.

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 thresh
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 Being able to detect and respond to cybersecurity events in a timely manner can significantly reduce the negative impact to State government prepared to respond to cybersecurity events in a timely manner to mitigate risks within their agency.

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
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 the Co-Processing Data Center. 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	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	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 pla
E.1.1. Strategy	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	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 storag
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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