



Mississippi Department of
Information Technology Services

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Five Year Strategic Plan

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

ITS, in performance of its mission, has stated goals and related objectives that have a relative relationship to the Statewide Goals and Benchmarks found in Building a Better Mississippi: The Statewide Strategic Plan for Performance and Budgetary Success. The Statewide Strategic Plan identifies key policy areas in the following order: Economic Development; Education: Public Schools; Education: Higher Education; Public Safety and Order; Health; Human Services; Natural Resources; Infrastructure; and Government and Citizens.

As the State's enterprise information technology agency, ITS does not directly administer most of the programmatic services measured in the statewide benchmarks. ITS supports these goals by providing technology leadership, enterprise planning, procurement oversight, cybersecurity coordination, shared infrastructure, managed services, cloud computing, digital government services, and strategic guidance that enable state agencies, institutions, and public entities to deliver services more efficiently, securely, and effectively. Below are relevant examples of metrics across Mississippi state government that are supported by the work of ITS in both its regulatory and support efforts.

ECONOMIC DEVELOPMENT

Statewide Goal: To develop a robust state economy that provides the opportunity for productive employment for all Mississippians

Relevant Benchmarks:

➤ **COMMERCIAL ACTIVITY**

- ◆ Number of new technology start-ups
- ◆ Venture capital investments measured in dollars and number of deals

➤ **JOB GROWTH**

- ◆ Number of jobs associated with new technology start-ups

➤ **EMPLOYMENT AND INCOME**

- ◆ Percentage of Mississippians receiving workforce training services who are employed for one year and five years after receiving training and their average salary
- ◆ Job vacancy rate, by industry and occupation
- ◆ Average pay and total payroll of jobs associated with new technology start-ups

ITS Alignment Overview: ITS supports this statewide goal by strengthening the technology foundation that enables a modern digital economy. Through technology procurement modernization, cloud adoption, cybersecurity, artificial intelligence initiatives, data analytics, digital services, and enterprise infrastructure, ITS helps state agencies adopt secure and scalable technology solutions. ITS's work also supports a stronger public-sector technology ecosystem by promoting innovation, improving access to modern platforms, and helping prepare the State to support technology-driven services, workforce needs, and emerging technology opportunities.

EDUCATION: PUBLIC SCHOOLS

Statewide Goal: To make available a quality K-12 public education for all Mississippians that prepares them, upon high school graduation, to either enter the labor force with an employable skill or to successfully complete a higher education program

Relevant Benchmarks:

➤ **CAREER AND TECHNICAL EDUCATION**

- Percentage of high school students enrolled in a career and technical education program
- Percentage of high school students enrolled in career and technical education programs who earn an approved Industry Certification, by career pathway
- Percentage of students earning an approved Industry Certification who obtain a job in Mississippi in their area of certification
- Average starting salary of students earning an approved Industry Certification who obtain a job in Mississippi in their area of certification

➤ **COST**

- State cost per student
- Total cost per student

ITS Alignment Overview: ITS supports this statewide goal by assisting K-12 public education entities with technology planning, procurement support, cybersecurity guidance, infrastructure services, and shared technology solutions. ITS's role is not to administer classroom instruction or directly measure student achievement, but to help education partners acquire secure, cost-

effective technology and maintain reliable digital environments. These services support efficient use of public funds, protect sensitive information, and strengthen the technology infrastructure needed for instructional support, administrative systems, and career-connected learning.

EDUCATION: HIGHER EDUCATION

Statewide Goal: To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research.

Relevant Benchmarks:

➤ **COMMUNITY COLLEGES**

- Workforce Development
 - ◆ Percentage of students trained through workforce education and training programs customized to meet the needs of local industries who successfully complete the program
- Cost to students
 - ◆ Percentage of Mississippi median family income required to cover tuition and fees at Mississippi community colleges
- Cost to taxpayers
 - ◆ Total state expenditures per student

➤ **UNIVERSITIES: UNDERGRADUATE**

- Graduates in High-Need Disciplines
 - ◆ Number of graduates in high-need disciplines (i.e., science, technology, engineering, math, education, including non-teaching areas and nursing), by discipline
- Retention of Graduates in High-need Disciplines
 - ◆ Percentage of graduates in high-need disciplines who enter and remain in practice in Mississippi in the high-need discipline five years and ten years following graduation, by discipline
- Cost to students
 - ◆ Percentage of Mississippi median family income required to cover tuition and fees at Mississippi public four-year higher educational institutions
- Cost to taxpayers
 - ◆ Total state expenditures per student

➤ **UNIVERSITIES: GRADUATE**

- Graduates in High-need Disciplines
 - ◆ Number and percentage of graduate degrees awarded in science, technology, engineering, and math

- Retention of Graduates in High-need Disciplines
 - ◆ Percentage of graduates in high-need disciplines practicing in Mississippi, by discipline
- Commercialization of Academic Research
 - ◆ Dollar value of research grants and contracts awarded to Mississippi public universities
 - ◆ Percentage of total federal research and development expenditures received by Mississippi public universities
 - ◆ Number of patents obtained by Mississippi public universities in emerging technologies
 - ◆ Number of patents obtained by Mississippi public universities in emerging technologies that are commercialized
 - ◆ Number of private sector companies created as a result of activities at Mississippi public universities

ITS Alignment Overview: ITS supports this statewide goal through enterprise technology procurement, technology planning, cybersecurity coordination, secure hosting, data center services, cloud computing, network services, and managed technology solutions for institutions and related public entities within ITS's statutory scope. ITS's strategic emphasis on cloud computing, cybersecurity, artificial intelligence, data analytics, digital services, and shared platforms aligns with higher education's workforce and research mission. These services help institutions acquire and operate technology platforms that support instruction, research, commercialization, cost efficiency, and the development of Mississippi's high-need technology workforce.

PUBLIC SAFETY AND ORDER

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

Relevant Benchmarks:

- JUDICIARY (BENCHMARKS FOR STATE-FUNDED COURTS)
 - Case clearance rates (the number of outgoing cases as a percentage of the number of incoming cases)
 - Time to case disposition (percentage of cases disposed within the time standard set for each case type)
 - Collection of monetary penalties (percentage of monetary penalties collected and distributed within established timelines)
 - Average cost of processing a single case, by case type

➤ **EMERGENCY PREPAREDNESS**

- Percentage of the state's local emergency responders with Geographic Information System (GIS) capacity
- Average emergency response time to natural and man-made disasters
- Number and percentage of Mississippi localities certified by the Mississippi Emergency Management Agency (MEMA) as "emergency ready"
- Average time for businesses to recover following a natural or man-made disaster

ITS Alignment Overview: ITS supports this statewide goal by strengthening the cybersecurity posture, operational resilience, and technology continuity of state government. ITS provides enterprise cybersecurity coordination, security awareness, threat and vulnerability intelligence, perimeter defense, monitoring, event correlation, incident notification, data center services, resilient communications, and 24x365 Help Desk support. These services help agencies maintain continuity of operations, protect sensitive information, detect and respond to cyber events, and sustain critical systems used by public safety, emergency response, courts, corrections, and justice-related functions. ITS also supports the availability of GIS services through procurement support and the GIS Clearinghouse.

HEALTH

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

Relevant Benchmarks:

➤ **ACCESS TO CARE**

- Transfer time (in minutes) from Level III and IV Trauma Centers to appropriate facilities for treatment

➤ **HEALTH PROTECTION**

- The state's scores on the National Health Security Preparedness Index, overall and by domain (health surveillance, community planning and engagement, incident and information management, surge management, and countermeasure management)

ITS Alignment Overview: ITS supports this statewide goal by enabling secure, reliable, and resilient technology environments for health-related agencies and systems. ITS provides technology procurement support, data center services, cybersecurity coordination, enterprise networking, cloud services, managed services, and Help Desk support for mission-critical applications and digital services. These services support protected health-related information, system availability, public health reporting, emergency preparedness, information management, and continuity of health-related services.

HUMAN SERVICES

Statewide Goal: To ensure that Mississippians are able to develop to their full potential by having their basic needs met, including the need for adequate food and shelter and a healthy, stable, and nurturing family environment or a competent and caring system of social support

Relevant Benchmarks:

➤ PROTECTIVE SERVICES

- Number of children in agency custody
- Average time (in days) a child is held in emergency shelters and other temporary holding facilities before being placed in foster care
- Average time (in months) a child is in foster care
- Average time (in days) between a child in foster care being declared legally eligible for adoption and adoption
- Percentage of child support cases current on payments

➤ FOOD ASSISTANCE

- Average number of households monthly receiving food assistance through the Supplemental Nutrition Assistance Program
- Percentage of Mississippi households receiving food assistance through the Supplemental Nutrition Assistance Program

➤ TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)

- Number and percentage of families receiving Temporary Assistance for Needy Families (TANF) during the year
- TANF work program participation rate
- Percentage of TANF participants in job training who enter employment
- Percentage of TANF participants in job training who enter employment at a salary sufficient to make them ineligible to continue receiving TANF benefits
- Percentage of TANF participants in job training who remain employed (one-year and five-year follow-up)

➤ VOCATIONAL REHABILITATION

- Percentage of individuals completing vocational rehabilitation services who obtain employment
- Percentage of individuals completing vocational rehabilitation services who obtain employment with hourly rate of earnings equal to the federal or state minimum wage rate, whichever is higher, or higher
- Percentage of individuals who obtain employment following completion of vocational rehabilitation services who remain employed (one-year and five-year follow-up)

ITS Alignment Overview: ITS supports this statewide goal by enabling the technology infrastructure, procurement, cybersecurity, cloud, network, data center, and digital service capabilities needed for agencies to deliver benefits, case management, protective services, child support, food assistance, TANF, vocational rehabilitation, and related programs. ITS's role is especially important where agencies rely on secure data, system availability, accessible online services, protected communications, and interoperable technology to serve citizens efficiently and maintain continuity of critical services.

NATURAL RESOURCES

Statewide Goal: To ensure that current and future generations have access to the state's abundant natural resources through restoration, protection, conservation, and wise development of those resources

Relevant Benchmarks:

➤ WATER

- Flood Hazard Mitigation
- Percentage of flood hazard acreage updated to reflect most recent available flood data
- Quality
- Miles of impaired rivers and streams (total and as a percentage of total river and stream mileage assessed)
- Acres of impaired lake water (total and as a percentage of total lake water assessed)
- Mississippi waters that meet or exceed State Water Quality Standards

➤ AIR QUALITY

- Number of days with air advisories
- Number of counties that meet National Ambient Air Quality standards for particulate matter

➤ LAND

- Percentage of citizens who have access to a recycling program
- Amount of material recycled each year

➤ STATE PARKS

- Number of visitors to state parks and recreation areas

➤ WILDLIFE AND FISHERIES

- Estimates of populations of invasive species, by species
- Mileage of river and stream segments and acreage of lakes (total and as a percentage of total assessed) under a fish consumption advisory during the year

➤ ENERGY

- Per capita energy consumption in British thermal units (BTUs)
- Total energy production in trillion British thermal units (BTUs)
- Renewable energy production (in kilowatt hours)
- Number of alternative fuel and hybrid-electric vehicles registered in Mississippi

ITS Alignment Overview: ITS supports this statewide goal by providing technology planning, procurement, cybersecurity, infrastructure, data center, cloud, and network services that help natural resource agencies collect, protect, analyze, and report environmental, land, water, wildlife, parks, and energy-related data. ITS's enterprise technology support helps agencies modernize systems, maintain secure data environments, support geospatial and environmental information, deliver public-facing digital services, and improve operational efficiency in programs that depend on reliable information and resilient technology platforms.

INFRASTRUCTURE

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

Relevant Benchmarks:

➤ PUBLIC UTILITIES

- Percentage of households with broadband service at home
- Percentage of homes passed by fiber optic infrastructure
- Average and peak broadband network speed

ITS Alignment Overview: ITS supports this statewide goal by providing and coordinating core technology infrastructure for state government, including State Data Center services, Capitol Complex voice communications, Capitol Complex fiber networking, Data Center Network services, Wide Area Network services, Virtual Private Networks, conferencing services, and cloud computing environments. ITS measures availability, latency, connectivity, capacity, utilization, and cost efficiency to support resilient government operations. ITS's infrastructure services also help agencies modernize legacy systems, maintain secure connectivity, and support service delivery across physical and digital infrastructure environments.

GOVERNMENT AND CITIZENS

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

Relevant Benchmarks:

➤ COST OF GOVERNMENT

- 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
- Regulatory efficiency: average length of time to resolution of documented complaints to professional licensing agencies
- State dollars saved by providing government services online (e.g., document retrieval, issuance of new business permits, license renewal)
- Percentage of state employees leaving state service within five years of employment

ITS Alignment Overview: ITS most directly aligns with this statewide goal by helping state government become more efficient, accessible, secure, and citizen-focused. ITS provides administrative oversight for information technology as a strategic enterprise investment; supports agency IT planning; modernizes technology procurement; manages shared services and enterprise contracts; supports eGovernment solutions; maintains online service channels; and promotes secure, mobile, and convenient access to government information and services. These efforts support administrative efficiency, online service delivery, cost avoidance, transparency, workforce modernization, and improved citizen interaction with state government.

4. Overview of the Agency 5-Year Strategic Plan

GOALS

The Mississippi Department of Information Technology Services (ITS) serves a unique role in state government. While most agencies deliver services within a defined program area, ITS provides the technology leadership, governance, infrastructure, procurement support, cybersecurity coordination, and enterprise services that allow state agencies to deliver their own missions securely, efficiently, and effectively. The work of ITS is therefore both direct and enabling: direct in the operation of enterprise technology services, and enabling in the way those services strengthen the capacity of other agencies to serve citizens, businesses, local governments, educational institutions, and other public entities.

The goals, objectives, strategies, and measures established in Section 6 remain the formal performance framework for this plan. That framework organizes the agency's work through the core functions of Administration, Technical Operations, and Managed Services, including administrative oversight of technology as a strategic enterprise investment, technology procurement, cybersecurity, enterprise infrastructure, communications, agency outreach,

eGovernment services, managed voice and data services, managed cybersecurity services, and cloud computing services.

For the 2028-2032 planning period, ITS will use that existing framework to advance a more integrated and strategic approach to statewide technology leadership. The agency's current initiatives are not separate from the goals in Section 6; they are the means by which ITS will continue to modernize, strengthen, and scale the work already reflected in those goals. Procurement modernization, statewide IT optimization, cloud governance, artificial intelligence, digital services, cybersecurity, statewide data exchange, and shared services all support the same long-standing public purpose: helping Mississippi government make better technology decisions, protect public resources, reduce unnecessary duplication, and improve the quality, security, and accessibility of services.

The strategic direction for 2028-2032 is organized around five priorities:

1. Increase efficiency in government operations;
2. Enhance collaboration across agencies, departments, and levels of government;
3. Provide resilient and reliable government services;
4. Strengthen privacy and data security protections; and
5. Reduce state operating and long-term costs.

These priorities do not replace the agency's established program goals. Instead, they provide a strategic lens for understanding how ITS will use its existing responsibilities, capabilities, and performance measures to respond to the needs of modern government. They also provide a clearer connection between technology investments and the broader expectations of public stewardship: accountability, transparency, operational efficiency, measurable value, and better service to the people of Mississippi.

OBJECTIVES

ITS will continue working with state agencies, boards, commissions, institutions of higher learning, K-12 schools, libraries, local governing authorities, and other public entities to support the effective and efficient use of technology resources. This work requires more than technical support. It requires strategic coordination, consistent standards, practical governance, disciplined procurement, reliable infrastructure, cybersecurity leadership, and ongoing engagement with agencies whose missions depend on technology.

Over the next five years, ITS will pursue the following strategic objectives through the existing goals and measures in Section 6:

Strengthen technology as an enterprise investment

ITS will continue to support the Legislature, the Legislative Budget Office, partner agencies, and statewide decision-makers by improving visibility into technology needs, costs, risks, and opportunities. Through agency IT planning, procurement review, enterprise architecture, optimization efforts, and internal performance management, ITS will help ensure technology

investments are evaluated not only as individual purchases, but as long-term public assets that must be secure, sustainable, interoperable, and aligned with statewide priorities.

Modernize the way Mississippi acquires and manages technology

Technology procurement is one of the State's most important tools for improving value, reducing risk, encouraging competition, and supporting modernization. ITS will continue improving procurement processes, contract vehicles, templates, agency guidance, vendor engagement, market research, and strategic sourcing practices. These efforts will help agencies acquire technology more effectively while protecting the State from unnecessary cost, avoidable risk, fragmented solutions, and investments that do not support long-term operational needs.

Advance a secure and coordinated technology enterprise.

The State's decentralized operating model gives agencies flexibility to meet mission-specific needs, but it also requires strong enterprise coordination to prevent fragmentation, duplication, and inconsistent security practices. ITS will continue to strengthen statewide coordination through technology planning, cybersecurity governance, cloud governance, statewide data exchange, procurement modernization, advisory councils, and direct agency engagement. The intent is not to remove agency ownership of mission systems, but to ensure that agency decisions are supported by a shared framework for security, interoperability, resilience, and value.

Improve resilience, reliability, and continuity of government services.

Government operations increasingly depend on secure, available, and well-supported technology environments. ITS will continue providing and coordinating the infrastructure, help desk support, communications services, data center services, cloud services, managed services, and cybersecurity capabilities that support agency operations. As more services move online and more systems depend on cloud, data exchange, and digital platforms, ITS will focus on strengthening the technology foundation necessary for continuity of operations and dependable service delivery.

Support responsible innovation and practical modernization.

Artificial intelligence, automation, cloud computing, digital services, and data analytics present significant opportunities to improve the efficiency and responsiveness of government. ITS will support agencies in evaluating these tools responsibly, with appropriate attention to governance, security, privacy, procurement, workforce readiness, and measurable public value. The AI Innovation Hub, Cloud Center of Excellence, digital services initiatives, and statewide data exchange work provide structured ways to test, learn, coordinate, and scale modernization efforts where they can improve outcomes.

Expand access to secure, convenient, and user-centered digital government services.

Citizens and businesses increasingly expect government services to be available through secure, simple, and accessible digital channels. ITS will continue supporting eGovernment solutions, mobile-optimized services, digital service design, online transactions, and public-facing platforms that help agencies improve how the public interacts with government. This work supports not only convenience, but also efficiency, transparency, and public trust.

PRIORITIES

1. Increase Efficiency in Government Operations

Efficiency in government technology is not achieved through isolated cost-cutting. It is achieved through disciplined planning, better procurement, clearer standards, shared services, consistent review of technology investments, and a long-term understanding of total cost, risk, and value. During the 2028-2032 planning period, ITS will continue helping agencies make technology decisions that are better aligned with business needs, statutory requirements, cybersecurity expectations, and statewide priorities.

This priority will be advanced through technology procurement modernization, statewide IT optimization, enterprise architecture review, improved agency technology planning, cloud cost management, shared services analysis, AI and automation use-case evaluation, and digital

process modernization. Together, these initiatives strengthen the existing Section 6 goals related to administrative oversight, procurement value, agency planning, and managed enterprise services.

Mississippi Department of Information Technology Services' Role is to help create the structure, forums, standards, and shared understanding necessary for agencies to work together while continuing to meet their own missions.

For the Legislature and budget decision-makers, this priority is intended to improve the quality of information available about technology investments and to support more strategic use of public funds. For agencies, it provides a framework for making practical technology decisions that solve business problems without creating unnecessary duplication or long-term cost exposure. ***For the public, it supports a government that uses technology to operate more effectively and deliver services with greater consistency and value.***

2. Enhance Collaboration Across Agencies, Departments, and Levels of Government

The most significant technology challenges facing state government rarely belong to one agency alone. Cybersecurity, cloud adoption, data exchange, digital identity, online service delivery, artificial intelligence, procurement modernization, and legacy system modernization all require coordination across organizational boundaries. *ITS's role is to help create the structure, forums, standards, and shared understanding necessary for agencies to work together while continuing to meet their own missions.*

This priority will be advanced through the CIO Council, Procurement Modernization Advisory Council, eGovernment Oversight Committee, statewide data exchange initiatives, the AI Innovation Hub, the Cloud Center of Excellence, cybersecurity coordination, procurement training, and ongoing agency outreach. These efforts strengthen the existing Section 6 goals related to procurement, cybersecurity governance, communication and outreach, agency IT planning, eGovernment, and managed services.

A more collaborative technology enterprise allows Mississippi to identify common needs earlier, reduce duplication, leverage shared expertise, improve procurement outcomes, strengthen cybersecurity, and create more consistent experiences for citizens and businesses.

It also helps agencies learn from one another and reduces the likelihood that each agency must solve the same technology problem independently.

3. Provide Resilient and Reliable Government Services

Reliable technology is now fundamental to reliable government. Agency operations, public safety functions, benefit programs, licensing systems, financial systems, communications, public information, and citizen-facing services all depend on secure and available technology environments. ITS will continue strengthening the core services that allow agencies to operate with confidence and recover more effectively when disruptions occur.

This priority will be advanced through State Data Center operations, enterprise network services, Capitol Complex voice and fiber services, help desk operations, cybersecurity monitoring, incident notification, managed voice and data services, cloud governance, private cloud services, public cloud adoption support, and continuity planning. The Cloud Center of Excellence will be particularly important as agencies modernize systems and evaluate which workloads should remain in traditional environments, which should move to private cloud, and which may benefit from public cloud platforms.

This priority is closely tied to the existing Section 6 goals for protected computing environments, voice and data communications, cybersecurity, managed services, and cloud computing. For agencies, it means dependable technology foundations. ***For the public, it means greater confidence that government services will remain available, secure, and responsive.***

4. Strengthen Privacy and Data Security Protections

As government becomes more digital, the responsibility to protect information becomes more complex and more important. Cybersecurity is no longer limited to perimeter defense or technical monitoring. It must be built into procurement, planning, cloud adoption, data exchange, artificial intelligence, digital services, workforce training, and daily operations.

This priority will be advanced through cybersecurity awareness, threat and vulnerability intelligence, perimeter defense, monitoring, incident notification, cloud security guidance, AI governance, secure data-sharing practices, technology standards, and procurement review.

Statewide data exchange and artificial intelligence initiatives will be approached with security, privacy, governance, and public trust as care design considerations rather than after-the-fact requirements.

ITS recognizes that AI adoption introduces governance, transparency, privacy, security, workforce readiness, procurement, and responsible data-use considerations.

Strengthening privacy and security protections also supports the broader goal of responsible modernization. Agencies must be able to use data, cloud platforms, automation, and digital services to improve operations, but those capabilities must be implemented in a way that protects sensitive information, reduces risk, and maintains confidence in government systems.

5. Reduce State Operating and Long-Term Costs

The cost of technology is not limited to the initial purchase. Long-term costs include licensing, maintenance, hosting, staffing, integration, cybersecurity, modernization, data migration, vendor dependency, system replacement, and operational risk. ITS will continue helping agencies and decision-makers evaluate technology investments with a broader view of total cost and long-term sustainability.

This priority will be advanced through procurement modernization, statewide IT optimization, strategic sourcing, cloud cost optimization, shared services, managed services, digital services, AI and automation pilots, eGovernment services, and planning reviews that identify opportunities for reuse, consolidation, or better alignment.

Reducing long-term cost does not mean slowing modernization. In many cases, modernization is the path to cost control because it allows the State to reduce duplication, avoid unsustainable legacy costs, improve security, use shared platforms, and make better use of existing investments. ITS will continue working with agencies to identify where modernization can produce measurable value and where enterprise approaches can reduce the cost and risk of fragmented decision-making.







STRATEGIC PRIORITY 2

Enhance Collaboration Across Agencies, Departments, and Levels of Government

Use shared governance, engagement, and coordinated planning to align technology efforts and advance solutions that serve the broader interests of Mississippi government.



1
CIO Council

Strengthen statewide technology leadership and shared problem-solving.



2
Statewide Data Exchange

Support interoperable, secure information sharing across agencies.



3
Advisory Councils & Governance

Coordinate cloud, procurement, eGovernment, and related policy direction.



4
Agency Outreach & Engagement

Build partnerships, training, and practical collaboration.



Mississippi Department of Information Technology Services • 2028–2032 Strategic Priorities







STRATEGIC PRIORITY 3

Provide Resilient and Reliable Government Services

Sustain secure, dependable technology foundations that keep government operations running and services available to the public.



1
State Data Center & Infrastructure

Maintain reliable hosting, network, and core operations.



2
Cloud & Managed Services

Support scalable platforms and shared enterprise services.



3
Help Desk & Operational Support

Provide responsive support for critical business functions.



4
Continuity & Service Resilience

Strengthen recovery, uptime, and continuity of operations.



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STRATEGIC PRIORITY 4

Strengthen Privacy and Data Security Protections

Embed cybersecurity, privacy, and responsible governance into the systems, services, and data that support modern government.



1

Cybersecurity Coordination

Provide statewide leadership, awareness, and standards.



2

Threat Monitoring & Incident Response

Improve detection, notification, and response.



3

Secure Data Exchange

Protect sensitive information while enabling trusted sharing.



4

Responsible AI & Cloud Governance

Apply safeguards to emerging technologies and platforms.



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STRATEGIC PRIORITY 5

Reduce State Operating and Long-Term Costs

Use enterprise approaches, smarter sourcing, and sustainable modernization to lower the total cost and risk of technology investments.



1

Strategic Sourcing

Leverage statewide buying power and shared contracts.



2

Shared Services

Reduce duplication through enterprise platforms and services.



3

Cloud Cost Optimization

Improve visibility, governance, and responsible consumption.



4

Sustainable Modernization

Replace fragmented, high-risk legacy approaches with scalable solutions.



Mississippi Department of Information Technology Services • 2028–2032 Strategic Priorities



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

External/Internal Assessment

The technology environment in which Mississippi government operates is changing rapidly. State agencies must continue delivering essential services while modernizing aging systems, protecting sensitive information, responding to increasing cybersecurity threats, adopting cloud-based services, evaluating artificial intelligence, improving digital access, and meeting rising expectations for efficient and transparent government.

ITS's operating environment is shaped by both internal and external factors. Some of these factors are fiscal and structural, including agency-specific technology funding, multi-year funding limitations, workforce constraints, and the decentralized nature of state government technology. Others are driven by the pace of technology change, including artificial intelligence, cloud computing, cybersecurity, data exchange, and the need for more modern digital services.

As described in Section 4, ITS's strategic role is both direct and enabling. ITS directly operates, manages, procures, and coordinates enterprise technology services. At the same time, ITS enables other agencies to fulfill their missions by providing technology leadership, planning, procurement support, cybersecurity coordination, infrastructure, cloud guidance, managed services, and digital government solutions. The following factors will influence ITS's ability to advance the 2028-2032 strategic priorities and support the goals, objectives, strategies, and measures established in Section 6.

External/Internal Factors – Funding Constraints and Multi-Year Investment Limitations

Technology modernization often requires planning and investment over multiple fiscal years. Major system replacements, cloud migrations, cybersecurity improvements, enterprise platforms, data-sharing initiatives, and digital service modernization are rarely completed within a single budget cycle. These efforts require sustained planning, adequate staffing, clear governance, and predictable funding to move from assessment and procurement to implementation, adoption, and long-term support.

Traditional funding models can make this work more difficult when resources are appropriated, requested, or evaluated primarily as one-year costs rather than as multi-year investments in public infrastructure. Technology projects also carry long-term obligations that extend beyond the initial purchase, including licensing, maintenance, hosting, security, integration, vendor management, data migration, training, and eventual modernization or replacement. Without sufficient attention to the full lifecycle cost of technology, agencies may face increased risk, higher long-term expense, and reduced flexibility in future years.

Over the next five years, ITS will continue supporting agencies and decision-makers by improving visibility into technology needs, risks, costs, and opportunities. Through agency IT planning, procurement review, enterprise architecture, optimization efforts, cybersecurity guidance, and shared service analysis, ITS will help agencies evaluate technology investments as long-term public assets. This approach supports better stewardship of public funds and aligns with the strategic priorities to increase efficiency in government operations and reduce state operating and long-term costs.

External/Internal Factors – Workforce and Labor Market

A skilled technology workforce is essential to the State’s ability to modernize systems, secure information, operate critical infrastructure, and deliver digital services. As agencies adopt cloud services, enhance cybersecurity capabilities, improve data sharing, deploy digital platforms, and evaluate artificial intelligence, the need for staff with specialized and evolving technology skills will continue to increase.

State government competes with the private sector for professionals in cybersecurity, cloud architecture, data analytics, application development, project management, user experience, digital accessibility, procurement, governance, and emerging technology. This competition can make recruitment and retention difficult, particularly when technical roles require specialized expertise and when the labor market rewards those skills aggressively. At the same time, retirements, turnover, and limited staffing capacity can affect continuity of operations and institutional knowledge.

ITS will continue helping strengthen Mississippi’s public-sector technology workforce by supporting professional development, training, workshops, certifications, conferences, knowledge sharing, and collaborative learning opportunities.

STAFFING SKILLS FOR DIGITAL TRANSFORMATION IN GOVERNMENT				 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.	
TECHNOLOGY & INFRASTRUCTURE		DATA & ANALYTICS		DIGITAL SERVICES & USER EXPERIENCE	
ESSENTIAL SKILLS	EXAMPLE ROLES	ESSENTIAL SKILLS	EXAMPLE ROLES	ESSENTIAL SKILLS	EXAMPLE ROLES
• Cloud Computing • Cybersecurity • Network Administration • System Integration	• IT Infrastructure Engineer • Cybersecurity Specialist • Network Administrator	• Data Science & AI • Data Governance & Ethics • Geospatial Analysis • Business Intelligence Tools	• Data Scientist • Data Analyst • Geospatial Analyst	• UX/UI Design • Human-Centered Design • Service Design & Mapping • Digital Accessibility Standards	• Software Developer • DevOps Engineer • Applications Developer

Programs and forums related to cybersecurity awareness, artificial intelligence, procurement training, cloud adoption, operations, and emerging technology will help agencies better understand and manage modern technology environments.

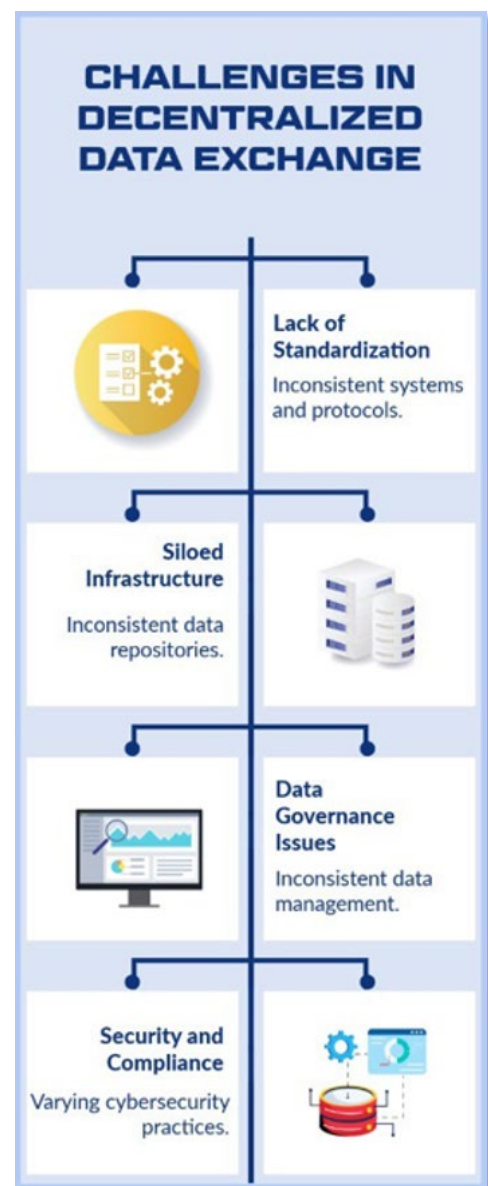
To promote workforce resilience, ITS will continue encouraging knowledge transfer, cross-training, succession planning, and collaboration among public entities. These efforts help reduce reliance on individual staff members, strengthen operational continuity, and improve agencies' ability to respond to changing technology requirements. Partnerships with agencies, institutions of higher learning, private-sector partners, professional organizations, and other stakeholders will remain important to expanding access to specialized expertise and cultivating a future-ready technology workforce.

External/Internal Factors – Fragmented Statewide Technology Spending

Mississippi's decentralized technology environment gives agencies flexibility to address mission-specific business needs, but it can also create challenges in statewide coordination, interoperability, cybersecurity consistency, procurement strategy, and economies of scale. Based on reports from Mississippi's Accountability System for Government Information and Collaboration (MAGIC), 30 state government agencies consume approximately 96.9% of the total IT spend for technology hardware, software, and services. In the recent three-year period, statewide expenditures for technology hardware, software, and services averaged approximately \$371 million, while the amount directly managed by ITS over the same period averaged approximately \$29.5 million, or 10.05% of the total.

This funding and operating model means that many technology decisions are made at the agency level, where agencies are closest to their own business needs. That flexibility is important. However, without strong enterprise planning and coordination, agency-specific investments can also contribute to duplicative systems, inconsistent standards, fragmented platforms, uneven cybersecurity maturity, and missed opportunities for shared services or statewide contracting.

Increasingly complex technology environments require greater collaboration across government to ensure that investments align with enterprise architecture, security



requirements, cloud governance frameworks, data-sharing objectives, procurement standards, and statewide modernization priorities. ITS must continue balancing agency autonomy with enterprise leadership, governance, and strategic planning.

Over the next five years, ITS will use procurement modernization, statewide IT optimization, agency IT planning, enterprise architecture, shared services analysis, cloud governance, and data exchange initiatives to help maximize the value of public technology investments. This work supports strategic priorities to increase efficiency, enhance collaboration, provide resilient services, strengthen privacy and data security, and reduce long-term costs.

External/Internal Factors – Technology Changes: Artificial Intelligence and Cloud Computing

Artificial intelligence and cloud computing are among the most significant technology changes affecting government operations, service delivery, cybersecurity, workforce development, procurement, and data management. Both present opportunities to improve efficiency, strengthen decision-making, modernize services, and reduce reliance on aging technology. Both also require strong governance, security, workforce readiness, procurement discipline, and careful attention to long-term cost and risk.

Artificial intelligence is rapidly changing how organizations analyze information, automate routine work, support decision-making, and interact with the public. Public-sector organizations are increasingly evaluating opportunities to use AI to improve operational efficiency, reduce administrative burden, enhance service delivery, and support more timely and informed decisions. At the same time, AI introduces important considerations related to transparency, privacy, security, accuracy, accountability, workforce impact, procurement, and responsible use of data.

As the State's lead technology organization, ITS plays a central role in helping public entities navigate these opportunities and risks. Through enterprise leadership, governance, planning, training, and guidance, ITS will continue supporting a consistent framework for the evaluation, adoption, and management of AI technologies across state government. The Mississippi AI Innovation Hub provides a structured environment for agencies, institutions of higher learning, students, and private-sector partners to explore practical use cases, test innovative ideas, validate business value, and identify scalable solutions that may improve government operations and service delivery.

Cloud computing is also changing how technology services are planned, delivered, secured, and supported. As agencies seek greater agility, scalability, resilience, and operational efficiency, cloud technologies are becoming a foundational component of enterprise technology strategies. Cloud adoption creates opportunities to modernize legacy systems, improve disaster recovery, expand digital services, and respond more effectively to evolving business needs.

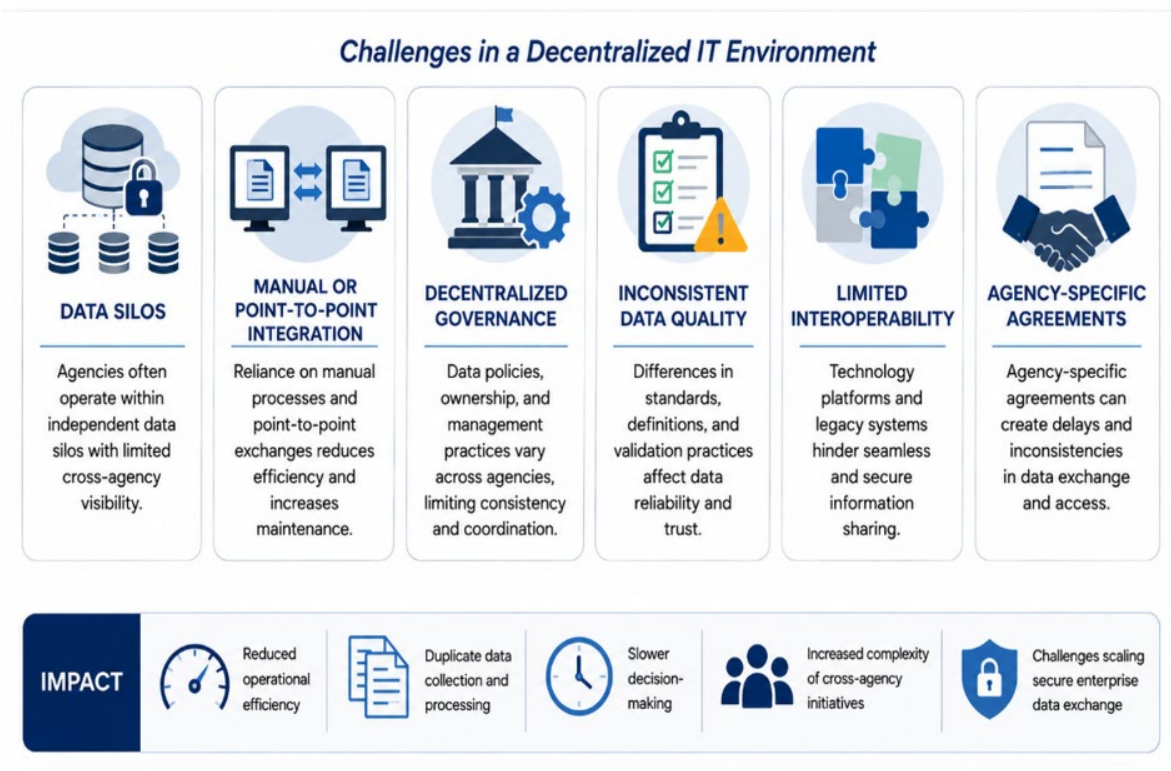
Successful cloud adoption requires expertise in cloud architecture, cybersecurity, identity management, networking, automation, financial management, procurement, and

governance. Agencies are at varying stages of readiness and have differing levels of technical expertise, modernization needs, and resource capacity. Many agencies also continue to rely on complex legacy systems that may require significant planning and support before they can be modernized or migrated.

Over the next five years, ITS will continue advancing responsible AI adoption and cloud transformation through governance, training, procurement support, cybersecurity standards, agency engagement, and shared frameworks. The Cloud Center of Excellence and AI Innovation Hub will help agencies evaluate options, manage risk, improve knowledge sharing, and pursue modernization in ways that are secure, practical, and aligned with statewide priorities.

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

Mississippi operates within a decentralized technology environment in which individual agencies maintain responsibility for their business systems, data, and technology investments. This model allows agencies to support mission-specific requirements, but it can also create barriers to statewide data exchange, interoperability, and enterprise coordination. Differences in technology platforms, data standards, system architectures, governance practices, and agency priorities can limit the ability to share information efficiently across organizational boundaries.



As agencies increasingly seek to deliver integrated digital services, improve data-driven decision-making, and address issues that span multiple organizations, the need for secure and reliable data exchange continues to grow. Public services often depend on

information that is collected, stored, or maintained by more than one agency. Without common approaches to data sharing, agencies may experience duplication, delays, inconsistent data quality, and difficulty developing a complete view of the citizen, business, or program needing to be addressed.

Effective data exchange requires more than technology. It requires governance, common standards, privacy and security safeguards, agency participation, clear ownership, and sustained collaboration. Variations in technical maturity, modernization timelines, cybersecurity requirements, legal considerations, and resource availability can affect the pace at which data-sharing initiatives are implemented.

ITS will continue supporting statewide data exchange by providing technology governance, enterprise architecture guidance, security standards, strategic planning support, procurement review, and collaborative forums such as the CIO Council and related statewide data exchange initiatives. Through these efforts, ITS will promote common approaches to data sharing, encourage interoperable technologies, and help agencies identify opportunities to improve service delivery through secure and effective exchange of information.

Progress in this area is central to the 2028-2032 strategic priorities. Secure data exchange strengthens collaboration, supports privacy and data security protection, improves operational efficiency, and helps agencies make more informed decisions in service to the public.

5.1 Internal Management Systems Used to Evaluate Agency Performance

ITS uses a combination of strategic planning, performance measurement, governance oversight, operational reporting, customer engagement, and management review to evaluate agency performance. This approach reflects the agency's dual role as both an operator of enterprise technology services and a statewide partner that supports the technology needs of other agencies.

ITS has worked with the Legislative Budget Office over time to establish meaningful budget programs and performance measures. The goals, objectives, strategies, and measures in Section 6 provide the formal structure for evaluating agency performance across Administration, Technical Operations, and Managed Services. These measures allow ITS to track core responsibilities such as administrative efficiency, procurement activity, cybersecurity coordination, system availability, help desk activity, agency planning, eGovernment services, managed services, and cloud participation.

Performance information is collected through both automated systems and manual processes. Operational data may include procurement activity, financial processing, service utilization, system availability, help desk requests and incidents, cybersecurity notifications, network performance, cloud usage, eGovernment transactions, contract utilization, customer support trends, and other service delivery indicators. This information is used to evaluate performance against established goals, identify

operational issues, guide improvements, and support informed management decisions.

The agency's organizational structure supports performance management through executive leadership oversight, division-level accountability, governance committees, and regular management reviews. The Executive Management Team, comprised of leadership from major functional areas across the agency, meets regularly to review agency operations, discuss efficiencies, evaluate strategic priorities, identify risks, and consider opportunities to improve services for both ITS and the statewide technology enterprise. Input from operational teams, agency staff, governance bodies, customer engagement activities, and performance reporting processes is considered as part of this ongoing review.

ITS is governed by a Board comprised of five lay members appointed by the Governor and confirmed by the Senate, serving staggered five-year terms, and two non-voting Legislative Advisors representing each chamber of the Mississippi Legislature who are appointed by the Lieutenant Governor and the Speaker of the House. The Board appoints the Executive Director and provides guidance during monthly Board meetings where the Executive Director, with support from the Executive Management Team, reports on agency operations, initiatives, performance, and strategic priorities.

ITS also uses stakeholder engagement as an important part of performance evaluation. Feedback is gathered through direct agency outreach, customer meetings, agency-level surveys, service request activity, call-center trends, customer forums, training sessions, and governance or advisory bodies. These include, as applicable, the CIO Council, Procurement Modernization Advisory Council, eGovernment Oversight Committee, Operations Forum, Procurement User Group, cybersecurity forums, emerging technology training activities, and other collaborative channels. These forums help ITS identify agency needs, understand operational challenges, evaluate service delivery, and refine enterprise technology initiatives.

Project and initiative performance may also be monitored through project management tools, internal tracking systems, dashboards, Smartsheet-based tracking, reports, meeting records, training logs, procurement data, service metrics, and other operational systems of record. As ITS continues to mature its performance management approach, the agency will work to improve the consistency, visibility, and usefulness of performance data across programs and initiatives.

Performance evaluation results inform strategic planning, budgeting, procurement planning, resource allocation, risk management, enterprise technology investments, and modernization efforts. By combining formal performance measures with operational data, governance oversight, and stakeholder feedback, ITS is better positioned to evaluate whether its services are meeting agency needs, advancing statewide technology priorities, and supporting the efficient and effective delivery of government services.

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 (pla). 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 service 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 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 request tickets received
Output	Number of Help Desk incident tickets received
Efficiency	Number of service request tickets resolved annually
Efficiency	Number of incident 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 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 of 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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