Strategic Master Plan For Information Technology 2024-2026

Mississippi Department of
Information Technology Services

Purpose and Context

The *2024-2026 State of Mississippi Strategic Master Plan for Information Technology* (*Master Plan*) is prepared by the Mississippi Department of Information Technology Services (ITS) to assist state government's technology and business leaders in making informed technology decisions by establishing common goals and strategies for the state's information technology (IT) enterprise.

As part of the statewide planning process, goals and strategies are developed to deliver the most effective services for Mississippi governmental entities. ITS endeavors to work closely with state agencies, boards, commissions, public education, institutions of higher learning, and other Mississippi public entities to focus on excellence through quality of service, responsiveness, innovation, professionalism, and teamwork. The *Master Plan* should serve as a guide for selecting technology that supports existing business operations and fosters innovation into the digital transformation of government services.

Mississippi's 2024-2026 Goals and Strategies - ITS Leadership Values:

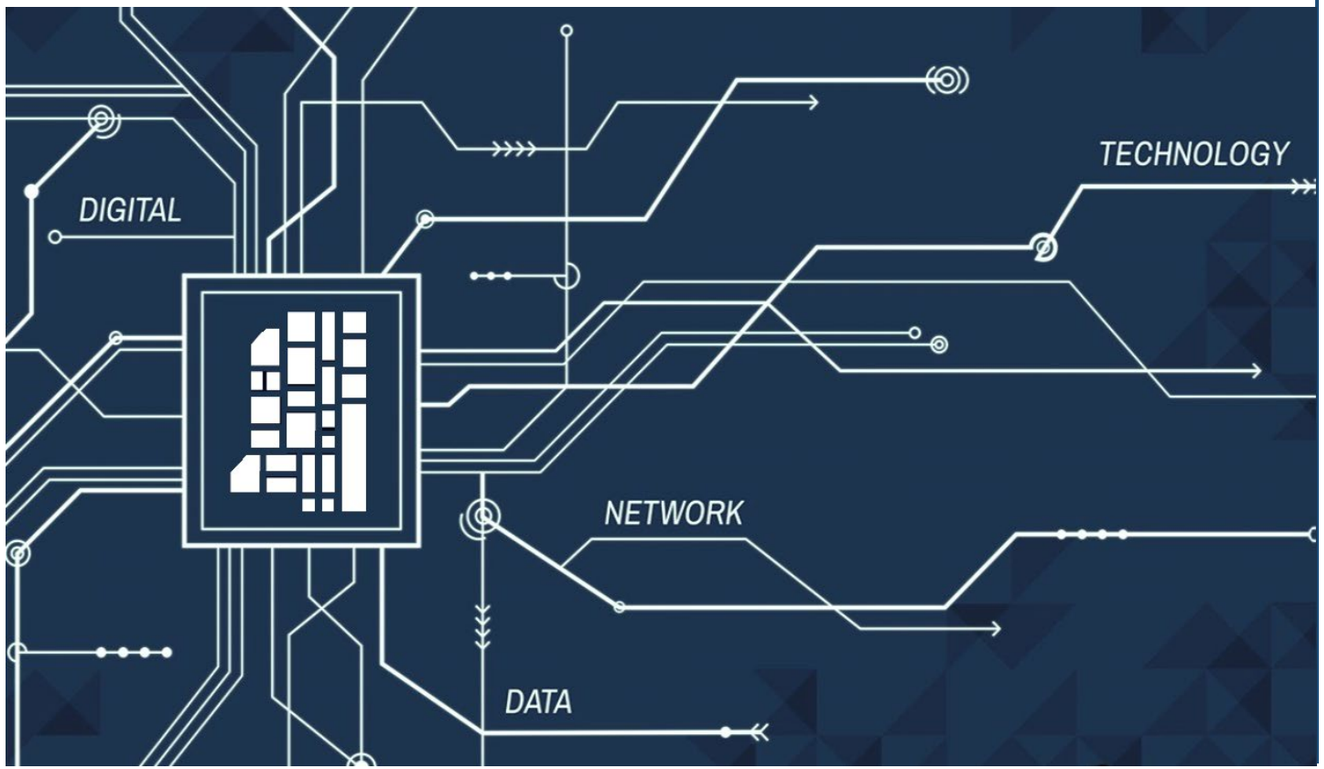
Deliver business outcomes, goals, and objectives supported by technology strategies having a sound business case before new investments are made.

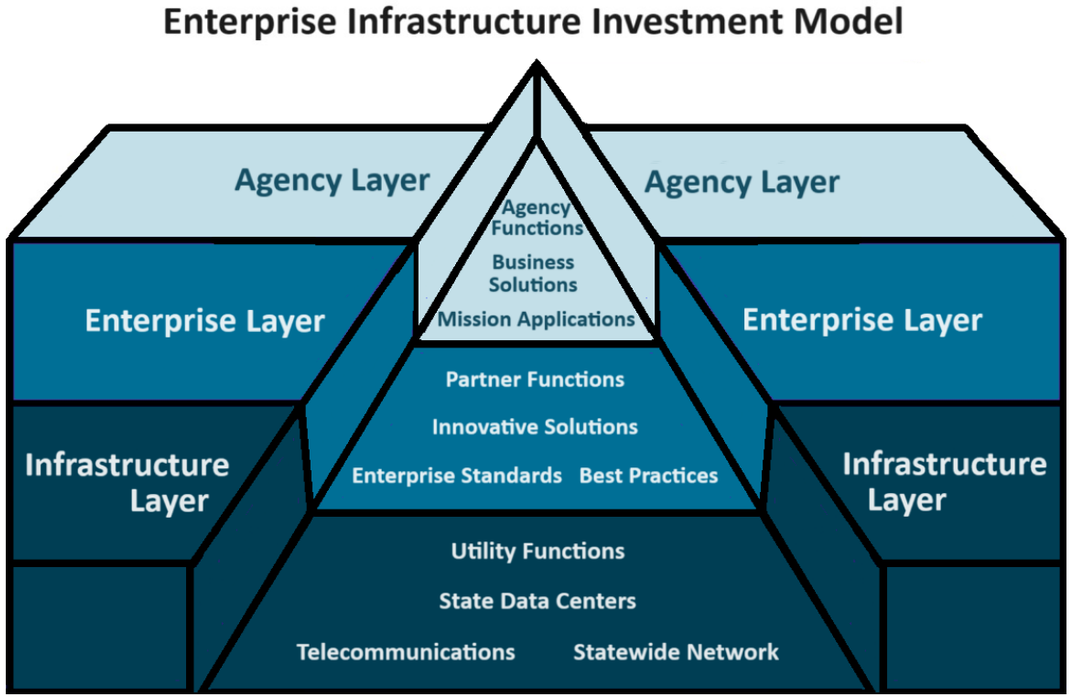
- View IT from an enterprise perspective, aggregating resources, where feasible, to reduce duplication, increase efficiency and effectiveness, and increase purchasing power.
- Foster a culture that invests in IT security resources and strategies and employ enterprise solutions capable of reducing the evolving threats while protecting Mississippi government's IT assets.
- Develop a process that fosters intergovernmental cooperation to share information easily within government organizations and with outside partners.
- Employ technology that is flexible and interoperable so that changing business needs can be responded to quickly and efficiently.
- Recognize some governmental entities have substantial investments in existing technology and devise strategies that leverage those investments when practical.
- Develop an IT workforce with skills to develop, manage, and fully utilize the state's IT enterprise.

Investment Model for Statewide Infrastructure

To ensure the effective and efficient use of public funds, ITS collaborates across Mississippi state governmental entities to manage and deliver statewide IT services and technologies that are beneficial, secure, and accessible, while leveraging the statewide shared infrastructure and architecture.

By utilizing shared services depicted in the infrastructure layer of the model and by leveraging the statewide enterprise policies, best practices, standards, partnerships, and blueprints reflected in the enterprise layer, individual agencies are able to modernize with creative solutions that focus on fulfillment of their agency's core missions while taking advantage of the statewide enterprise technology architecture. Deployment of innovative technology solutions and expansion of cloud services will extend access to information and services, equip employees with the tools needed to accomplish their jobs, and improve decision making within organizations.





The Investment Model is comprised of three layers:

The Infrastructure Layer includes managed service delivery, which encompasses services, telecommunications and networking services, and shared computing resources in the State Data Centers.

The Enterprise Layer represents the areas where ITS and agencies work together to leverage Mississippi's technology investment. Another aspect of the Enterprise Layer is to ensure that effective and innovative solutions are identified and broadly communicated as best practices across the enterprise. Partnerships are an essential element of the Enterprise Layer as Mississippi government seeks to fully leverage the shared services and technology infrastructure.

The Agency Layer represents the business areas of agencies. It encourages creative approaches and supports an innovation-centered environment where individual agencies have the time and resources to focus on creative business solutions.

ERATE

Source: https://tools.e-ratecentral.com/us/stateInformation.asp?state=MS

The Schools and Libraries Program (www.usac.org/sl) provides discounts on the costs of eligible telecommunications services, internet access, and internal connections ranging from 20% to 90%. The highest discounts go to the schools and libraries serving the most disadvantaged populations based on the percentage of students within the district eligible for the National School Lunch Program. During the 26 years of the E-Rate Program, Mississippi has received on average approximately 1.3% annually of the national total with $838.1 million dollars in credits going to Mississippi schools and libraries. The table to the right reflects the amount committed to Mississippi by year.

Mississippi's E-Rate Funding	
2023^*	$28,230,467.11
2022^	$21,677,359.99
2021^	$24,155,768.53
2020	$31,139,267.20
2019	$27,903,467.52
2018	$27,484,622.02
2017	$24,982,892.49
2016	$30,372,413.98
2015	$44,291,425.21
2014	$26,857,599.65
2013	$29,356,424.05
2012	$34,941,543.82
2011	$37,045,632.10
2010	$34,082,604.44
2009	$35,396,434.76
2008	$34,537,855.88
2007	$32,370,376.22
2006	$35,534,814.49
2005	$41,289,131.02
2004	$43,341,949.85
2003	$38,546,627.10
2002	$33,546,801.21
2001	$34,459,775.11
2000	$29,559,630.69
1999	$32,765,886.15
1998	$24,225,723.06

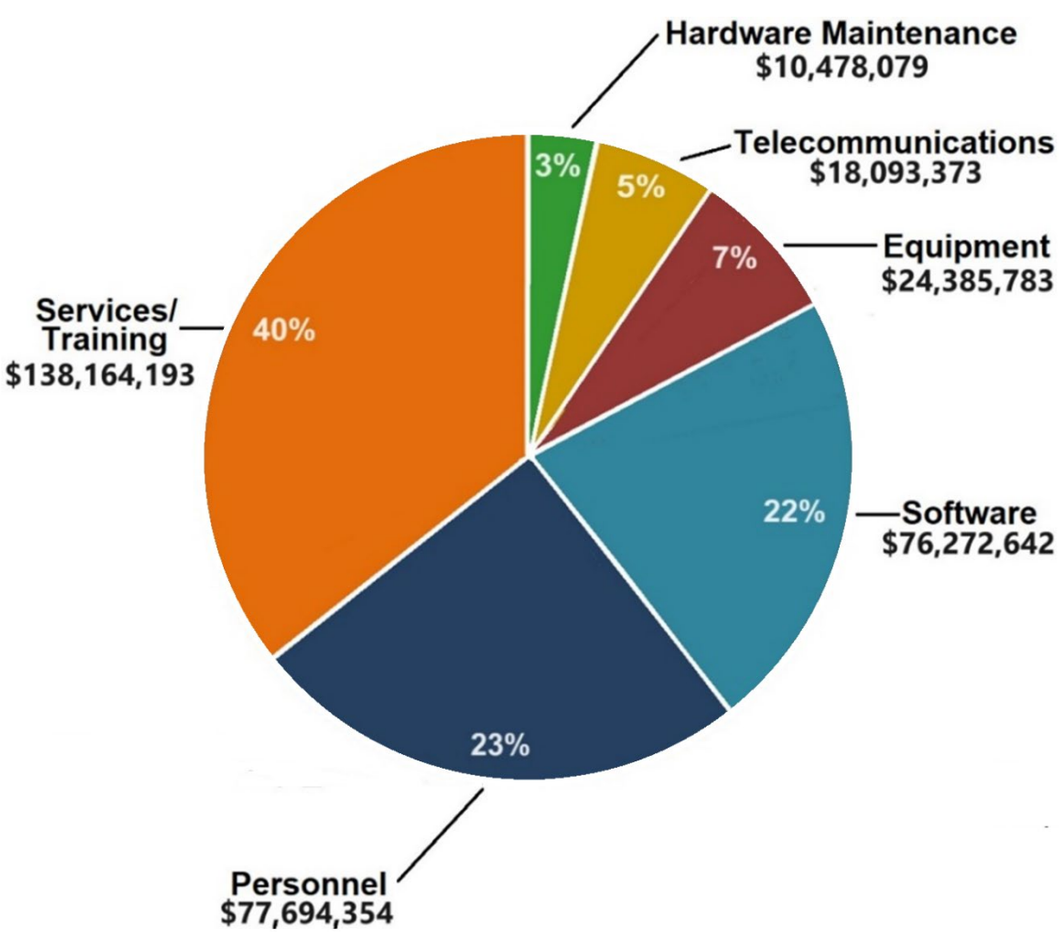
* Some funding requests remain under review
^ Cost reduction as a result of RFP 5000 beginning in 2021

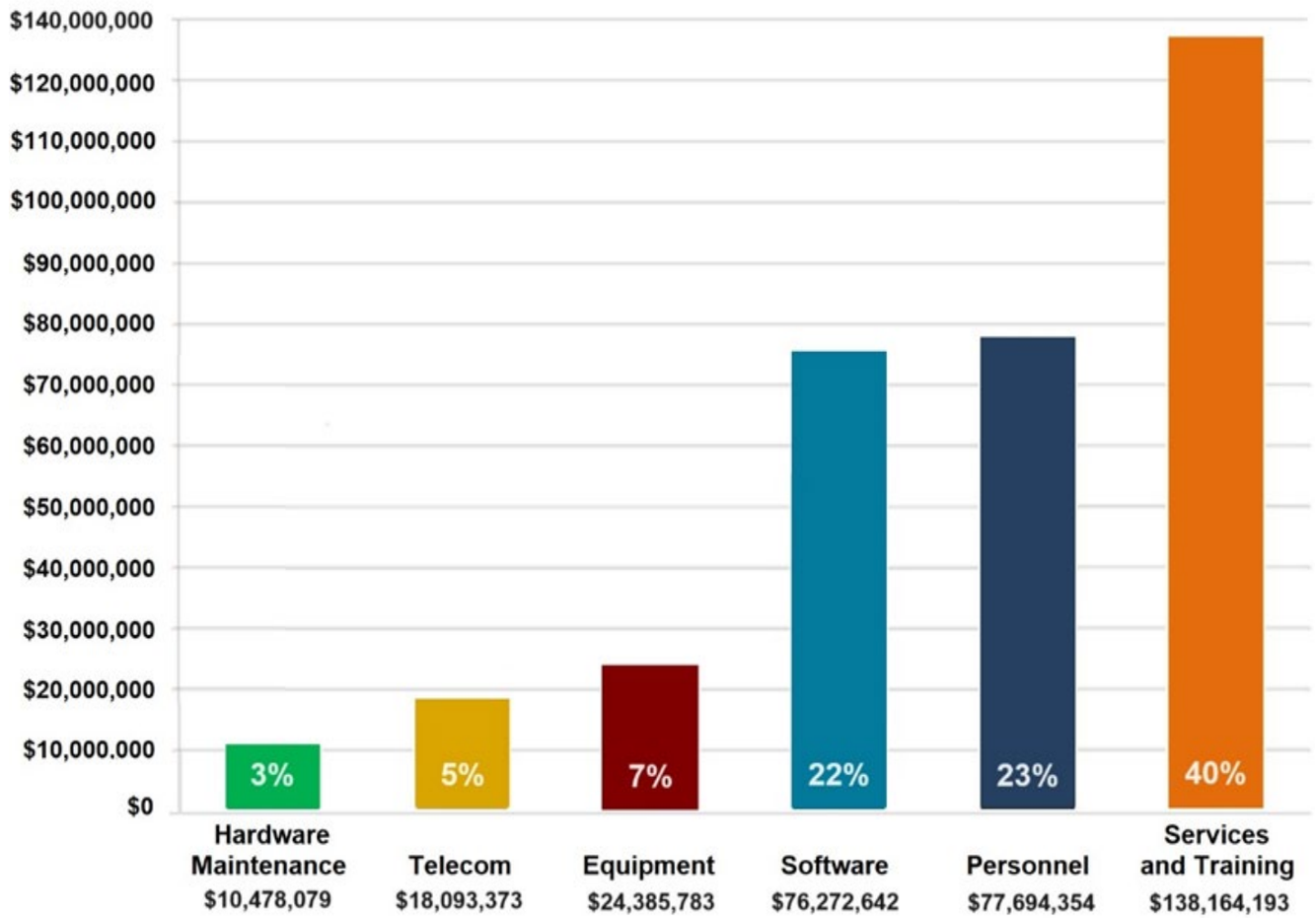
MISSISSIPPI STRATEGIC MASTER PLAN FOR INFORMATION TECHNOLOGY

CURRENT IT OUTLAY IN MISSISSIPPI

The IT spend reflected in this section is as categorized in Mississippi's Accountability System for Government Information and Collaboration (MAGIC) and is only as accurate as the information entered by agencies at the time the funds were expended. Payments to vendors by schools, libraries, community colleges, universities, and other governing authorities are not included in the expenditures. Additionally, the personnel category is an annualized projection of filled IT positions.

FY2023 IT Expenditures by State Agencies – $345,088,424





ITS endeavors to work collaboratively with state agencies, universities, public education, and other public entities in Mississippi to focus on **EXCELLENCE** through **QUALITY OF SERVICE**, **RESPONSIVENESS, INNOVATION, PROFESSIONALISM,** and **TEAMWORK.**

Our Vision

Technology for tomorrow, delivered today.

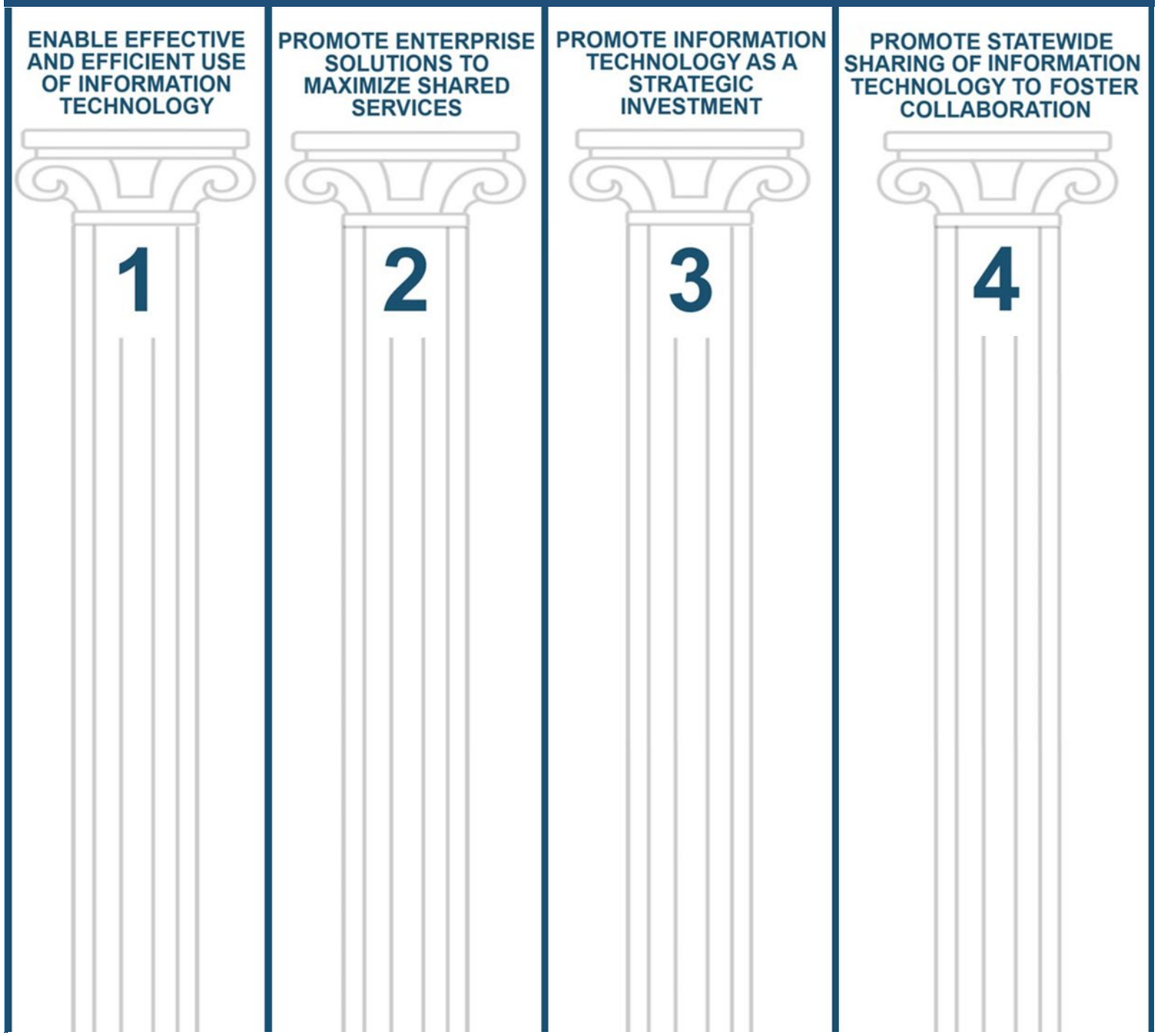
Our Mission

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.

Our Core Beliefs

- Focused Leadership
- Valued Relationships
- Technical Excellence

Strategic Pillars



ENABLE EFFECTIVE AND EFFICIENT USE OF INFORMATION TECHNOLOGY

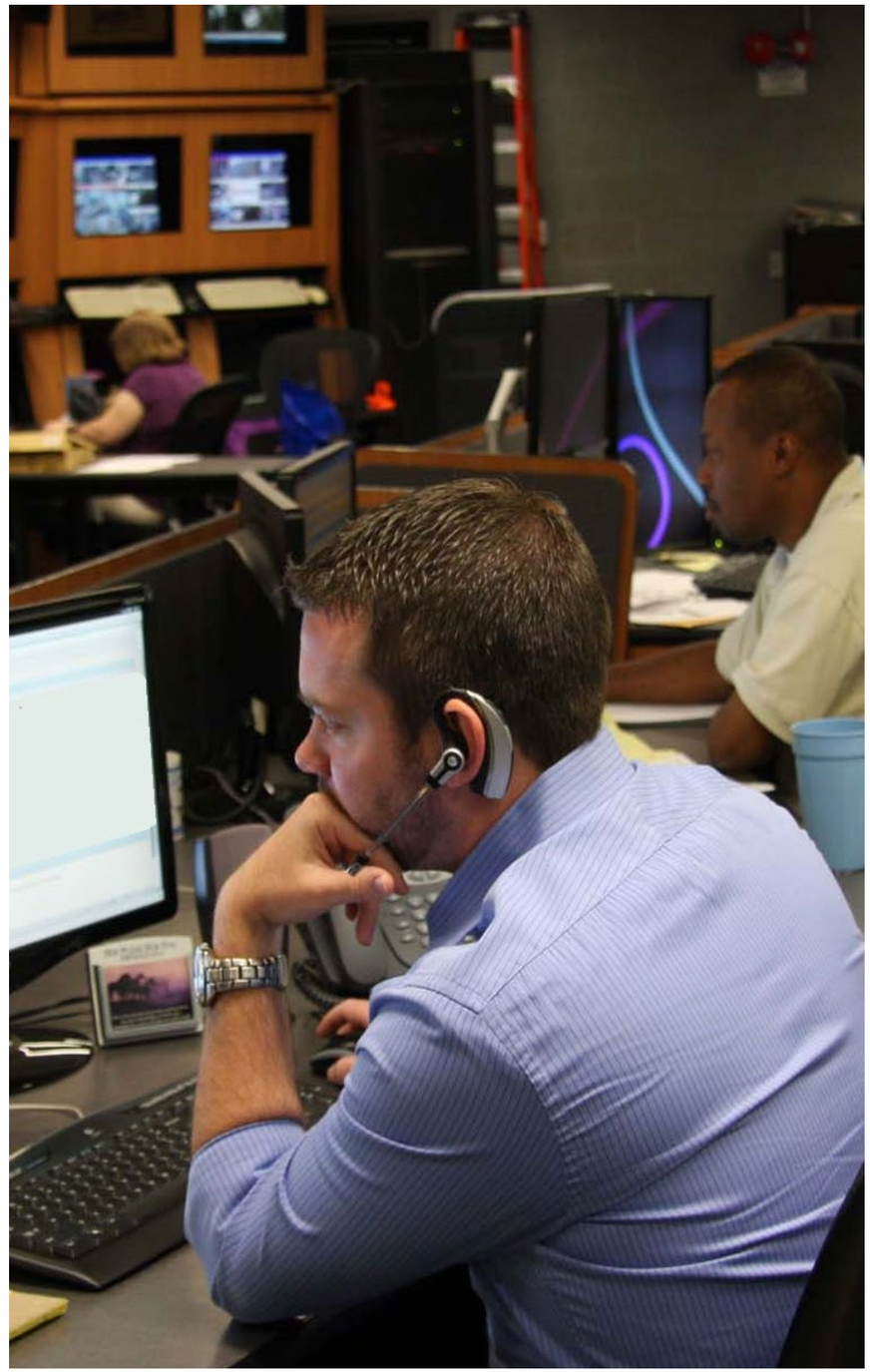
1

GOAL 1

PROVIDE, PROTECT, AND SUPPORT ENTERPRISE TECHNOLOGY INFRASTRUCTURE COMPONENTS TO ENABLE THE EFFECTIVE AND EFFICIENT USE OF INFORMATION TECHNOLOGY

ITS has identified the following four strategies to accomplish the goal.

Strategy 1.1	*Utilize Fully the Primary and Co-Processing Data Centers' Technology Infrastructure Services*
Strategy 1.2	*Provide, Manage, and Facilitate Efficient and Cost-Effective Usage of Telecom Services*
Strategy 1.3	*Provide Oversight and Governance of MS State Government Cybersecurity Efforts*
Strategy 1.4	*Provide, Protect, and Support Enterprise Technology Infrastructure Components to Strengthen the Security Posture of the State*



Strategy 1.1 *Utilize Fully the Primary and Co-Processing Data Centers' Technology Infrastructure Services*

Fully utilizing the investments already made in the state's Primary Data Center is a critical step toward helping government build a more secure, agile, and cost-effective infrastructure for the delivery of critical government services. Additionally, the availability and protection of the state's electronic information is a critical component for the delivery of government services to its citizens. The Primary Data Center offers security, resiliency, and co-location hosting options to meet an agency's needs. To compliment the attributes of the Primary Data Center, agencies have access to the state's Co-Processing Data Center with similar attributes for geographically diverse computing and business resiliency options.

Actions

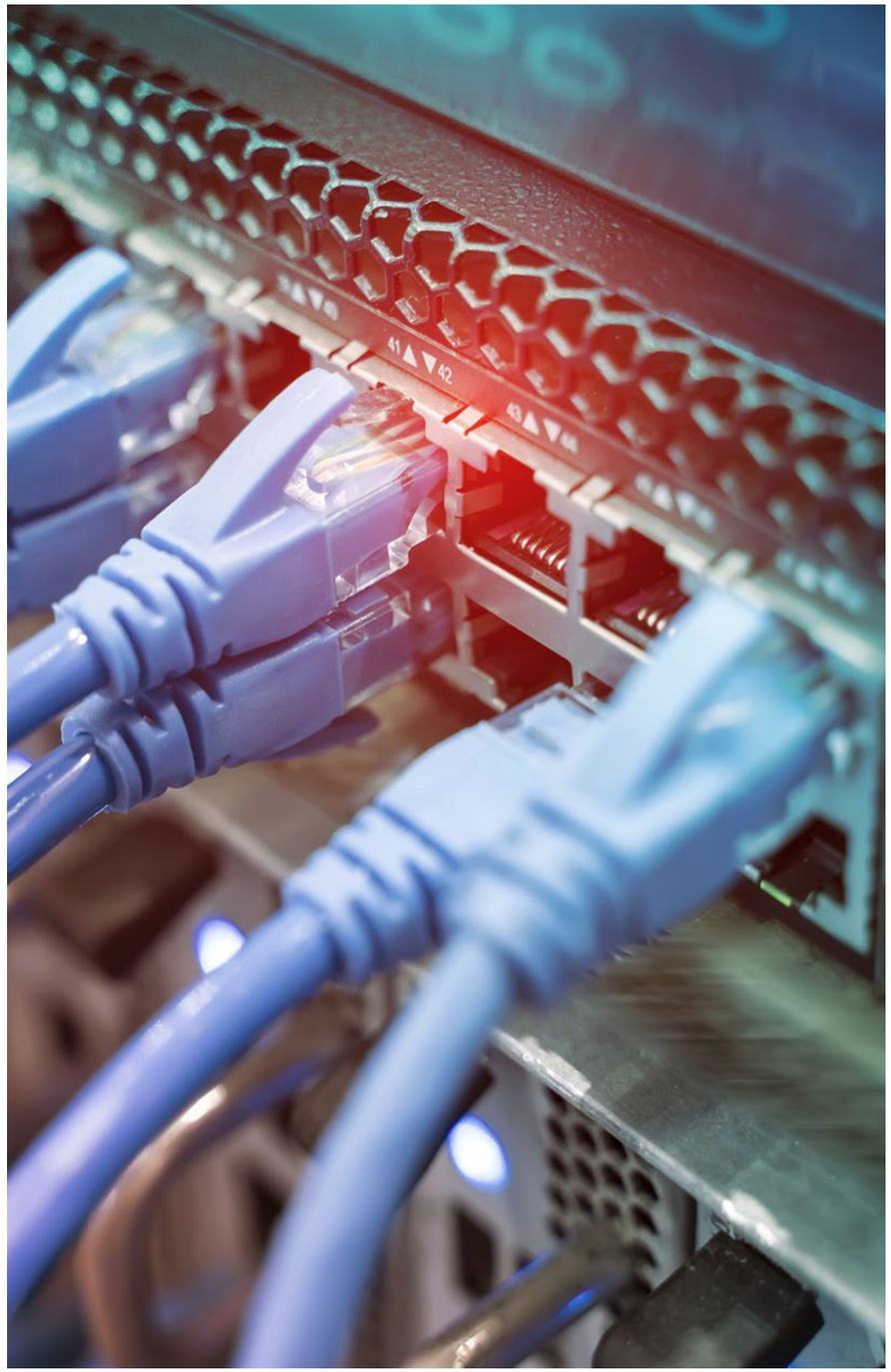
- Expand and promote the state's Primary Data Center colocation area to encourage agencies to relocate stand-alone systems to a more robust and secure computing environment.
- Manage the Primary Data Center and expand capacity as needed to support additional agency equipment. Perform periodic evaluation of the technology that runs the data center and update as needed. Short term projects include a rollout of a new access control system and expansion of the cameras and monitoring software.
- Implement and continue to improve business resiliency solutions for the enterprise services critical to the state's IT operations. Develop, maintain, and test infrastructure resiliency and business continuity processes for critical enterprise state network infrastructure and services.

Strategy 1.2 *Provide, Manage, and Facilitate Efficient and Cost-Effective Usage of Telecom Services*

Statewide voice and data communications are provided for state entities and local governing authorities within the Capitol Complex, the Jackson Area, and across the state through a combination of vendor contracts and directly managed services. The current contracts for statewide voice and data communications leverage the state's aggregate buying power to ensure that the best possible rates and universal service offerings are available to government entities. These long-term contracts include; access to enhanced telephone services, dedicated internet, managed router and broadband data network services, and audio/video/web conferencing. Telecommunications services provided within the Capitol Complex include access to the Capitol Complex fiber network, enterprise telephone, and high-speed network connectivity to the State Data Centers, the internet, and the Mississippi Optical Network (MissiON).

Actions

- Provide technical oversight and management for contracts with service providers for cost-effective communication solutions for all of Mississippi governmental entities, encompassing network connectivity, telephony, video conferencing, and the Mississippi Optical Network (MissiON).
- Manage and maintain the enterprise state network which is made up of the Capitol Complex network, wide area network, and the data center networks. This shared network provides entities with access to remote sites, the internet, and resources in the State Data Centers. Dedicated connectivity to public cloud providers is on the near-term roadmap.
- Manage enterprise communication systems that support telephony and conferencing for state government. This includes the enterprise PBX that supports the Capitol Complex and various agency remote sites around the state, vendor managed solutions for hosted Voice over IP, and audio/web conferencing.



Strategy 1.3 *Provide Oversight and Governance of MS State Government Cybersecurity Efforts*

ITS administers the Enterprise Security Program to execute the duties and responsibilities of Mississippi Code Annotated § 25-53-201. ITS provides coordinated oversight of the cybersecurity efforts across all state agencies, including cybersecurity systems, services, and development of policies, standards, and guidelines. The complexity of the enterprise and the challenges associated with securing an environment composed of decentralized agencies requires a coordinated effort to help the state better understand its aggregate security maturity level. ITS uses this understanding to refine the enterprise security effort.

Actions

- Align the Enterprise Security Policy and overall Enterprise Security Program with the National Institute of Standards and Technology (NIST) security controls defined in their 800 series of publications and the Center for Internet Security (CIS) Controls.
- Evaluate and award a Request for Proposal (RFP) for the acquisition of managed security services to assist with identifying, measuring, and prioritizing the potential risks that exist on state IT assets.
- Develop a strategy for analyzing the effectiveness of a state agency's cybersecurity program and the controls that protect state agency assets and assign a cybersecurity rating based on enterprise requirements and industry standards.
- Develop a standardized reporting format for consistently communicating an enterprise view of the state government cybersecurity posture to stakeholders.
- Research strategies for implementing a basic cyber hygiene course to be completed by state government employees. The course will be implemented using the existing enterprise security awareness training solution.
- Enhance the online reporting tool giving state governmental entities a more effective and efficient mechanism for reporting cybersecurity incidents.

- Develop a robust process for analyzing the cybersecurity incidents reporting to ITS to provide key stakeholders meaningful information regarding the types of cybersecurity threats to state governmental entities.
- Develop and implement an enterprise incident response plan that provides requirements and recommendations on how state agencies should be prepared to respond to and report cybersecurity incidents.
- Continually review and update state agency requirements for performing cybersecurity risk assessments and ensure requirements are in place for prioritizing remediation efforts for weaknesses and vulnerabilities detecting during the assessment process.
- Develop an effective strategy for standardizing vulnerability management for the enterprise state network that includes the identification of IT systems, regular scanning of each system, timely patch management, and continuous monitoring to stay ahead of emerging threats and maintain a strong cybersecurity posture.
- Collect and analyze information regarding the use and associated costs of cybersecurity solutions and services within state government. The analysis of this information assists the Enterprise Security Program in deciding appropriate enterprise security solutions and services for reducing risk and costs.

Strategy 1.4 *Provide, Protect, and Support Enterprise Technology Infrastructure Components to Strengthen the Security Posture of the State*

ITS maintains the cybersecurity border that protects the state network from outside threats. This border is made up of a variety of third-party services and ITS owned and managed hardware that provides the first-line defense for state agencies.

Actions

- Maintain and manage the existing cybersecurity border including firewalls, intrusion prevention systems, reverse proxy, secure email relays, VPN solution, and various sensors.
- Gather and disseminate cybersecurity threat and vulnerability information to state agencies on the enterprise state network. This intelligence is generated by the ITS managed attack surface management tool as well as trusted third parties.
- Expand the cybersecurity border to support workloads deployed in public cloud environments. This will allow for a consistent set of security controls to be applied to workloads regardless of their location and allow for more efficient traffic flow.

PROMOTE ENTERPRISE SOLUTIONS TO MAXIMIZE SHARED SERVICES

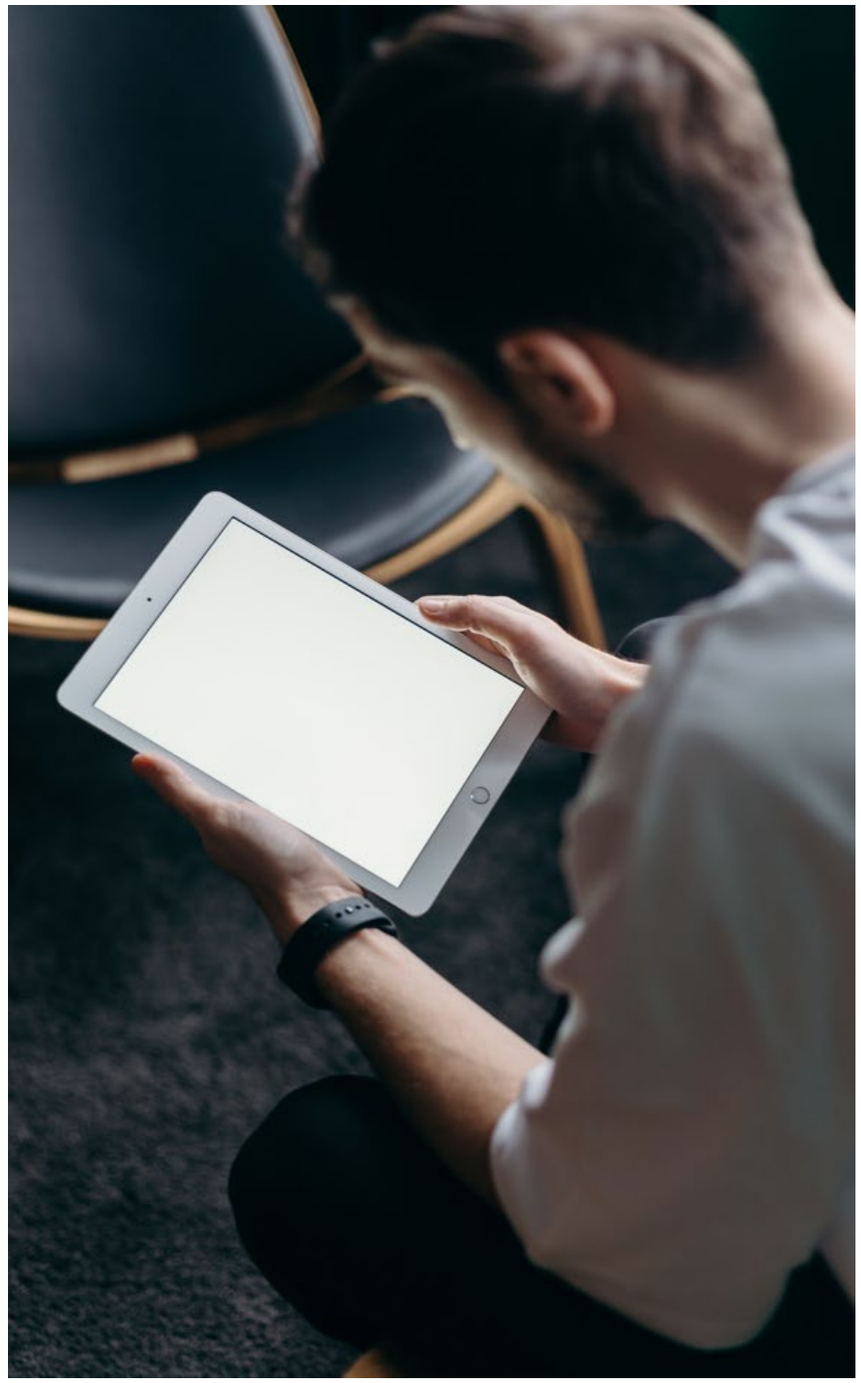
2

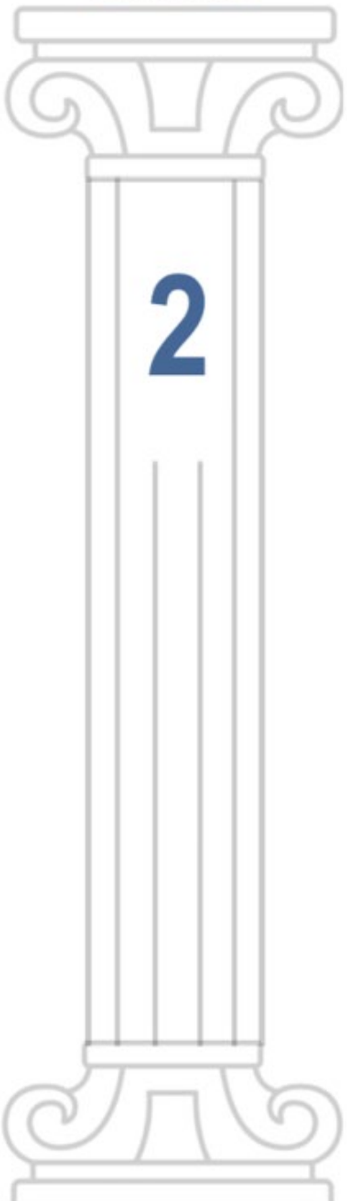
GOAL 2

INVESTIGATE, DEVELOP, AND PROMOTE ENTERPRISE BUSINESS AND TECHNOLOGY SOLUTIONS TO MAXIMIZE THE BENEFITS OF SHARED SERVICES

ITS has identified the following three strategies to accomplish the goal.

Strategy 2.1	*Implement and Promote Digital Government and Mobile Solutions to Deliver Public Sector Services*
Strategy 2.2	*Investigate, Propose, and Implement an Effective and Efficient Enterprise Business Resiliency Solution*
Strategy 2.3	*Implement and Promote an Effective and Efficient Enterprise Cloud Ecosystem for State Government*





Strategy 2.1 — *Implement and Promote Digital Government and Mobile Solutions to Deliver Public Sector Services*

The public-private partnership between the State of Mississippi and its eGovernment partner is focused on the timely and leading-edge delivery of web-based and mobile services in an efficient and cost-effective manner. Citizens, businesses, government employees, and local entities benefit from the solutions of this program. Effective governance provided by the Electronic Government Oversight Committee (EOC) has given clear direction to efficiently prioritize, develop, and launch over 20 interactive services each year. The goals of the partnership are to enable governmental entities to create program efficiencies, meet legislative service deadlines, and to establish a citizen-centric website and an effective social media presence.

Action:

- Establish Mississippi as an innovative leader in mobile technology and eGovernment applications based on a "security-first" environment.
- Provide administration and support for the effective functioning of the EOC, including the use of a methodology for prioritizing the deployment of digital government applications across state government.
- Expand the use of the state's enterprise payment processor, in partnership with the EOC and Department of Finance and Administration (DFA).
- Continually improve Mississippi's portal, ms.gov, to provide additional information to online visitors and to encourage the use of digital government services.
- Leverage the eGovernment partnership to give all state agencies, boards, commissions, and local governing entities equal access to a modern website platform, digital government services, and advanced web-based and mobile technologies.

Strategy 2.2 — *Investigate, Propose, and Implement an Effective and Efficient Enterprise Business Resiliency Solution*

The modernization of many government applications coupled with web-enabled access makes it necessary for the state to rethink and significantly improve its existing business continuity and recovery strategies. Today's citizens expect conducting business with the government to be as instantaneous and reliable as doing business with an online retailer. To ensure access to government resources in the event of a disaster, a robust business resiliency plan and enterprise backup solution are vital for agencies to meet recovery time and recovery point objectives. Rather than a single approach, ITS offers agencies options to meet their unique requirements ranging from on-premises solutions in the private cloud or via the public cloud.

Action:

- Develop an enterprise solutions portfolio of data backup and data security solutions through strategic partnerships that focus on data recovery and integrity. Short term plans include more focus on immutable backups.

- Work with agency customers to create an improved comprehensive business resiliency strategy with options tailored to meet the agency's requirements for recovery time and recovery point objectives. This will be accomplished by leveraging the features of the State Data Centers and the Enterprise Cloud Ecosystem to increase the availability of mission critical applications.
- Expand service-based business resiliency solutions that can be agency specific to improve recovery times, reduce cost, and provide opportunities for an agency to directly utilize those services as deemed necessary in support of their program areas.

Strategy 2.3 *Implement and Promote an Effective and Efficient Enterprise Cloud Ecosystem for State Government*

Cloud computing, both private cloud environments and the commercial public cloud markets, are vitally important tools in the IT toolbox with both having the promise of innovation, speed-to-market, efficiencies, and potential cost savings. Maximizing the economies of scale in the cloud is a potent driver helping agencies avoid upfront infrastructure costs, while offering rapid deployment of virtual infrastructure and improved manageability. The on-going development of an enterprise cloud policy for compute infrastructure aims to offer the state the very best cloud option for each type of IT workload.

Action:

- Maintain and expand the state-of-the-art private cloud environment within the State Data Centers. Built on modern server technology, this service provides a low-cost, general-purpose compute and storage environment, creating the foundation of virtual server infrastructure for the state.
- Work closely with state agencies to evaluate applications for cloud readiness to ensure performance expectations are met and are right-sized for performance and budgets.

PROMOTE INFORMATION TECHNOLOGY AS A STRATEGIC INVESTMENT

3

GOAL 3

PROMOTE THE FUNDING, PROCUREMENT, AND MANAGEMENT OF INFORMATION TECHNOLOGY AS A STRATEGIC INVESTMENT

ITS has identified the following four strategies to accomplish the goal.

Strategy 3.1	*Initiate Innovative and Collaborative Procurement Strategies and Practices*
Strategy 3.2	*Raise Awareness and Seek Alignment of the IT Investment Process*
Strategy 3.3	*Enhance Contract Management Strategies and Practices*
Strategy 3.4	*Provide a Pathway for Information Technology Training to State Employees*

PROMOTE INFORMATION TECHNOLOGY AS A STRATEGIC INVESTMENT

3

Strategy 3.1 *Initiate Innovative and Collaborative Procurement Strategies and Practices*

ITS assists state agencies, universities, and local governing authorities with the acquisition of IT hardware, software, and services. An ongoing initiative is the re-engineering and continuous improvement of procurement processes and procedures through both strategic and incremental changes. In addition, focus is placed on the identification of collaborative opportunities. With this, procurements are conducted to provide and facilitate the use of the state's technology infrastructure which allows multiple agencies to benefit from a single procurement. Improvements in the procurement process focus on the following initiatives with the goal of providing better service to our partner agencies, universities, and local governing authorities while delivering cost savings to the state.

Actions

- Enhance internal ITS procurement processes, emphasizing consistent, appropriate, and timely processing of all requests.
- Continue to enhance and standardize best practices for RFP and sole source procurements, content, and proposal evaluation methodologies.
- Coordinate the requirements of multiple partner agencies in developing procurement instruments that leverage the state's combined purchasing power to achieve the best possible discounts for technology products and services.
- Continue to enhance the procurement process to provide accessibility and transparency to both vendors and procurement entities utilizing web-enabled applications, including; web publication of RFPs, Notice of Intent to Certify Sole Source, outcomes and award information, and the agenda and minutes from the ITS Board meetings.
- Work with manufacturers and resellers on the Express Products Lists (EPL) to provide agencies, public universities, and local governing authorities with purchase choices of current technologies in a timely and cost-effective manner.
- Provide expedited approval of commodity-level procurements for agencies that have submitted comprehensive technology plans.
- Provide proactive training to vendors and partner agencies, universities, and local governing authorities regarding procurement law and procedures, timelines, and best practices.

PROMOTE INFORMATION TECHNOLOGY AS A STRATEGIC INVESTMENT

3

Strategy 3.2 *Raise Awareness and Seek Alignment of the IT Investment Process*

The National Association of State Chief Information Officers (NASCIO), the National Association of State Technology Directors (NASTD), and the National Governors Association (NGA) strongly emphasize the need for a strategic IT investment process to ensure that states utilize innovative, smart-buying, investment techniques. With IT being a critical component of state government infrastructure, many states have focused on using IT to solve workforce and service delivery problems in government operations. However, choosing an appropriate IT solution requires planning, thorough analysis, and a strong business case to better meet citizens' needs, facilitate business/government interactions, and improve internal government processes at a reasonable cost and with ease of implementation. On behalf of the state, ITS maintains multiple master enterprise contracts that achieve cost efficiencies through volume purchasing. Other additional opportunities exist that can be leveraged to accomplish an increasingly strategic investment of IT resources across the statewide enterprise, including; strategically planning for upgrades, transferring cost savings to fund applications, and implementing return-on-investment programs.

Actions

- Seek opportunities to develop and implement IT services that are common to multiple agencies and governmental programs in order to minimize duplication of efforts among organizations.
- Focus on enhancing input and direction from the state's executive and legislative leadership with aims to achieve economies of scale, increase accountability, and implement enterprise-focused solutions.
- Seek interagency dialogue to address the enterprise of state government across all functions to enable the use of common software, hardware, communication systems, data applications, and professional service contracts.
- Investigate the transfer of savings from shared service IT initiatives to fund applications and upgrades.

Strategy 3.3 *Enhance Contract Management Strategies and Practices*

ITS contracts on behalf of state agencies, universities, and other local procurement clients for the acquisition of IT hardware, government software, and services. An ongoing initiative is the continuous improvement of the development and management of contracts and negotiation strategies with the goal of strengthening the state's contractual position with technology vendors. This would be mutually beneficial and provide efficient delivery of technology products and services to government.

Actions

- Incorporate contractual terms and conditions to support the evolution of technology and its implementation in state government, including measures to strengthen the state's security posture.
- Continue to enhance the development of vendor contracts.
- Administer and manage the state's Cellular Agreement for delivery of cellular devices and services to state and local government.
- Administer and manage the state's e-Gov Agreement for delivery of electronic government services to state and local government.
- Administer and manage the state's Managed Service Provider Agreement for delivery of technology resources as independent contractors to state and local government.

Strategy 3.4 *Provide a Pathway for Information Technology Training to State Employees*

Continuing education is essential for information technology professionals. ITS provides research and procurement support for information technology training for state agencies as needed. Additionally, ITS provides enterprise training and support related to information technology procurement, IT planning, telecommunications, and security education and awareness.

Actions

- Provide procurement related training in conjunction with the Department of Finance and Administration and the Certified Mississippi Purchasing Agent (CMPA) Training.
- Provide training as needed and requested on telecommunications services and products provided to state agencies in the Capitol Complex.
- Continue to provide an enterprise computer-based security awareness training solution at no additional cost to individual agencies that can be tailored by individual state agencies as needed.

PROMOTE STATEWIDE SHARING OF INFORMATION TECHNOLOGY TO FOSTER COLLABORATION

4

GOAL 4

Investigate, Develop, and Promote Enterprise Business and Technology Solutions to Maximize the Benefits of Shared Services

ITS has identified the following four strategies to accomplish the goal.

Strategy 4.1	*Develop a Technology Blueprint that Drives Improved IT Coordination and Investment*
Strategy 4.2	*Facilitate and Coordinate Inclusive Planning and Outreach Processes across State Government*
Strategy 4.3	*Continue Emerging Technology Research and Strategic Private Sector Relationships*
Strategy 4.4	*Provide Effective Communications with all Partner Agencies, Advance ITS' Mission and Vision, and Encourage Public Interaction*

PROMOTE STATEWIDE SHARING OF INFORMATION TECHNOLOGY TO FOSTER COLLABORATION

4

Strategy 4.1 *Develop a Technology Blueprint that Drives Improved IT Coordination and Investment*

Many states are investigating the link between a technology blueprint, often referred to as an Enterprise Architecture, and IT enterprise investments. A technology blueprint depicts the key technology components to create an IT ecosystem. It is a holistic, comprehensive planning approach for a government enterprise that integrates information and services across government agency boundaries. A technology blueprint supports the coordination of various IT support functions. It also can create and enforce statewide standards and policies for data, security, purchasing, management, and operational procedures for all technology investments.

Actions

- Implement a standards-based blueprint for the state's use of technology, which addresses the whole enterprise of state government and enables data sharing across all government functions, enabling the use of common software, hardware, communication systems, and data applications.
- Optimize shared technology components, including data centers, cloud services, computing environments, vendor platforms, storage, enterprise applications, and networks. These shared services can reduce initial purchase and ongoing maintenance costs, ensure better use of existing IT assets, and promote interoperability across state government.
- Coordinate statewide enterprise architecture and planning initiatives.
- Identify and review business processes that are common across multiple agencies.
- Implement new and review existing policies, standards, guidelines, and purchasing instruments for consistency and alignment to the state's strategic direction.
- Develop business cases that consider alternatives and recommend actions related to future shared services that will provide value and cost savings.

PROMOTE STATEWIDE SHARING OF INFORMATION TECHNOLOGY TO FOSTER COLLABORATION

4

Strategy 4.2

Facilitate and Coordinate Inclusive Planning and Outreach Processes across State Government

ITS desires to make the greatest impact possible through the consistent delivery of services and the efficient use of IT resources. We make every effort to work with our partner agencies to find the best and most economical solution to their technology needs. Planning for technology allows our partner agencies to invest scarce public resources in strategically planned projects in order to improve productivity of government workers and improve service delivery to the citizens and businesses of Mississippi. ITS consults with partner agencies on the services available through the State Data Centers, as well as the acquisition of technology products and services, telecommunication solutions, and security. We will continue to provide outreach to state governmental entities, to improve communication with our partner agencies, and to provide resources to assist with technology products and services.

Actions

- Expand statewide technology outreach with partner agencies.
- Facilitate partner agency outreach meetings to review technology-based services provided by ITS, review services currently provided, help ensure partner agency satisfaction, and review agency project lists for potential opportunities to efficiently utilize IT resources and provide capacity planning.
- Develop ongoing interactive statewide IT advisory groups to help set direction and establish priorities for statewide IT initiatives.
- Continue to facilitate regular change management calls with partner agencies to promote communications Identify and review business processes that are common across multiple agencies.
- Develop surveys to capture information from agencies regarding services, performance, and various other topics.
- Host interactive forums to inform stakeholders of changes in services, policies or procedures, standards, or costs for specific areas of service.
- Provide support and online tools to agencies, boards, and commissions to assist in the budgeting and planning of technology projects.
- Review partner agency technology plans for statewide infrastructure impact and needs, opportunities for agency collaboration, potential volume purchases, technology training and education opportunities, and other focus areas.

PROMOTE STATEWIDE SHARING OF INFORMATION TECHNOLOGY TO FOSTER COLLABORATION

4

Strategy 4.3 — *Continue Emerging Technology Research and Strategic Private Sector Relationships*

The state utilizes IT research resources and vendor relationships to stay informed of industry changes that may affect the enterprise. State IT leaders monitor future technology trends in the IT ecosystem and embrace new technologies and methodologies to service the needs of the state. The continued research is used in conjunction with agency technology plans, emerging technology initiatives, participation in national and local organizations, and vendor relationships to build strategic technology roadmaps for the future.

Actions

- Fully leverage partnerships with leading IT research and advisory firms.
- Continue involvement in national technology organizations with a focus on state government.
- Continue research in new innovative technologies to stay abreast of the latest advances in technology.
- Drive digital transformation of state government by presenting new innovative technologies.

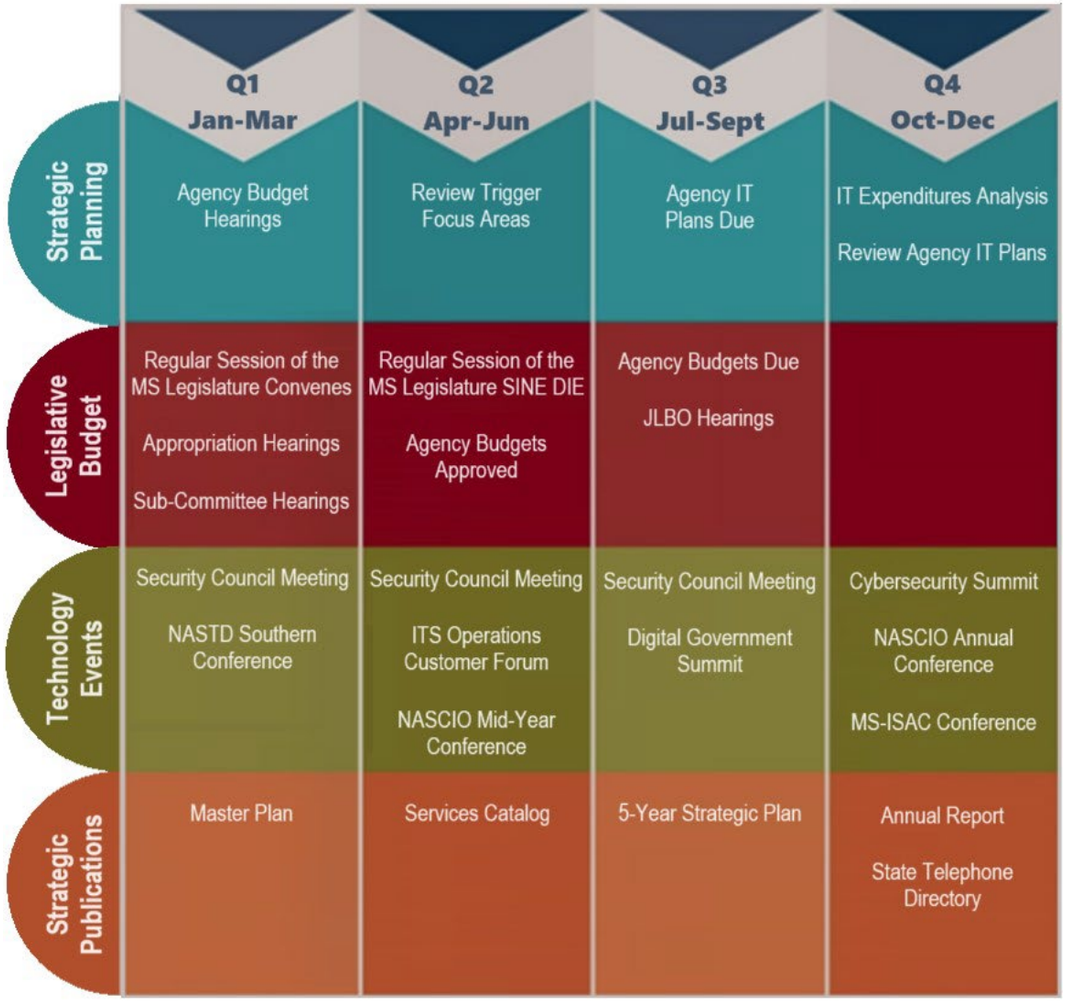
Strategy 4.4 — *Provide Effective Communications with all Partner Agencies, Advance ITS' Mission and Vision, and Encourage Public Interaction*

ITS strives to provide effective outreach to state governmental entities, improve communication, and provide resources to assist with technology decisions for needed products and services. Communications channels range from one-on-one meetings, seminars, summits, and councils established for enterprise initiatives.

Actions

- Identify communication challenges and customize how and what is communicated to internal and external audiences.
- Analyze communication platforms and methods to align different forms and channels of communication to best fit the audience.
- Develop and ensure social media and the ITS website maintain content strategically focused on the planning, creation, delivery, and governance of content.
- Manage production of strategic publications such as the State of Mississippi Strategic Master Plan for Information Technology, Mississippi Department of Information Technology Services Annual Report, Five-Year Strategic Plan, and ITS Services Catalog, along with additional brochures, manuals, surveys, and related materials.
- Seek out potential opportunities for award recognition on the national level in highlighting the great work done by state entities for providing our citizens with exceptional information technology services.
- Provide consultative services to coordinate the development, effectiveness, and use of electronic and printed materials for public and professional meetings, seminars, and conferences.

Mississippi IT Planning Cycle



The Primary Goal of the IT Planning Cycle is to Improve Overall Efficiency and Effectiveness of Information Technology in Mississippi Government

While planning is a prerequisite to the budget process and necessary for the procurement of information technology and services, an information technology plan (IT plan) is the single most important ingredient to the effective use of technology in an agency.

The IT Planning Cycle has four components that are designed to overlap to assist state government in making wise technology investments:

Strategic Planning: Provides a method for determining how well technology is currently meeting the business needs of an agency and helps identify technology gaps that could improve agency performance and service. As stated in § 25-53-5(a) Mississippi legislation requires all agencies of state government to submit an IT plan to the Mississippi Department of Information Technology Services (ITS) each year. ITS formally reviews each agency IT plan, provides an analysis of the data, and generates reports that are evaluated for possible statewide infrastructure impact and needs, opportunities for agency collaboration, potential volume purchases, IT training and education opportunities, and other technology focus areas.

Legislative Budget: Funding for technology initiatives makes this component essential in the IT Planning Cycle. The Joint Legislative Budget Committee (JLBO) meets in September of each year to consider agency budget requests and state revenue estimates then budgets are approved the following April. Legislative leadership have tasked its members to develop ways to better integrate agency planning and performance information into the appropriations process. Agencies must align their *Five-Year Strategic Plan* submitted with their budget request to the statewide strategic planning elements as close as possible to create a unified statewide strategic plan.

Technology Events: Includes research, communication, and collaboration that make it the vital link to all other components in the IT Planning Cycle. ITS utilizes partnerships with leading IT research and advisory firms, government technology organizations, and vendor relationships to identify, analyze, and track new technologies or products that could benefit state government.

Strategic Publications: These are the key deliverables of the IT Planning Cycle. Information gathered from agency IT plans is used to assist ITS in developing the goals and strategies reflected in the *State of Mississippi Strategic Master Plan for Information Technology*, and the *Five-Year Strategic Plan*. The technologies, architecture, and services that are developed and implemented from ITS' goals and strategies are described in the *ITS Services Catalog*.

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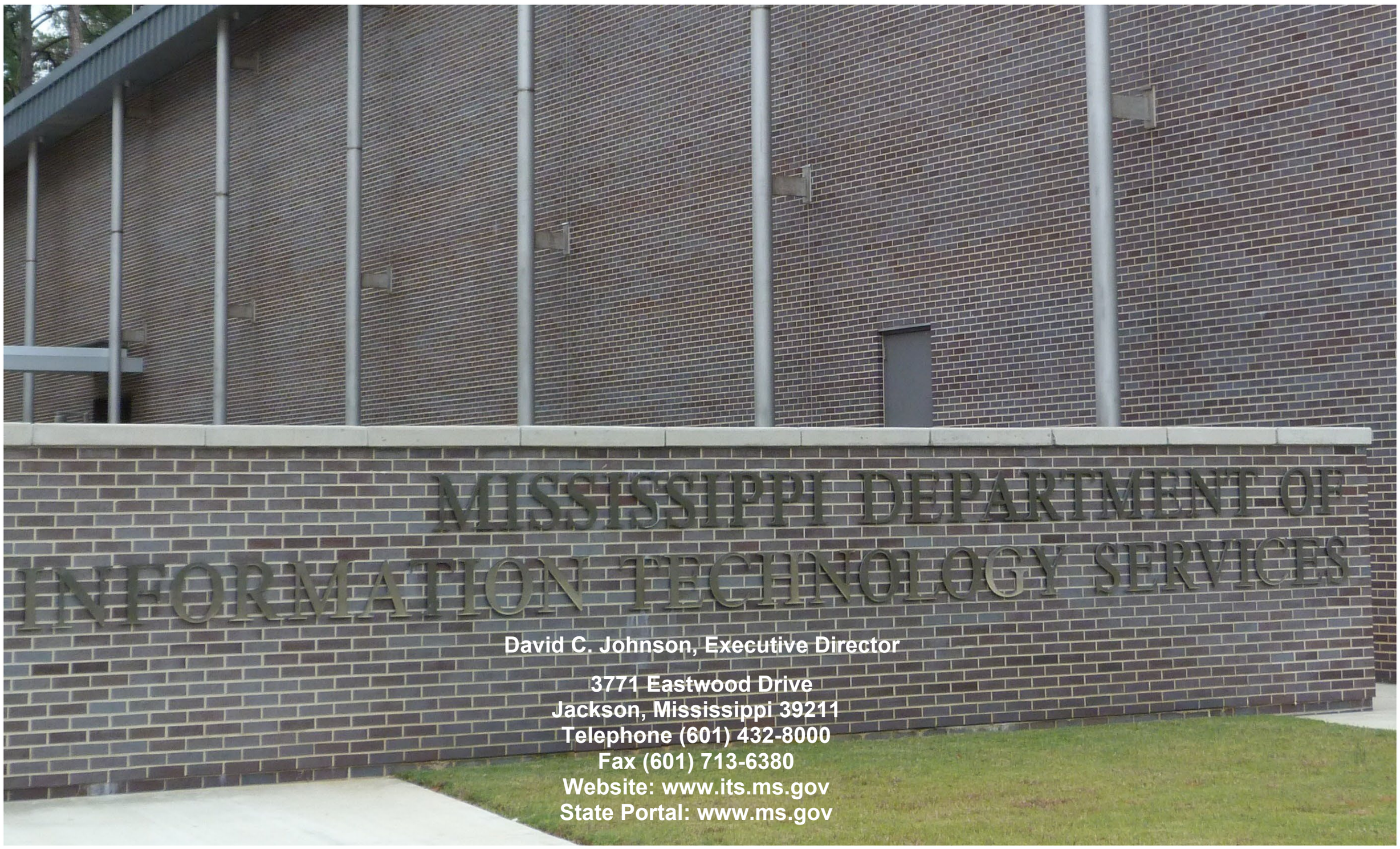

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