Mississippi Department of
The Information Technology Services

State of Mississippi

Project Title:

A New Lens on Mississippi Technology Investment:

The Mississippi Technology Acquisition Analytics Platform

Category:	Data Management, Analytics & Visualization
Project Start Date:	July 1, 2025
Project End Date:	April 17, 2026
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Executive Summary

The Office of Strategy and Innovation at the Mississippi Department of Information Technology Services (ITS) launched this initiative because technology procurement had outgrown static, fragmented reporting, leaving leadership without a unified view of procurement activity, risk, spending, or project status.

To solve this, the ITS Business Intelligence Unit within the Office of Strategy and Innovation built the Mississippi Technology Acquisition Analytics Platform, an interactive BI environment that integrates procurement workflows, CP-1 acquisition approvals, annual agency technology plans, and actual paid expenditures into one governed source of insight. Users can drill from portfolio-level trends to project details, customize views, compare planned and actual costs, and receive alerts when items need attention.

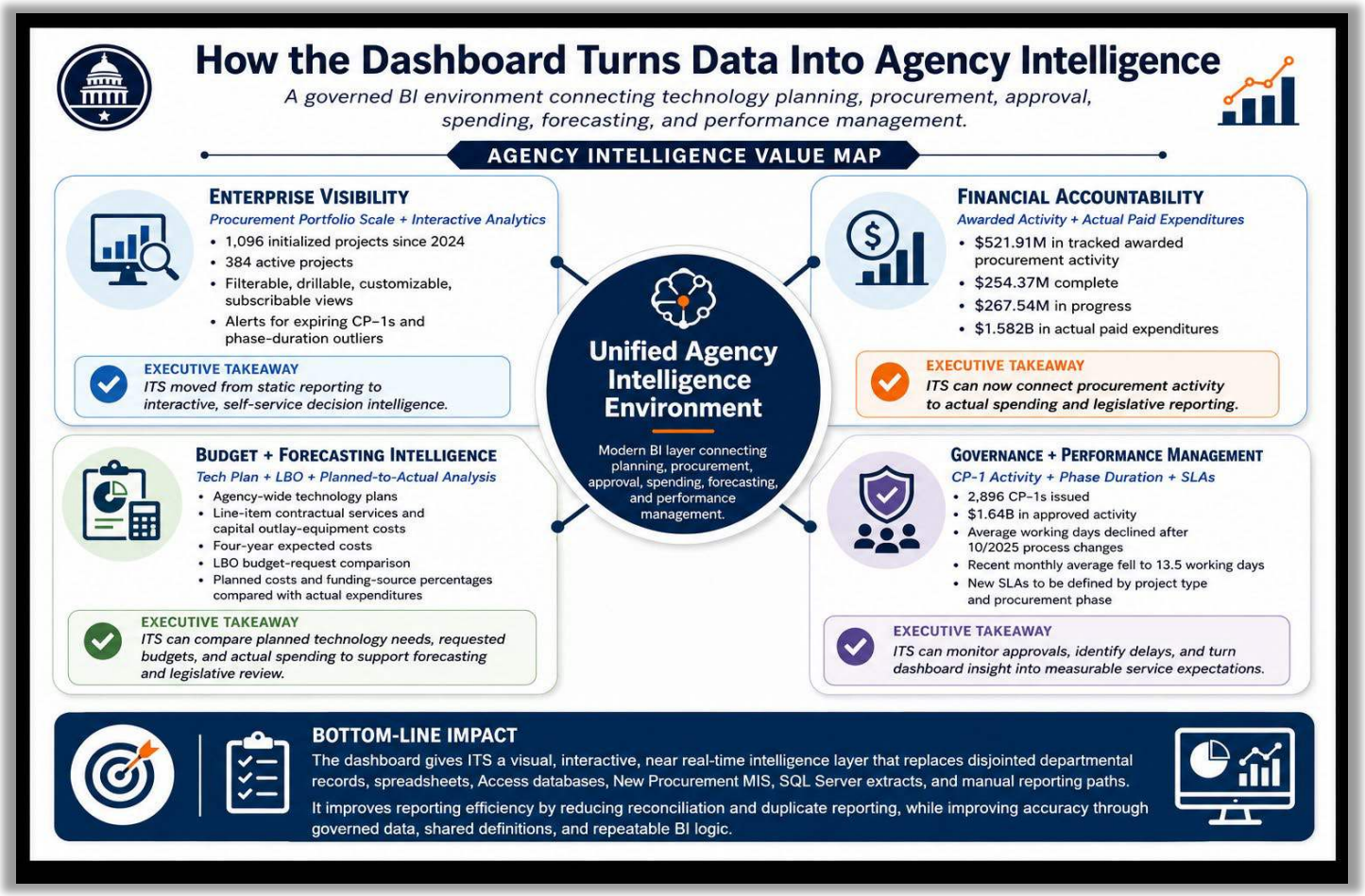
This project is centered on empowering ITS with unified agency intelligence. It moves the agency beyond disconnected departmental records, spreadsheets, Access databases, numerous procurement task trackers, SQL Server extracts, and manual reporting paths into a modern analytics environment where data can be trusted, reused, and acted on.

The scale is significant. Since Q3 2025, the platform has tracked over 1,000 initialized procurement projects that began in Q4 2024, more than 350 active projects, and $521.91 million in awarded activity. It also tracks 2,500+ CP-1s issued since 2020, representing $1.64 billion in approved technology investments, alongside $1.582 billion in actual paid expenditures.

The achievement is not just a reporting tool. ITS has shifted from reactive reporting to proactive, data-driven management, improving accuracy, reducing reconciliation, exposing bottlenecks, supporting cycle-time improvement, and connecting technology planning with actual financial activity.

At a Glance

Figure 1. Agency Intelligence Value



IDEA: The Problem Was Not a Lack of Data. It Was a Lack of Shared Meaning.

ITS did not lack procurement data; it lacked connected, usable information. Procurement tracking, CP-1 approvals, agency technology plans, legislative budget requests, vendor details, and financial transactions lived in separate systems with inconsistent definitions. Basic management questions — identifying vendor concentration, comparing planned IT spending to actual expenditures, or spotting project delays — required manual pulls, spreadsheet reconciliation, and interpretation across disconnected sources. The stakes were significant: over 2,500 CP-1s representing $1.64 billion in approved technology investments, $1.58 billion in actual paid expenditures, and more than 1,000 procurement projects initialized in a single fiscal year — all managed without a unified view.

The BI Unit's goal was not to build another set of charts. It was to create a shared intelligence environment that turns raw transactions into actionable management insight. This need was especially clear in the technology planning process: state agencies submit annual IT plans so ITS can evaluate infrastructure impact, fiscal needs, and project readiness, but the legacy Tech Plan system had limited reporting capability with no efficient way to compare plan line items against Legislative Budget Office requests or actual expenditures. The platform proved its value by exposing a major bottleneck: "Revision to Previous Procurement Request" — including renewals, amendments, and scope changes — represented 428 initialized projects and 141 active projects, or 36.72% of active work. Before this visibility, revisions blended into routine volume. Now ITS can focus on scoping, renewal timing, and front-end planning before those issues can create an avoidable delay.

What makes this platform distinct is the integration. Most agencies have dashboards. Few have a single governed environment that connects procurement workflows, regulatory approvals, multi-year technology plans, legislative budget requests, and actual financial expenditures into one query-ready source of truth — built entirely in-house, on existing licensing, without outside consultants. This challenge is universal. Every state faces growing technology complexity while leaders are expected to manage budgets, procurement, risk, and performance with better data. The platform aligns with the State CIO Top Ten Priority of Data Management and Analytics by advancing data governance, data architecture, business intelligence, shared roles, and actionable reporting.

IMPLEMENTATION: Built Around Decisions, Not Just Visuals

From July 2025 through April 2026, the ITS BI Unit designed, built, and deployed the analytics platform in-house using a hybrid project management approach. Dashboard development, user feedback, and visual refinement followed an Agile rhythm, while data validation, source-system review, and governance decisions followed a more structured process. This allowed the team to move quickly without sacrificing accuracy, shared definitions, or business meaning.

The project was delivered with existing internal resources rather than outside consultants. Key contributors included BI development staff from the Office of Strategy and Innovation, procurement subject-matter experts, Tech Plan business owners, financial data contacts, and leadership reviewers. The main investment was staff time, source-system access, data validation, and stakeholder feedback sessions. Success was defined as a single governed environment where leadership could answer core management questions — vendor concentration, planned-versus-actual spending, procurement cycle times, and CP-1 maturity — without manual pulls or spreadsheet reconciliation.

The team audited five source areas: procurement workflows, the CP-1 SQL Server database, the web-based Tech Plan system, Legislative Budget Office request sheets, and MAGIC financial expenditure exports. The BI Unit built custom ETL processes to clean, normalize, and reconcile inconsistent data, including vendor names, project and agency identifiers, and category mappings between CP-1 activity and state expenditure categories. The BI Unit then developed the interactive analytics experience, including filters, drill-through paths, exception views, subscriptions, and alert logic for expiring CP-1 approvals or procurement phases exceeding expected duration patterns. Throughout implementation, the BI Unit worked directly with procurement staff and business owners to validate definitions, test views, and confirm business rules. Adoption was driven through direct stakeholder engagement — working sessions throughout development and a presentation to ITS leadership before agency-wide release — and the platform has since become a working management model, prompting other ITS departments to request analytics solutions for their own operations.

IMPACT: What Changed in Practice

The platform has changed how ITS uses data across the agency. Instead of relying on disconnected reports, manual reconciliation, and department-specific data views, ITS now has a shared intelligence environment that connects procurement workflows, CP-1 approvals, Tech Plans, budget requests, actual expenditures, funding sources, vendor activity, project-duration data, and

performance trends. The platform was delivered at no additional software cost — built on existing agency-licensed business intelligence tools and internal staff time — making the return on investment immediate and ongoing.

This shift gives leadership and operational teams a clearer view of what is planned, what is funded, what is active, what has been paid, where risk is emerging, and where process delays are occurring. The BI Unit met its core operational goal: turning fragmented agency data into practical insight that supports faster review, stronger fiscal oversight, better forecasting, improved reporting accuracy, and earlier intervention. It also established a repeatable analytics model that other ITS departments can use to turn their own operational data into decision-ready intelligence. Since deployment, the platform is actively used by the ITS Procurement Management Team, the Office of Strategy and Innovation, Tech Plan business owners, and financial oversight staff, with multiple ITS departments already engaged to extend the model to their own operations.

"This accomplishment represents far more than a new dashboard—it reflects our team's ability to transform fragmented information into actionable intelligence. By bringing together data from multiple complex government systems into a single intelligence environment, they have created a level of transparency and insight that simply did not exist before. This achievement gives leadership the ability to see relationships, risks, trends, and opportunities across technology investments in ways that were previously impossible. Most importantly, it demonstrates what is possible when data is treated not as isolated records, but as a strategic asset that can drive better outcomes for government and the citizens we serve."

Stephanie Hedgepeth – Chief Strategy Officer, MS Dept. of ITS

"Before this platform, getting a clear picture of procurement activity meant pulling from multiple systems, reconciling data manually, and still ending up with an incomplete view. Now, everything we need — active projects, cycle times, CP-1 maturity — is in one place and updated in near real time. It has changed how we prepare for leadership reviews, prioritize agency follow-up, and manage team workload. The CP-1 expiration alerts have already proven their value heading into our June 30, 2026 end-of-fiscal year deadline — we can see exactly which approvals are expiring within 30, 60, or 90 days and coordinate with agencies well in advance, turning a last-minute scramble into a managed workflow. This is exactly what procurement management needed."

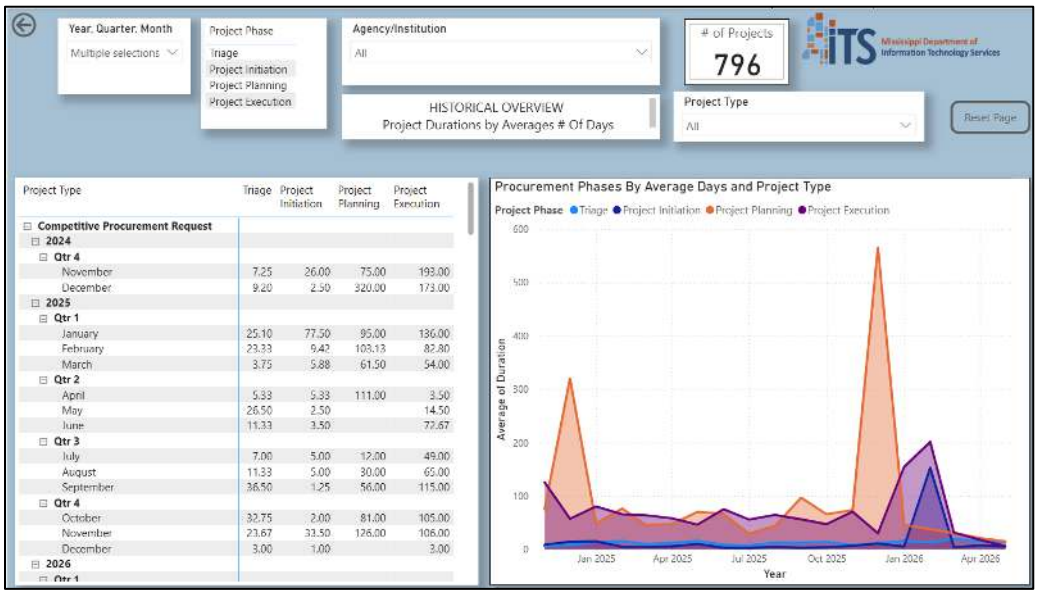
Procurement Management Staff, MS Dept. of ITS

RESULTS

Goal Achieved: Drastic Reduction in Cycle Times

Before the project, tracking how long a procurement request was spent in each phase was a manual guessing game. The BI Unit's phase-duration tracker brought immediate clarity to cycle times. Armed with this data, ITS implemented targeted process improvements, focusing on triage and initiation bottlenecks. As a direct result, average procurement cycle times declined sharply, reaching a highly efficient monthly average of 13.5 working days. The procurement team is now using this historical duration data to establish formal Service Level Agreements (SLAs) customized by project type and phase.

Figure 2. Procurement Phases By Average Days



Project Type	Triage	Project Initiation	Project Planning	Project Execution
Competitive Procurement Request				
2024				
Qtr 4				
November	7.25	26.00	75.00	193.00
December	9.20	2.50	320.00	173.00
2025				
Qtr 1				
January	25.10	77.50	95.00	136.00
February	23.33	9.42	103.13	82.80
March	3.75	5.88	61.50	54.00
Qtr 2				
April	5.33	5.33	111.00	3.50
May	26.50	2.50		14.50
June	11.33	3.50		72.67
Qtr 3				
July	7.00	5.00	12.00	49.00
August	11.33	5.00	30.00	65.00
September	36.50	1.25	56.00	115.00
Qtr 4				
October	32.75	2.00	81.00	105.00
November	23.67	33.50	126.00	106.00
December	3.00	1.00		3.00
2026				

Goal Achieved: True Planned-to-Actual Financial Oversight

For the first time, ITS can compare what agencies planned to spend against what they actually paid. The platform links Tech Plan projected costs for contractual services and capital equipment across a four-year horizon directly to MAGIC financial expenditures. If an agency plans to fund a project using 80% federal grants and 20% general funds, but actual expenditures show 100% general fund utilization, the system highlights this misalignment. This capability gives the Procurement Team solid evidence to verify project details and prepare the Technology Legislative Review Board before work begins.

Figure 3. Actual Paid Expenditures

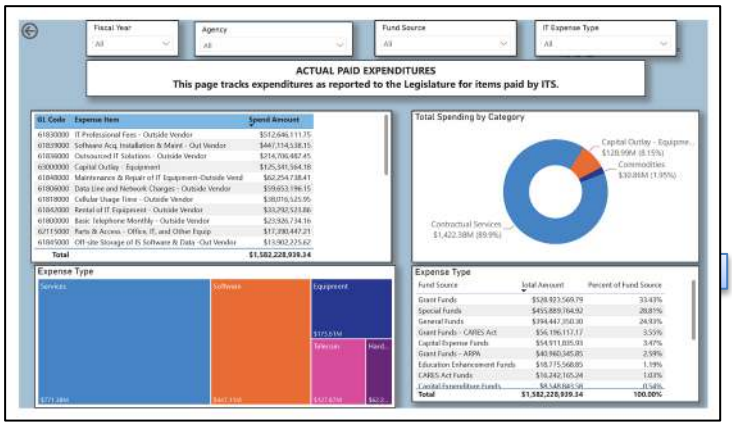


Figure 4. Agency Tech Plans and Budget Overview

Goal Achieved: Sourcing and Category Management

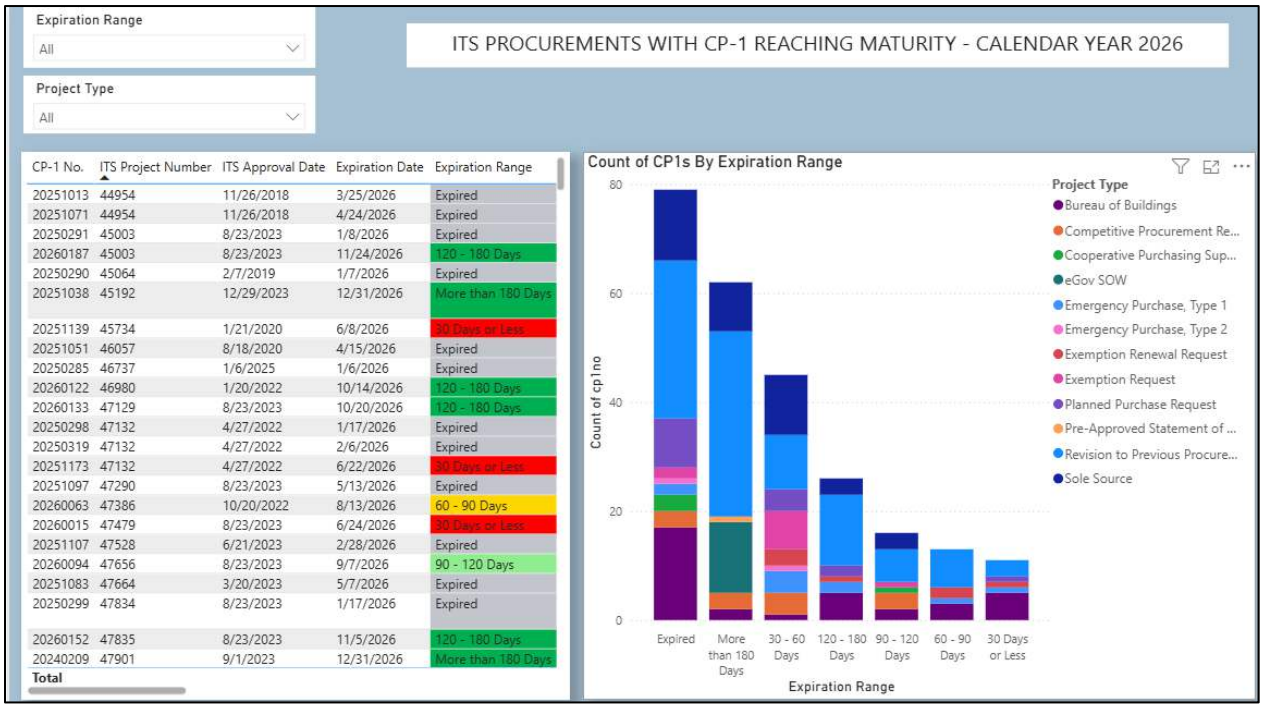
By aggregating CP-1 approvals ($1.64 billion across 2,896 approvals since 2020) and actual expenditures ($1.58 billion), the platform exposed massive areas of concentrated spend. For example, the data revealed that IT Software dominates approvals at $913.79 million, followed by IT Professional Services at $393.58 million. Leadership now uses these concrete insights to negotiate enterprise-wide software agreements, evaluate vendor concentration, and identify opportunities for volume discounts.

Figure 5. CP-1 Approval Activity Overview

Goal Achieved: CP-1 Expiration Alerts

The analytics platform gives ITS a clear view of CP-1s approaching maturity, including expired approvals and items within 30, 60, 90, 120, and 180 days of expiration. This removes much of the end-of-fiscal year chaos around closing out procurement projects. Instead of waiting for staff to manually track expiration dates across separate records, the platform surfaces timing risks early by project type and expiration range. Procurement teams can prioritize follow-up, coordinate with agencies sooner, and avoid last-minute scrambles to close, renew, revise, or resolve approvals before fiscal deadlines. This turns CP-1 closeout from a reactive cleanup process into a managed workflow.

Figure 6. CP-1 Maturity and Alerting



Before	After
Procurement insight depended on separate records, static reports, and staff interpretation.	ITS now has a unified analytics environment where users can filter, drill, and analyze procurement activity by status, agency, project type, vendor, category, budget, and spend context.
Leadership could not quickly distinguish completed procurement value from active value still moving through the pipeline.	The analytics platform separates $254.37M in completed awarded activity from $267.54M in in-progress awarded activity, giving leaders a clearer picture of completed value versus active workload and oversight exposure.
Revision activity could blend into normal procurement volume.	Revision to Previous Procurement Request is now visible as the largest active project type, with 141 active projects and 36.72% of active work, giving ITS a concrete place to study rework, renewal timing, scoping, and contract modification patterns.

Before	After
CP-1 approval activity, spending categories, and maturity timelines were harder to explain as a statewide pattern.	The analytics platform shows 2,896 CP-1s and $1.64B in approval activity from 2020-present, including $913.27M in IT Software, and supports monitoring of expiring CP-1s before timing issues become harder to manage.
Procurement phase duration, process delays, and service expectations were difficult to monitor as operating trends.	The analytics platform tracks average working days by phase, shows overall decline after process improvements, and gives the Procurement Management Team the evidence needed to create SLAs by project type and procurement phase.
Agency data and analysis were spread across departments, unstructured sources, spreadsheets, Access databases, procurement workflows and task trackers, SQL Server extracts, and separate manual reporting paths.	ITS now has a modern business intelligence environment for procurement, spending, budget allocation, Tech Plans, funding sources, performance trends, and related insight, improving reporting efficiency, accuracy, and agency-wide analytics adoption.
Tech Plan data captured agency planning information, but did not provide meaningful reporting, drill-down analysis, or easy comparison to budget and expenditure data. Tech Plan projected costs and funding-source percentages could not easily be compared with actual paid expenditures by category and fund source.	The analytics platform turns Tech Plan data into a usable reporting view with agency-wide plans, contractual services, capital outlay-equipment, line-item costs, four-year expected costs, LBO budget-request comparison, and planned-to-actual expenditure analysis. The analytics platform allows Tech Plan projected contractual services and capital outlay-equipment costs, including general, special, grant, and other fund percentages, to be analyzed against actual paid expenditures by fund source.

What Comes Next:

The core transformation is already in place. Mississippi now has a repeatable, interactive way to manage technology acquisition as a portfolio instead of a set of disconnected transactions. This gives ITS a stronger foundation for executive review, public transparency via an outward-facing analytics platform on the ITS Website, budget discussions, vendor management, exception monitoring, and earlier intervention when procurement patterns begin to signal risk.

Next, ITS should formalize analytics platform governance, document data definitions, set refresh and quality-control procedures, expand value-delivery and cost-avoidance measures, and add vendor performance scorecards. The Procurement Management Team will use phase-duration data to create new SLAs by project type and procurement phase, turning platform insight into measurable performance expectations. Future governance should also preserve the Tech Plan, LBO budget comparison, and actual expenditure views as core management tools. As those views mature, ITS can strengthen planned-to-actual analysis by comparing projected contractual services and capital outlay-equipment costs, funding-source percentages, and actual paid expenditures over time

The same agency intelligence model can now extend beyond procurement. With other ITS departments already requesting analytics solutions, the Office of Strategy and Innovation can use this project as the foundation for a broader agency data strategy: governed data, shared definitions, visual analysis, actionable alerts, and analytics solutions built around real operational decisions. The work is ongoing, but the operating model has changed. ITS can now manage technology acquisition with shared facts, clearer timing, stronger forecasting and the ability to act before issues become cost, delay, or service-delivery problems.