State of Montana

MBCC IT Strategic Plan 2014

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Introduction

The Montana Information Technology Act (MITA) requires each State agency to develop and maintain an agency information technology plan that establishes agency mission, goals and objectives for the development and use of information technology, and provides a description about how each agency intends to participate in meeting the goals of the 2014 State of Montana Strategic Plan for IT. MITA defines an agency as any entity of the executive branch, including the university system.

Each Agency IT Plan belongs to the individual agency that develops the plan, but MITA does require some specific content and format. MITA also requires that new investments in information technology can only be included in the governor's budget if the proposed investment is included in an approved agency plan. Section 11 of the Template instructions and your agency IT plan are based on this requirement.

Agency IT Plans are also related the State's Biennial IT Report. Every two years DOA must produce a performance report based on agencies' evaluation of their progress in implementing their IT plans from the previous biennium. This report provides an analysis of the State's IT infrastructure (value, condition, and capacity), an evaluation of the performance of the State's IT capabilities, and an assessment of progress made toward implementing the State Strategic Plan for IT during the previous biennium. Because strategic planning and reporting are closely related, and because each Agency IT Plan and biennial report are updates to existing plans and activities, agencies will provide detailed information on their IT environment in this planning cycle.

Reference Information

The following information may be relevant to development of your updated Agency IT Plan:

- Your current agency strategic business plan and previous Agency IT Plan updates;

- Information Technology Act (2-17-501 through 527, MCA)
  http://www.leg.mt.gov/css/Services%20Division/default.asp;

- A draft copy of the 2014 State of Montana Strategic Plan for IT is located at:
  http://itsd.mt.gov/stratplan/statewide/default.mcpx;

- Both the SITSD-supplied Agency IT Plan template and the instruction manual for filling out the Template can be found on the following web page: http://itsd.mt.gov/stratplan/default.mcpx.

Template Assistance

During the second week of February SITSD will offer two sessions for agency questions and guidance on the Template and Supplements. Please call Kyle Hilmer (444-5476) if you would like assistance, additional information, or an external editor to review your draft Template.

Agency Template Submission

Submit the completed Template to SITSD (itpolicy@mt.gov). You may submit your agency IT Plan before the deadline. Include a transmittal letter from your agency head containing the following wording:

Pursuant to the Information Technology Act of 2001, the Montana Board of Crime Control presents its plan for information technology for the period July 2014 through June 2019. This plan represents the Information Technology goals, objectives, and strategies of the [entity name] and has been reviewed and approved by Brook Marshall, agency head.

Strategic Planning Timetable

January 2014	SITSD publishes a draft of the state-wide strategic IT plan and distributes agency plans instructions and Template.
February 11 (10 a.m. – noon)	SITSD provides Template Q&A session for agencies Capitol Bldg. – room 152
February 12 (2 p.m. – 4 p.m.)	SITSD provides Template Q&A session for agencies Capitol Bldg. – room 152
March 1, 2014	SITSD submits the 2014 State Strategic Plan to the Governor and Legislative Finance Committee
March 15, 2014	SITSD publishes Agency IT Initiative Supplement documents and instructions.
April 1, 2014	2014 State Strategic Plan for IT published
April 2, 2014	MBARS IT module available for input of IT Supplements
April 16, 2014	Agency IT Plans due to SITSD.
April – May	SITSD reviews Agency IT Plans, obtains clarifications, and requests changes
May 7, 2014	Agency IT Supplements due in MBARS and to SITSD
May 31, 2014	SITSD recommendation to the CIO for approval of Agency IT Plans. (This is the deadline; each recommendation is due no later than 60 days after receipt of an Agency IT Plan.)
June 30, 2014	Final day for SITSD to approve Agency IT Plans (pending receipt of IT Initiative Supplements)
June - August 2014	The Agency IT Initiative Supplements will be reviewed by SITSD in coordination with OBPP. The Agency IT Initiative Supplements will be appended to the Agency IT Plan upon approval by OBPP.
November 15 2014	Office of Budget and Programming Planning and SITSD submit a summary of major new IT projects to Governor's Office, and for legislators' consideration.

Template Instructions

Montana's Template for Agency IT Plans follows Gartner's framework for strategic planning. Although the Gartner framework recommends separate documents for outlining strategy and IT projects or

initiatives, this Template is a single document as described in MITA. MITA requirements are found at the end of the Template in sections 10-14.

    10. IT Goals and Objectives
    11. IT Projects
    12. Security and Business Continuity Programs
    13. Planned IT Expenditures
    14. Administrative Information

Developing an IT Plan is not a massive research and writing project. Plans are normally only about a dozen pages. MITA requirements will add to the overall page length. What a plan does require is a lot of thought. It is first and foremost a method to communicate how the agency's IT organization will support the agency's business strategies and deliver value to the agency and the agency's constituents. Plans can also announce and advertise new approaches and methods within the IT organization.

Guiding principles for writing a good IT plan:
- Use business language and avoid technical terms. If a glossary is necessary, put it in an appendix.
- Be brief. 10-12 pages should be adequate for the first 9 sections.
- Reference more detailed documents such as budgets, organization charts, etc.
- Avoid generic and obvious statements such as, "IT is a critical input to the business."

During the development stages of the Template there were discussions about potentially making some sections of the Template optional. The final version of the Template has no optional sections; all sections are required.

1. Executive Summary

*Description: The summary **c**aptures the essence of the IT strategy. It includes the "trail of evidence" from IT strategy to business value. Most summaries focus on the organization's business strategies, the IT strategies, and how or why the IT strategies directly support the business objectives. The IT strategies are found in Section 3, IT Contribution and Strategies. Executive summaries are normally developed after all the other sections have been written.*

The mission of the Board of Crime Control is to proactively contribute to public safety, crime prevention and victim assistance through planning, policy development and coordination of the justice system in partnership with citizens, government and communities.

MBCC IT strategies revolve around a focus on delivering value to grant recipients, stakeholders, and Montana citizens. We empower and support grant recipients to meet performance measures, become self-sustaining, to promote statewide efforts in public safety. Montana is a safer place to live because the Montana Board of Crime Control leads and fosters excellent and effective coordination among federal, state, tribal and local governments and the Board. Through the Board's leadership, resource sharing and collaboration are the norm.

2. Environment, Success, and Capabilities

Description: This section profiles the business environment the agency is operating in; outlining the regulatory, economic, and political drivers. Reference agency policy or strategy documents if appropriate. Agencies should feel free to copy material from the state-wide strategy document if it accurately describes the same forces, funding problems and issues affecting the agency. This is where the reader is presented with the business/mission priorities. The Administration's specific priorities are jobs, education and effective/efficient state government. Feel free to use State's business objectives. Append to the enterprise-wide material any regulatory, economic, and political issues that are unique to your agency.

Describe how the agency will fulfill and/or grow its mission. Identify key program/business strategies that the agency will focus on to succeed. You may include parts of the agency's mission, vision, goals and/or principles. Clarify the critical (1-5) agency business or program capabilities required for the agency to succeed. Outline the gaps between existing and needed capabilities.

The Montana Board of Crime Control (MBCC) administers millions of grant dollars dedicated to addressing crime and providing services to victims statewide. MBCC is headed by an eighteen member board appointed by the Governor. Board members represent law enforcement, criminal and juvenile justice system stakeholders, and citizens, including the first Montanans, our state's Native Americans.

MBCC is currently enhancing its information technology systems to better address stakeholder needs. These applications and databases are critical in the process of supporting our mission. Several major custom applications have recently been upgraded. MBCC is proud of the success of these systems and they have been well received by our customers and the public.

Our Grant Management Information System (GMIS) is a great success. It tracks and automates most of the grant management activities within the agency. It has been recently enhanced to provide better access for external customers and increase the use of electronic documents to reduce our needs for paper documents. In addition, a state of the art grant online mapping system has been created to provide customizable grant award reports.

Our Montana Incident Based Reporting System (MTIBRS) puts Montana at the forefront of state crime data collection. We are very excited about upcoming opportunities to add state law enforcement crime statistics to our database. MBCC has implemented an automated MTIBRS repository application that better utilizes our MTIBRS subject matter experts and analysts time. It also provides a web based data input tool that is available at no cost to tribal and other small agencies who previously did not report crime statistics.

In addition, MBCC has implemented a state of the art MTIBRS Online Reporting System that provides highly customizable crime data reports, charts and graphs to law enforcement and the public.

MBCC is implementing an updated Juvenile Detention Database and Reporting System (JDRS) that improves oversight and management in conjunction with the Supreme Court's Juvenile Court Assessment and Tracking system (JCATS). This union will allow for near real time data gathering and exchange providing decision makers with vital information. Integrating JDRS into JCATS maximizes efficiencies and provides a unified approach to juvenile tracking and reporting for the state of Montana. The system is currently in test and will be in production in FY2015.

We are working on improving and enhancing our Automated Victim Information Database (AVID). This system provides victim service agencies the ability to track services they provide and is collecting information for the federal compliance reporting process.

3. IT Contributions and Strategies

Description: This section is the heart of the IT strategy document. This is where readers learn how the IT organization will partner with their program and business parts to deliver value to their constituents. This part is your "elevator pitch" that explains how the agency IT organization is going to contribute value to the agency.

Explain how the agency's IT strategies support and conform to the State's IT strategies. Add agency-specific strategies.

Use diagrams charts or any means appropriate to demonstrate your points. Don't be constrained to a simple bulleted format. For example, a Venn diagram might illustrate the overlap between agency and State IT strategies.
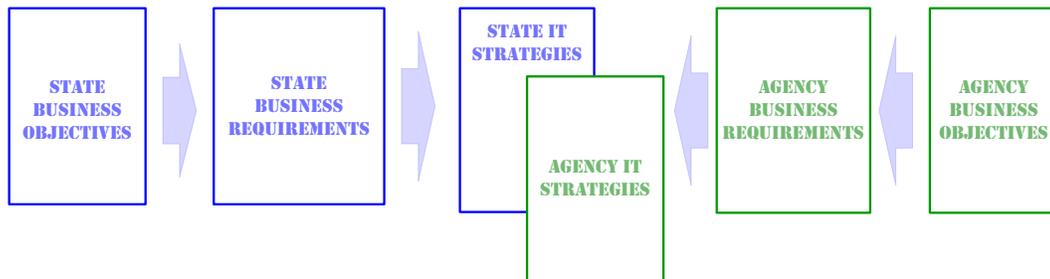
MBCC's business strategy is to provide and support the information needs of the 18 member Board of Crime Control for the grant funds we administer. Our goal is to ensure IT is being used effectively and efficiently. We strive to be more productive, to improve security of our IT systems, ensure business continuity, and become more agile and faster in reducing costs where possible. We examine areas for automation, in order to reduce IT costs, and improve quality. Our goal is to improve decision making by providing reliable and current information.

4. IT Principles

Description: IT principles provide a framework for making decisions. They provide guidance on which way decisions should go. Principles should be connected to the success of the agency and be detailed enough to drive decisions, behaviors and trade-offs. Principles often guide decisions in the areas of agility, organizational structure, risk management, sourcing and staffing. Avoid truisms such as "We will provide high-quality, reliable IT services."

IT principles govern MBCC's activities, decisions and service operations. They provide touch-points and guidelines to ensure that the correct decisions are being made; decisions that will provide the greatest value to grant stakeholders:

- **Resources and funding will be allocated to the IT projects that contribute the greatest net value and benefit to stakeholders.**
- **Unwarranted duplication will be minimized by sharing data, IT infrastructure, systems, applications and IT services.**
- **Shared inter-state systems will be used to minimize IT expenditures, improve service delivery and accelerate service implementation.**
- **Information technology will be used to provide educational opportunities, create quality jobs, a favorable business climate, improve government, protect**

individual privacy and protect the privacy of IT information, and enable business continuity for state government.
- **IT resources will be used in an organized, deliberative and cost-effective manner.**
- **IT systems will provide delivery channels that allow citizens to determine when, where, and how they interact with state agencies.**
- **Mitigation of risks is a priority to protect individual privacy and the privacy of IT systems information.**
- **Service offerings will incorporate security controls based on federal National Institute of Standards and Technology (NIST) security standards.**
- **MBCC is utilizing A Guide to the Project Management Body of Knowledge (PMBOK Guide) principles for managing projects.**

5. IT Governance

Description: This section explains how agency IT decisions are made. It describes the parties and processes key to making IT decisions. List the parties that provide input and recommendations, as well as the parties that make the decisions. Describe the processes for communicating and enforcing decisions.

Governance for MBCC planning / coordination and oversight rests with the executive director and senior management of MBCC. The IT Manager provides information on significant issues and recommends agency's course of action. Issues are assessed for financial impact and indirect impact on MBCC staff and stake holders.

6. IT Financial Management

Description: The financial management section provides an overview of how an agency manages its IT funding and expenditures. Use this section to describe the IT funding sources (base budget, grants, fees, HB10, etc.), uses, and management processes for controlling IT expenditures. Ensure that the reader can identify whether the agency treats the IT organization as a cost center, profit center or investment center. Describe any internal IT chargebacks. Reference detailed IT budget and enterprise financial strategy documents; do not cut and paste them here.

MBCC is funded through a combination of 27.42% general fund, 1.78% state special and 70.8% federal grants. IT needs are accessed based on our agency goals and objectives that rely on technology. MBCC determines its budget for technology is based on SITSD service rates using the Financial Transparency Model (FTM). SITSD is in the fourth cycle of FTM for the 2017 biennium for activity based budgeting and costing.

7. IT Services and Processes

Description: This section is designed to provide an overview of an IT organization's portfolio of services and processes that manage their IT operations. Large agencies may want to include frameworks like COBIT and ITIL. Most agencies will have too many IT services to list individually, so group them or

The Montana Board of Crime Control collects data from local and state law enforcement in NIBRS/MTIBRS. It serves as the Federal Bureau of Investigation's (FBI) point of contact for crime reporting in the state. We collect data from Montana VAWA/VOCA (Violence Against Women Act/Victims Of Crime Act) subgrantees. We collect fiscal and narrative information from all our subgrantees in GMIS and GWIS. We collect information from the Montana Supreme Court (for juvenile justice issues) and from the local juvenile detention facilities (for juvenile detention reform oversight) in JDRS. We collect data from the jails in the Detention Data Information System (DDIS).

The Technical Services Unit (TSU) is responsible for developing and maintaining the following data base information systems:

Montana/National Incident-Based Crime Reporting System (MTIBRS/NIBRS)
Juvenile Detention Database and Reporting System (JDRS)
Detention Data Information System (DDIS)
Grant Management Information System (GMIS)
Grant Web-Based Information System (GWIS)
Directory of Criminal and Juvenile Justice Agencies in Montana
Law Enforcement Employee Directory Web-Entry System
Annual Law Enforcement Personnel Survey
Automated Victim Information Data (AVID)
Board Member Web Access System (BMWAS)

Developing, updating and maintaining these systems requires considerable planning and programming.

8. IT Infrastructure, Staffing and Resources

MBCC utilizes the State of Montana Data Center (SMDC) in Helena and the Miles City Data Center (MCDC) for disaster recovery. MBCC currently has 90% or all production services hosted in the SMBC. Two production system (GMIS and DDIS) will be transitioned to the SMBC. MBCC currently is utilizing two servers with virtualization that provide test environments for onsite development and system testing. One IT FTE for

supporting the needs of MBCC. MBCC also has the ability to contract with State Information Technology Services for IT support in the event it is necessary.

The backbone of Montana's IT infrastructure is SummitNet, a secure consolidated voice, video and data network that supports approximately 22,000 devices at over 600 locations. The core network cities (Missoula, Helena, Bozeman, Billings and Miles City) are connected via physically redundant 10Gb/s links. Smaller sites are connected via 1Gb/s redundant links. The internet is accessible through Helena and Billings using diverse carriers. Standard remote site WAN access speeds are between 5Mb/s and 1.5Mb/s. Wireless A/B/G/N connectivity is also available in select locations. The State has implemented 802.1x Authentication across the complete enterprise network and successful authentication is required for network access.

Vendor Partners:
MBCC uses Dell for desktop and server hardware and HP printers.

9. Risks and Issues

Description: *This section outlines the 5-10 major risks associated with an agency's IT strategy. If the enterprise risks are applicable to your agency, use them. Feel free to use a percentage (such as 25%) if you prefer to quantify the probability of a risk occurring. Otherwise use high, medium, and low for probabilities.*

Evaluating an impact is a qualitative judgment and not usually a quantitative measure. Impacts can be described as high, medium and low. Mitigation strategies are those actions and activities that your agency will use to monitor the risk, minimize the probability of the risk occurring, or minimize the impacts if the risk occurs.

Primary Risk	Probability	Impact	Mitigation Strategy
Staff retirements	High	Medium	MBCC will develop a succession planning program that creates a list of staff eligible to retire and forecast an estimated retirement date and replacement plan when possible. Positions/skills rated as critical will have individual plans for skills transfer, replacement, documented procedures, etc. for mitigating the impact.
Security breach	Medium	High	Our agency has an active security program including, but not limited to, staff training and awareness, data encryption, and security policies.
Difficulty of hiring qualified technical staff	High	High	Increase pay for positions most affected by this issue.

10. IT Goals and Objectives

Description: *This section outlines your agency's major IT goals and objectives. List your planned IT goals and objectives, and describe how they are designed to support agency business strategies.*

Goal Number 1:

ITG 1   Provide IT support for the process of making critical grant funding available to Montana public safety agencies.

Description: Provide IT support for the process of making critical grant funding available to Montana public safety agencies.

Benefits: The Montana local, state and private nonprofit agencies who are the primary recipients of the grants benefit from better information availability and easier grant application and monitoring processes.

Support of the State IT Strategic Plan: This supports Goal 2 by collecting and utilizing crime statistics to better utilize resources. It also supports Goal 3 by greatly increasing the access to crime data. MBCC actively participates in several statewide IT governance committees as discussed in Goal 5.

Supporting Objective/Action

ITO 1-1   Continue to support the Grant Management Information System (GMIS)
Business requirements: Provide efficient state-of-the-art processes for the grant management programs.

Benefits: Greater information sharing and efficiency for grantees and MBCC staff.

Risks: Potential unavailability of automated systems during critical periods of time.
Risks: Potential unavailability of automated systems during critical periods of time. Lack of participation by local agencies.
Timeframe: Ongoing.
Critical success factors: High availability, complete information, user reported ease of use.

Supporting Objective/Action

ITO 1-2   Continue to enhance and improve the GMIS System which includes OSAS (Online SubGrant Application System), GWIS (Grant Web Information System) and BMWAS (Board Member Webbased Access System)

Business requirements: Continue to enhance the automation of the grant management process.

Benefits: Better availability of grant information to grantees and program managers.
Risks: Potential unavailability of automated systems during critical periods of time.
Timeframe: Ongoing.

Critical success factors: High availability, complete information, user reported ease of use.

ITG 2 **Improve the overall quantity, accuracy and availability of Montana crime activity and detention data. Continue to improve the reporting to federal agencies, such as federal grantors and the FBI.**

Description: MBCC maintains a number of database systems that collect and disseminate Montana juvenile and adult crime information, detention center information and law enforcement personnel information.

Benefits: Ability to provide adult and juvenile crime statistics to Montana agencies and the FBI.

Support of the State IT Strategic Plan: This supports Goal 1, to achieve maximum value of information through the active management of information technology. MBCC has increased the availability and value of information by providing better crime data to law enforcement agencies as well as the public.

Supporting Objective/Action

ITO 2-1   Continue maintaining and enhancing MBCC crime data collection systems. These include Montana's version of the National Incident Based Reporting System (MTIBRS), Juvenile Detention Database and Reporting System (JDDRS), Indian Lands Crime Data Collection, Drug Task Force Crime Data Collection, Juvenile Offense Statistical Data (CAPS & JCATS), Adult Detention Center System, Law Enforcement Manpower Database, Victims of Domestic and Sexual Violence database (PDQ).

Business requirements: Continue to collect and analyze adult, juvenile and victim crime statistics to Montana agencies and the FBI. Continue to collect and analyze detention center information.

Benefits: Ability to provide adult crime, juvenile crime, victim and detention statistics to Montana agencies and the FBI.
Risks: Potential unavailability of automated systems during critical periods of time. Lack of participation by local agencies.
Timeframe: Ongoing.
Critical success factors: High availability, complete information, user reported ease of use, continuing certification from the FBI.

ITG 3 **Leverage current technologies to provide knowledge sharing opportunities for Montana public safety agencies.**

Description: The MBCC provides and supports many web sites, publications and conferences, and a FaceBook site that provide information about and encourage the sharing of important public safety information.

Benefits: All Montana public safety agencies and many other state and federal agencies benefit from enhanced availability of this information.

Support of the State IT Strategic Plan: This supports Goal 1, to achieve maximum value of information through the active management of information technology. MBCC coordinates and is involved in many statewide planning and knowledge sharing committees, conferences and workshops that help to coordinate IT and other activities between Montana law enforcement agencies.

Supporting Objective/Action

ITO 3-1   The Crime in Montana Publication

Business requirements: To provide crime statistics to Montana and other agencies.

Benefits: All Montana public safety entities and many other state and federal entities utilize this information for the process of analyzing crime. This ultimately leads to improved crime prevention capabilities in Montana.
Risks: That the information would be incomplete due to non-participation from agencies or computer system issues, or MBCC resource issues.
Timeframe: Yearly.
Critical success factors: Complete statistical information. Accurate and useful analysis of the information. Positive response from the consumers of the publication.

Supporting Objective/Action

ITO 3-2   Continue maintaining and enhancing the MBCC public web site with Montana crime data and information.

Business requirements: To provide easy access to Montana crime data and other public safety related information.

Benefits: Provides an easily accessible avenue to disseminate important public safety data.
Risks: That the information would be incomplete due to non-participation from agencies or computer system issues, or MBCC resource issues.
Timeframe: Ongoing.
Critical success factors: The Web interface is easily accessible and valuable to users.
Assessment is through user feedback.

Supporting Objective/Action

ITO 3-3   Provide IT support for public safety conferences.

Business requirements: To encourage knowledge sharing between Montana public safety agencies.

Benefits: Increases overall knowledge sharing and networking within the Montana public safety community.
Risks: Potential low participation due to complicated or inaccessible sign up procedures.
Timeframe: Ongoing. Several per year.
Critical success factors: Positive feedback from attendees.

Goal Number 4:

ITG 4   **Continue to enhance the efficiency and effectiveness of Board of Crime Control staff through the improved delivery of technology in-house.**

Description: Provide up to date and cost effective computer hardware and software to MBCC staff.

Benefits: This contributes to the ability of staff to perform work tasks efficiently and effectively.

Support of the State IT Strategic Plan: This supports Goal 2, to aggressively use technology to extend capabilities that enhance, improve, and streamline service delivery.   MBCC leverages state and industry standard technology to enhance and improve in-house technology and works closely with DOA SITSD in providing IT support and services where appropriate. This also supports Goal 3, to build an infrastructure / architecture that provides citizens and employees of the state access to information however and whenever they need it.   Access to information is enhanced through application of appropriate technology.

Supporting Objective/Action

ITO 4-1   Maintain MBCC desktop workstations at current technology levels.

Business requirements: Utilize cost effect current technology to enhance work efforts.

Benefits: The advantages of current technical capabilities will be realized. MBCC will be current with state standards to enhance information exchange with other agencies.
Risks: MBCC should not adopt technology until it is proven reliable and stable.

Support of the agency IT goal: Improve the use and availability of technology.
Timeframe: Ongoing.
Critical success factors: MBCC staff has access to the latest cost effective hardware and software.

Supporting Objective/Action

ITO 4-2   Provide data and desktop security through pro-active security protection and regular monitoring.

Business requirements: Utilizes technology to improve overall staff performance.

Benefits: Increases availability, reliability of technology, protects confidential files, and data from unauthorized use.
Risks: The potential of viruses, adware, spyware and other malicious programs to disrupt computer use.
Timeframe: Ongoing.
Critical success factors: Computer systems are kept free of malicious programs. Confidential data is kept secure.

Supporting Objective/Action

ITO 4-3   Provide redundant backup and restore capabilities for all agency data and files.

Business requirements: Provide continuity of business in the event of data loss, caused by human error, system failure or natural disasters.

Benefits: Continuity of business.
Risks: Failure in this area could result in critical data or computer file loss.
Support of the agency IT goal: Technology is stable and always available.
Timeframe: Ongoing.
Critical success factors: Data restore tests are completed successfully. Backup system auditing reveals no problems.

11.   IT Projects

Description: This section outlines your agency's major IT projects. At a minimum, include all IT projects that meet any of the following criteria:

a.   *An EPP item for IT spend.*

b.   *A budget of $500,000 or more, whether or not it is an EPP item. The $500,000 budget is the sum of all grants, current operating budget expenses, new budget allocations, special fees, and other sources of funds and includes costs associated with internal builds.*

c.   *An IT initiative with a budget of $100,000 or more and also comprises 25% or more of the agency's IT budget, whether or not it is an EPP item.*

d.   *An IT project or initiative that impacts other agencies or has the potential for an enterprise-wide impact.*

Item	Description

Project name	
Project/program purpose and objectives	Describe the project's business purpose and business/program objectives.
Estimated start date	
Estimated cost	The estimate cost is the sum of all grants, current operating budget expenses, new budget allocations, special fees, and other sources of funds and includes costs associated with internal builds.
Funding source - 1	
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	

12.   Security and Business Continuity Programs

Security Program Description

The Montana Board of Crime Control (MBCC) takes security seriously. It has an information security program that is compliant with MCA 2-15-114. MBCC is currently in the process of examining the National Institute of Standards and Technology (NIST) framework for the development of a comprehensive plan for the reduction of risks the Agency is exposed to through the utilization of electronic information systems data processing. The objectives of utilizing NIST is to provide a proven and accepted approach in conducting risk assessments, developing IT policies, enhancing security controls and developing procedures for detecting and responding to incidents. In addition, the NIST framework will be used to develop plans and procedures for the continuity of MBCC IT operations. This is in alignment with the State of Information Technology Service's direction for an enterprise approach to protect sensitive and critical information being housed and shared on State and/or external/commercial information assets or systems.

MBCC obtains information technology services from the SITSD from the Department of Administration through service level agreements. MBCC information technology services being obtained from SITSD provide compliance with industry adopted guidelines and standards such as NIST.

12.a Workstation and Network Security

Individual workstation/network security is provided by Montana Windows Active Directory membership for all users and computers.   This directory and the network over which it runs is owned and managed by the Department of Administration, State Information Technology Services Division (DOA SITSD).

12.b Database Servers

MBCC owns and manages two database servers. It utilizes industry standard security measures and user specific access security for all server access.

12.c Backup and Recovery

All but a few remaining databases are housed at the DOA SITSD Data Center and backed up there. These remaining databases are backed up nightly and the data is stored on the MBCC File & Print server which is housed at the DOA SITSD Data Center. An additional backup of all critical files is performed onsite as well as to a portable hard drive once per week and stored in the MBCC safe. Periodic test restores are performed.

12.d Virus Scanning and Patching

All MBCC workstations, laptops and servers utilize state standard Microsoft EndPoint virus scanning software.   Workstations and servers automatically receive current Windows patches from the DOA SITSD WSUS patching network. Laptops also utilize EndPoint and are manually patched on a regular cycle.

The agency's information security management program is challenged with limited resources, manpower and funding. While alternatives are reviewed and mitigation efforts are implemented, the level of acceptable risk is constantly challenged by the ever changing technology and associated risks from growing attacks and social structure changes. Specific vulnerabilities have been identified which require restructure, new equipment, or personnel positions (funds increase), and are addressed below in our future plans.

3.2 Future Security Program Plans

MBCC, as described in NIST SP 800-39, will develop and adopt the Information Risk Management Strategy to guide the agency through information security lifecycle architecture with application of risk management. This structure provides a programmatic approach to reducing the level of risk to acceptable levels.

This program has four components, which interact with each other in a continuous improvement cycle. They are as follows:

- **Risk Frame – Establishes the context for making risk-based decisions**
- **Risk Assessment – Addresses how the agency will assess risk within the context of the risk frame; identifying threats, harm, impact, vulnerabilities and likelihood of occurrence**
- **Risk Response – Addresses how the agency responds to risk once the level of risk is determined based on the results of the risk assessment; e.g., avoid, mitigate, accept risk, share or transfer**

- **Risk Monitoring – Addresses how the agency monitors risk over time; "Are we achieving desired outcomes?"**

The top critical controls we will begin to examine include the following:

- **Inventory of Authorized and Unauthorized Devices**
- **Inventory of Authorized and Unauthorized Software**
- **Secure Configurations for Hardware and Software on Laptops, Workstations, and Servers**
- **Continuous Vulnerability Assessment and Remediation**
- **Malware Defenses**
- **Application Software Security**
- **Wireless Device Control**
- **Data Recovery**
- **Security Skills Assessment and Appropriate Training**
- **Controlled Use of Administrative Privileges, Least User Rights Implementation**
- **Maintenance, Monitoring, and Analysis of Security Audit Logs**
- **Controlled Access Based on the Need to Know**
- **Account Monitoring and Control**
- **Data Loss Prevention**
- **Penetration Tests and Risk Assessments**

Continuity of Operations (COOP) Capability Program Description:

- **MBCC is in phase 1 of utilizing the Living Disaster Recovery Planning Software (LDPRS) which is provided by SITSD. MBCC will be relying on the Security and Continuity Services section of SITSD to provide guidance and instruction on the use of LDPRS. MBCC joined with the Department of Administration Continuity Services for the development of our agency's Continuity of Operations Capabilities, which will provide the plans and structure to facilitate response and recovery capabilities to ensure the continued performance of the State Essential Functions of Government. The timeline for initiation and completion of each Block of focus is still being developed and coordinated with DOA Continuity Services. We are presently in phase 1, and expect to complete this process end of CY2015.**

13. Planned IT Expenditures

Description: *Complete the table below as required by MCA 2-27-524 (2). If you do not have FY2013 IT personal services or IT operating expenses for your agency as a starting point for your estimates, contact Kyle Hilmer. IT initiatives are special projects/programs that your agency will be funding outside of your agency base budget. HB10 might be the source of funding.*

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
IT personal services	$91,774	$91,774	$91,774	$93,000		
IT operating expenses	$232,375	$238,193	$238,193	$227,193		

IT initiatives						
Other						
Total	*$318,967*	*$319,967*	*$329,967*	*$320,193*		

14. Administrative Information

Description: *This part provides SITSD with contact information if there are any questions. Fill in the appropriate names and information.*

IT strategy and plan owner: Name: Brooke Marshall
Phone: 444-3615
Email: BrookeMarshall@mt.gov

IT contact: Name: Jerry Kozak
Phone: 444-1621
Email: JerryKozak@mt.gov

Alternate IT contact: Name:
Phone:
Email:

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