



Department of Administration

IT Strategic Plan 2014

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1. Executive Summary

Montana has three basic business drivers that shape the State's programs and IT strategies: jobs, education, and effective/efficient government. The Department of Administration's (DOA) business objectives are only slightly more focused. DOA's primary objective is to provide effective, cost efficient, high quality enterprise-wide administrative, facility and technology services. The Montana Information Technology Act restricts DOA's State Information Technology Division's primary impact to supporting the State in the area of effective and efficient government.

DOA's goal is to offer a wide range of cost-effective enterprise applications and IT services that provide state agencies and local governments with choices that can maximize support for their business processes while minimizing expenditures and resource investments. Shared (low cost), secure, full function applications and IT service are the objectives.

DOA's IT strategies revolve around a renewed focus on delivering value to agency customers, and Montana citizens through the IT services provided to state agencies.

1. establish a Risk Management program
2. implement Records Management
3. establish project prioritization and business cases
4. service portfolio management
5. continual enhancements to the technical infrastructure, network, and security
6. improved agency communications
7. workforce planning and management
8. employ the Project Management Office

These strategies work together to make DOA an organization that provides great services to its customers and while meeting the requirements and objectives of the Montana Information Technology Act.

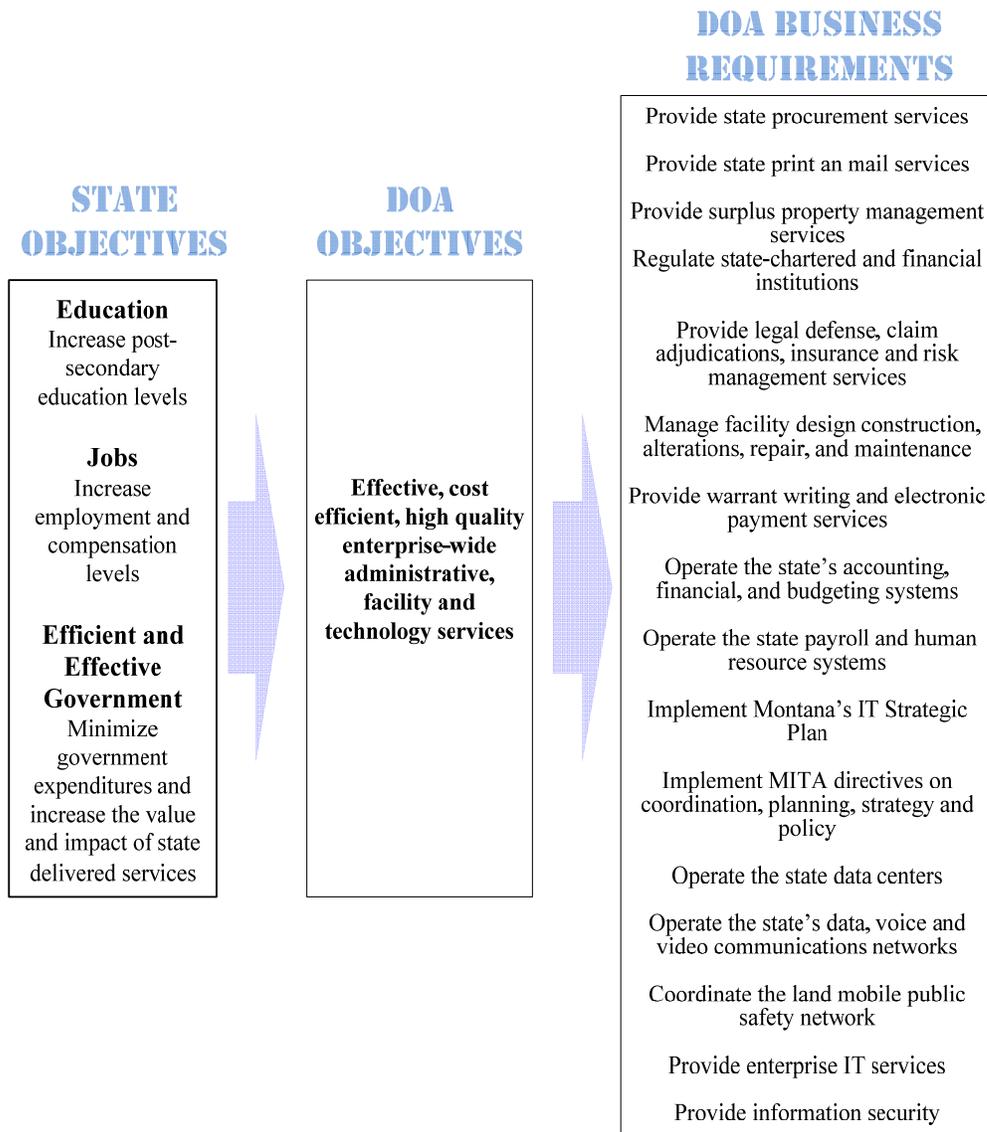
2. Environment, Success, and Capabilities

The Department of Administration serves as the backbone of state government providing business services to other state agencies including accounting, human resources, contracting, facilities, information technology, and insurance. DOA also regulates many of the state's banks and financial institutions. The agency's primary function is to provide effective, cost efficient, high quality enterprise-wide administrative, facility and technology services.

Technology-based services form the majority of DOA's service portfolio. Three major DOA divisions (State Financial Services Division, State Human Resources Division, and State Information Technology Services Division) provide enterprise-wide IT services and applications. Almost half of DOA's employees are IT professionals; a far higher percentage than the state average of 6.5%. Roughly two thirds of DOA's budget is allocated to supporting enterprise applications (accounting, budgeting, human resources) and technology services.

SITSD’s business is information technology. The Montana Information Technology Act (MITA) outlines two missions for SITSD. The first is a classic government program role: planning, coordination, policy, standards, and oversight of the state’s IT operations. The second mission is far different from a government program. SITSD must run an IT service delivery business, specifically managing a central computer center and a statewide telecommunications system. SITSD’s IT service delivery business is unique within state government because it is a competitive environment. Agency customers can obtain IT services from the private sector, their internal IT organizations, or SITSD.

The following graphic illustrates how DOA’s objectives and business requirements support the state’s primary objectives.



3. IT Contributions and Strategies

DOA’s business strategy is to support the state’s primary strategies: jobs, education and effective/efficient government; and fulfill its MITA responsibilities. Not all IT programs and projects will address all three business strategies, but all IT programs and projects will support at least one of the three. Most DOA’s programs and projects focus on effective/efficient government. DOA’s IT strategy is to offer a wide range of cost effective enterprise services from multiple providers that provide state agencies and local governments with solid choices that can maximize support for their business processes while minimizing expenditures and resource investments.



- Risk Management Risk management is the identification, assessment, and prioritization of risks followed by coordinated application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events.

- Records Management is the practice controlling the most important records of an organization; from the time such records are created through to their eventual disposal. The work includes identifying, classifying, prioritizing, storing, securing, archiving, preserving, retrieving, tracking and destroying records.
- Service Portfolio Management consists of (1) soliciting service requirements from agencies (2) continually evaluating cost effective and fiscally responsible shared enterprise services (3) delivering services that are competitive on price and function (best price/best solution) resulting in an increase/expansion of service utilization (4) offer new services that can potentially be used by a large segment of agencies
- SITSD will monitor, evaluate and upgrade its data centers, networks, and security to remain current with commonly accepted industry and government standards.
- Develop and deliver a consistent, branded, IT communication plan that promotes awareness and use of IT services and encompasses the informational needs of various stakeholder groups.
- Active workforce planning and management through (1) succession planning program to mitigate staff retirements (2) pooling vacant positions and specific FTE allocation to critical positions
- SITSD will employ its PMO to manage all major projects.

4. IT Principles

IT principles govern DOA's activities, decisions and service delivery operations. They provide touch-points and guidelines to ensure that the correct decisions are being made; decisions that will provide the greatest value to Montana's citizens and DOA's customers. Many of DOA's principles have their roots in MITA and the principles outlined in Montana's State Strategic Plan for IT 2014.

- 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.

- DOA will employ *A Guide to the Project Management Body of Knowledge (PMBOK Guide)* principles for managing projects

5. IT Governance

IT governance is handled independently by each DOA division. In the larger divisions, State Human Resources Division and the State Financial Services Division, IT proposals and projects are handled by senior division management along with other division business. There are no separate IT formal processes and procedures for divisions with smaller IT operations: Architecture and Engineering, Banking and Financial Institutions, Office of Public Defender, Health Care and Benefits.

SITSD has a large and overlapping governance structures for its two separate missions: enterprise IT planning/coordination/oversight and enterprise service delivery.

Governance for enterprise planning/coordination/oversight rests with the CIO. The CIO receives input from several advisory boards and councils.

- Information Technology Board (ITB)
- Information Technology Managers Council (ITMC)
- 9-1-1 Advisory Council
- State Interoperability Governance Board (SIGB)
- Electronic Government Advisory Council (eGOV)

These advisory groups meet monthly or quarterly. The CIO is not obligated to act on their advice, but they are the voice of SITSD's customer base as well as the voice of the agency community. SITSD works with the Project Management Office Advisory Group (PMOAG), the Network Managers Group (NMG), and the Information Security Managers Group (ISMG). The CIO also participates in cabinet meetings, meets with the Governor's staff, and the LFC.

Governance for SITSD's service delivery function rests with the CIO and SITSD's executive officers, the senior management of SITSD. SITSD uses the Decision Brief process for decisions related to internal SITSD operations and policy. Decision Briefs are short descriptions of a significant issue, alternatives and a recommended course of action. Decision briefs are written by SITSD staff and managers. A senior manager proposes and advocates the recommended decision in a senior management meeting.

The Change Control Board (CCB) provides a governance structure to assess, discuss and share the business and technical impacts of major changes to the SITSD business practices and infrastructure. These changes include proposals that have a cross-bureau impact, significant financial and/or service impact. The CCB's assessment and recommendations include financial impact, direct and indirect technical impact on all SITSD bureaus, services and customers.

6. IT Financial Management

DOA's IT financial management, outside of SITSD, is generally decentralized. Each division, and in some cases bureaus or programs, have distinct budgets and funding mechanisms including associated IT

costs. Overall these divisions manage approximately \$10.5M of annual IT spending. The vast majority of these IT expenditures are allocated to divisions supporting the state's accounting and human resource systems. SITSD's IT financial management process is different.

SITSD is mainly funded through a proprietary fund. SITSD's primary revenue source is from charges to state agencies for server and application hosting, and data/voice network services. A significant portion of SITSD's budget is Enterprise Services. Funding for Enterprise Services comes from agency charges based on a per-user allocation. The Public Safety Communications Bureau is a separate entity funded through a combination of general funds, state special revenue funds and federal grants.

SITSD determines its budget and rates using the Financial Transparency Model (FTM) for activity based budgeting and costing. SITSD is in the fourth cycle of FTM for the 2017 biennium. All SITSD costs, including personal services, are assigned to individual services if possible or distributed as indirect costs to an appropriate group of services, customers, or SITSD budget unit. The FTM calculates rates on this cost allocation and agencies' forecasted consumption of services. SITSD offers nearly 200 services so there are a wide variety of chargeable units. A primary SITSD objective is maintaining rates commensurate with costs since agencies have the option of not using SITSD services. History has shown that agency forecasts of service consumption are often overly optimistic, exceeding actual service usage. This has a negative impact on SITSD's rate recovery.

SITSD has the authority to maintain a 30-day working capital. The objective of having a working capital is to adequately recover costs to maintain current operations and plan for any unanticipated program changes or equipment purchases.

SITSD has implemented a Software Asset Management (SAM) program to establish statewide specifications and process requirements for the management of the State's \$33M annual investment in software assets. Implementing SAM policies, processes and practices through a statewide standard of performance is the foundation for protecting the state's investment in software.

SITSD has established a Master Lease Agreement with three qualifying lease companies that can be used by state agencies, universities, local governments and tribal entities. Leasing is a method for acquiring a capital asset and spreading its large initial investment cost over several years; effectively preserving cash flow by moving capital expenditures to operating expenditures.

7. IT Services and Processes

DOA's portfolio of IT services is oriented around three divisions: State Human Resources, State Financial Services, and State Information Technology. The State Human Resources Division and State Financial Services Division IT services are based on the SABHRS PeopleSoft accounting, budgeting and human resources systems. The SABHRS accounting, budgeting and human resources applications support all state agencies. SITSD's mission is the delivery of generic enterprise-wide IT services that are not usually aimed at specific agency applications.

SITSD's service strategy is to offer a wide range of cost effective services from multiple providers that, when viewed in aggregate, provide state agencies and local governments with attractive choices that

can maximize support for their business processes while minimizing expenditures and resource investments. Cost effective enterprise level shared IT services is the goal.

The scope of SITSD's service offerings is broad and very similar to peer states. Outside of a few isolated services such as fax, e-signatures, cell phones, and business analysis, SITSD's catalog of services is typical for a central state IT organization. SITSD's catalog of services includes:

- Network Services: data, voice, and video transport, internet access, LAN and wiring services, wireless, VPN
- Voice Services: voice mail, VOIP, Automatic Call Distribution (ACD), Interactive Voice Response (IVR), call recording, long distance, desktop equipment
- Hosting: servers, web servers, databases, storage and backup, applications mainframe, data center space and racks
- Professional Services: Project Management, database management, desktop support and management
- Communications: email, instant messaging, audio and video conferencing, SharePoint collaboration
- Software Development: application development and web development
- EDM: document management/archiving, forms management, workflow, report management

In addition to the services above that SITSD charges to the agencies that consume the services, SITSD also offers a group of other Enterprise services that are handled differently. These services benefit the entire state and agencies reimburse SITSD based on the size of their IT operations, not on the quantity of service consumed. Enterprise Services, listed below, amount to roughly 15% of all SITSD services.

- Support for IT councils and advisory groups
- Strategic IT planning
- IT procurement and contract management
- Enterprise Security Risk Management Program
- Enterprise Architecture, Standards, and Policy
- Oversight responsibilities from the Montana Information Technology Act
- State-wide continuity of operations program
- State telephone operators
- Website hosting for mt.gov
- Office of the CIO

SITSD has adopted the Information Technology Service Management (ITSM) program, which includes an approved SITSD Business Process, which focuses on the development, documentation, implementation and continuous improvement of the processes within SITSD. SITSD has also adopted the Information Technology Infrastructure Library (ITIL) framework. The ITIL framework provides best proactive guidance for ITSM, as well as a set of integrated processes for delivering and supporting high quality IT services.

The Change Advisory Board (CAB) plays a very crucial role in reviewing the requests for changes to the SITSD's IT Infrastructure; and has final authority over approving changes. The CAB is comprised of at least one representative specialist from each SITSD functional area. The CAB and other Department Representatives meet weekly to evaluate the business and technical impact of changes. These activities

assure that all changes to the systems and services that SITSD provide have undergone proper assessment and testing; are prioritized and planned to ensure the lowest risk possible; are coordinated so changes do not impact each other; and are coordinated to avoid times of high impact for affected services and our customers.

The Public Safety Communications Bureau supports four major program areas: the State's 9-1-1 Program, the Public Safety Spectrum Coordination Program, the Montana Broadband Program, and the Statewide Interoperability Governing Board (SIGB). The SIGB is tasked with working with emergency response leaders across all levels of government to implement a statewide strategic vision for communications interoperability.

8. IT Infrastructure, Staffing and Resources

Infrastructure

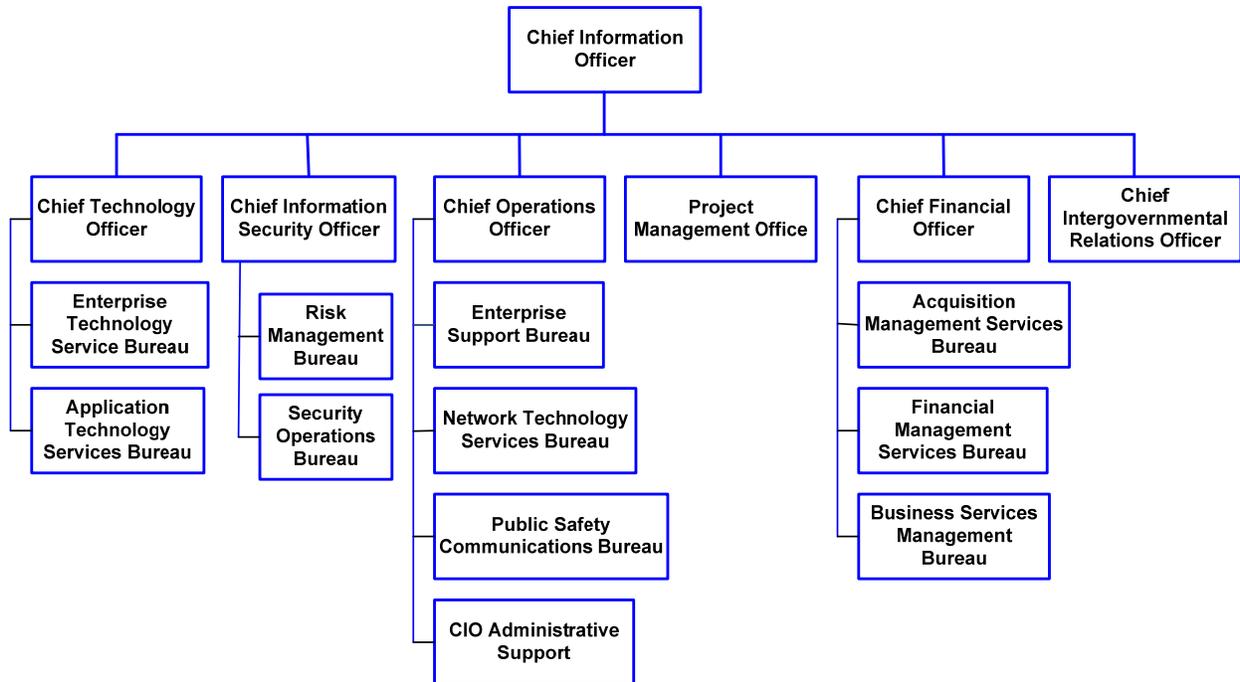
SITSD provides core IT services to the DOA and other state agencies; including network connectivity, computer support, email, telecommunications support and other basic IT services. SITSD also hosts the technology infrastructure of DOA's major systems, such as SABHRS and the Department's website.

Montana has two primary data centers: the State of Montana Data Center (SMDC) in Helena and the Miles City Data Center (MCDC). MCDC operates as a backup and recovery site. Both sites are state-of-the-art, and the SMDC is one of the most energy efficient datacenters in the country. Twelve agencies have moved their equipment to the SMDC and three agencies have moved their backup operations to the MCDC.

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.

Staffing

The State Financial Services and State Human Resources Divisions employ approximately 30 IT staff supporting the enterprise HR and Financial (SABHRS) systems. These staff report directly to their respective divisions. SITSD has approximately 200 FTE organized on a functional basis. SITSD is managing and adjusting its staffing to accommodate changes in technologies, cloud computing, sourcing, open systems and service portfolio management.



Vendor Partners and Resources

SITSD allocates approximately 50% of its vendor expenditures to communications vendors. This high percentage is a direct result of SITSD’s role in operating the state data, voice and video network. SITSD and the state are heavily invested with Microsoft, Oracle, Dell, IBM, NetApp and VMware. These vendors account for roughly 25% of SITSD’s annual vendor expenditures. The state uses Microsoft’s Office products on the desktop; SQL databases, Exchange email, and SharePoint are a few examples of the many Microsoft products used. The state uses Oracle products to support both database and applications, VMware to support the virtualized server environment, IBM for the mainframe environment, NetApp for storage and Dell for both storage and desktop hardware.

9. Risks and Issues

The following table contains the major risks to SITSD’s IT strategy. Major risks meet one of two criteria.

- Risks with a probability of medium or high with an impact of high.
- Risks with a probability of high with an impact of medium or high.

Mitigation strategies are the pro-active actions that SITSD is using to lessen the probability of the risk occurring and minimizing the impact of the risk.

Primary Risk	Probability	Impact	Mitigation Strategy
Staff retirements	High	High	DOA 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.
Loss of revenue due to competitive markets, especially cloud services.	Medium	High	SITSD will build a market analysis of service costs and features available from the private sector. Each year the SITSD executive staff will review the market analysis and make decisions on the long term delivery of those services judged to be at risk.
Agencies purchasing fewer services than budgeted.	High	High	SITSD will develop agency MOUs for all services dependent upon a small number of agency customers. The MOUs will be negotiated at the start of each fiscal year.
Security breach	Medium	High	Montana has an active security program including, but not limited to, staff training and awareness, data encryption, security policies, NIST standards, virus protection, server and network monitoring, and Multi-State Information Sharing and Analysis.
Difficulty of hiring qualified technical staff	High	High	Increase pay for positions most affected by this issue.
IT Efforts not aligned across Divisions.	Medium	Medium	DOA’s Director and state CIO will provide integration to ensure divisional IT efforts are coordinated. .

10. IT Goals and Objectives

SITSD’s goals and associated objectives for the next biennium are itemized below.

Goal: Efficient and effective IT services

- Institute formal processes to assess new technologies for cost-effectiveness
- Implement shared IT services in an enterprise environment
- Use cloud, open source, and COTS systems to improve the IT effectiveness and efficiency

- Establish a records management program
- Establish a data management strategy
- Employ established technologies and applications from other government entities

Goal: Deliver IT economies of scale

- Expand SITSD’s customer base to additional agencies, local governments, and other states
- Evaluate the overall awareness of IT services and solutions within the agency IT community

Goal: Improved quality of IT service

- Conduct periodic bandwidth assessments to:
 - identify remote state offices with inadequate bandwidth
 - identify inadequate port capacity
- Increase the percentage of new systems delivered with with mobile access

Goal: Establish Service Portfolio Management practices

- Develop formal processes for evaluating new service proposals, modifications, and retirements
- Compare price and features of SITSD services to private sector equivalents
- Annually survey agency customers for satisfaction and service requirements

Goal: Minimize state business interruptions from disasters and infrastructure failures

- Establish an Information Risk Management Program
- Plan for system recovery via periodic testing, incident response practice, and recovery planning/practice

Goal: Prevent security leaks and breaches

- Enhance the state-wide security program
- Employ risk analysis, policies, procedures, training, monitoring, and risk mitigation to prevent incidents and minimize their impacts

Goal: Completion of the statewide public safety LMR backbone

- Develop and implement a long-term plan for the ongoing operation and maintenance of the public safety LMR system

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.*

This section includes both projects and initiatives being undertaken by DOA. Initiatives have also been included to help the Department and our customers identify efforts that are being undertaken but may not have formal project status or have budget and resources specifically committed at this time. Projects are formally identified efforts that have funding and resources identified and may include previously “completed” projects that have entered an enhancement and improvement phase and/or comprise a significant portion of a Division’s technology spend.

The Appendix lists programs and initiatives that are not directly related to specific IT systems or known IT incremental costs. When the planning and background research is complete, the programs and initiatives that produce defined IT projects with known costs will be documented in detail in DOA's IT Plan Supplements.

Item	Description
Project name	Data Protection
Division	SITSD
Project/program purpose and objectives	Mitigate security gaps in the State IT systems; promote education and staff awareness; enhancement/implementation of network access control and compartmentalization; enhance server infrastructure protection; increase physical security of network devices; improve data Loss prevention; improved disaster recovery services
Estimated start date	May 2014
Estimated cost	\$5,607,500
Funding source - 1	HB10
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$832,500

Item	Description
Project name	Data Center Infrastructure Management
Division	SITSD
Project/program purpose and objectives	DCIM is considered best practice for Data Centers and can help enforce standard processes for operating the data center. These processes can reduce operator errors. DCIM also provides operational data, including environmental data (temperature, humidity, and airflow), power data (at the device, rack, zone and overall data center) and cooling information. This information can be used to do predictive analytics of the availability of resources (power availability, cooling capacity, where to place equipment). DCIM is an invaluable tool for data centers to be able to provide reliable environmental and power controls.
Estimated start date	July 2015
Estimated cost	\$400,000
Funding source - 1	HB10
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$100,000

Item	Description
Project name	Internet Bandwidth and Security Upgrades
Division	SITSD
Project/program purpose and objectives	Increase the state's internet bandwidth equipment to accommodate agency requirements and applications that will exceed the State's current maximum ability to support higher speeds in excess of 1Gb.
Estimated start date	July 2015
Estimated cost	\$4,065,398
Funding source - 1	HB10
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$1,000,000

Item	Description
Project name	Network Equipment Upgrades
Division	SITSD
Project/program purpose and objectives	Purchase and install network CORE and aggregation equipment, monitoring and security equipment and software, Voice over IP (VoIP) network equipment, and voice PBX equipment and software upgrades - for existing equipment that is either End of Life / End of Support – or – requires upgrades / replacement to support additional security, network bandwidth growth, and new services / applications that are being implemented.
Estimated start date	July 2015
Estimated cost	\$5,894,260
Funding source - 1	HB10
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$1,000,000

Item	Description
Project name	Remote Site Fiber Upgrades
Division	SITSD
Project/program purpose and objectives	Upgrade the telecommunications facilities at four sites to support their current and near term application needs. Montana State Hospital in Warm Springs, Montana Development Center / Riverside Youth Correctional Facility in Boulder, DNRC Area Office in Libby, and the Montana State Auditor's Office in Helena.
Estimated start date	July 2015
Estimated cost	\$781,000
Funding source - 1	HB10
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$250,000

Item	Description
Project name	Tower Enclosures for the SMDC and MCDC
Division	SITSD
Project/program purpose and objectives	The project purpose is to construct two buildings to protect the cooling towers at both data centers from the elements. When the data centers were constructed the cooling towers were not enclosed as a cost saving measure. For several years the pipes and sensors have been exposed. Heat tape and insulation have been used to try and mitigate the effects of the weather. Neither data center has experienced an outage due to the weather's impact on the towers, but an outage is only a matter of time. Significant efforts, resulting in increased electrical costs, staff resources, contractor resources, and patches, have been necessary to resolve issues with the cooling towers at both data centers. The cooling towers are critical systems for the continued reliable operation of the State's data centers. Continuous exposure to the elements has brought about system failures that we were able to address, but continue to pose risk. We have added heat tape to try and keep pipes from freezing, re-insulated pipes, and repaired corrosion of sensors caused by water collecting on the sensors.
Estimated start date	July 2015
Estimated cost	\$400,000
Funding source - 1	HB10
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$50,000

Item	Description
Project name	VoIP PBX Statewide Disaster Recovery
Division	SITSD
Project/program purpose and objectives	Install a redundant/failover PBX in the SMDC to provide disaster recovery for the state's primary PBX located in the Mitchell Building. The State currently has the largest primary PBX for voice calls, voice messaging, and voice response systems supporting many State Agencies which is located at the Mitchell Building. If the Mitchell Building is destroyed, or incapacitated, many of these applications and support services would be impacted. This Appropriation Request is for a first phase to purchase a failover PBX and services to support continuity of service and security for State workload and requests. This will also include installing (Session Initiation Protocol) SIP trunks between the existing PBX and new PBX to enhance SITSD's disaster recovery plan. This failover PBX would be installed at an off-site location to enhance disaster recovery and the primary site currently under review is the States' secure Data Center in Helena. In addition to these cost there will also be the installation with the telecommunication vendors for alternate redundant trunking for the PBX.
Estimated start date	July 2015
Estimated cost	\$2,100,000
Funding source - 1	HB10
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$500,000

Item	Description
Project name	Enterprise Services (fixed cost)
Division	SITSD
Project/program purpose and objectives	The Enterprise Services consists of expenditures that SITSD is mandated by statute to perform or services that for the overall good of the state. These items have been removed from overhead throughout SITSD other services rates and are included as a fixed rate that are allocated to all state agencies by their number of normal user active directory accounts averaged for FY14. The purpose of this EPP is to request funding for the net increase \$2,182,316 each year of the 2017 biennium.
Estimated start date	July 2015
Estimated cost	\$4,364,632
Funding source - 1	HB10
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$0

Item	Description
Project name	SITSD/NTSB Budget increase for Rate Base Services
Division	SITSD
Project/program purpose and objectives	During the timeframe from FY14/15 to FY16/17, many initiatives and security enhancements have been either added to the Summitnet network – or – need to be upgraded / added in support of the services provided to agencies, universities, and counties. These upgrades and network changes will support all Summitnet network users – and many of these changes will add costs to the overall network. These charges will be proportionally billed to the agencies, universities, and counties - which will increase their rates for specific catalog services.
Estimated start date	July 2015
Estimated cost	\$4,590,628
Funding source - 1	HB10
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$241,342

Item	Description
Project name	DOA Policy Management System
Division	All
Project/program purpose and objectives	This project is the effort to use the Statewide MOM Policy Management System for internal DOA policies, procedures and other documents. Currently, documents are dispersed across different sources and with limited version control. The system would put those documents in a single location and have workflow for document creation and establish version control, helping to eliminate incorrect and outdated information from being published or used. This effort would utilize the existing contract and system admin resource as the MOM system. Divisions also expect to use the compliance functionality of the system, which will certify and record that documents have been read. This use will also serve as a pilot of the compliance functionality in the MOM system.
Estimated start date	6/1/2013
Estimated cost	\$30,000 per year.
Funding source - 1	
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$30,000

Item	Description
Project name	Statewide MOM Policy Management System
Division	All
Project/program purpose and objectives	This project is the ongoing effort to maintain and support the Statewide MOM Policy Management System. This system provides for a centralized location for all Statewide MOM Policies and associated documents. It also provides for workflow and automation for policy owners and editors. For example, the system will automatically notify policy owners when it is time to review a policy. The system and associated solicitation and contract were structured to enable it to be used by individual agencies to address their internal policy management needs at a relatively minimal cost.
Estimated start date	7/1/2012
Estimated cost	\$15,000 per year.
Funding source - 1	
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$15,000

Item	Description
Project name	BOLD Enhancements and Improvements
Division	Banking and Financial institutions
Project/program purpose and objectives	Provide technical improvements and enhancements to the BOLD system and enable operational and business process improvements and efficiencies.
Estimated start date	Original project completed January 2013, ongoing enhancements and improvements started immediately thereafter. Reviewed and renewed annually.
Estimated cost	Original system cost was \$525,000. Ongoing hosting and maintenance costs are about \$100,000 per year through maintenance and support provided by the vendor.
Funding source - 1	State Special Revenue Fund
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$100,000

Item	Description
Project name	Enterprise eProcurement Solution
Division	General Services Division
Project/program purpose and objectives	SPB is intending to purchase an enterprise SAAS eProcurement system to replace the current sourcing and contract database systems used by the State with a comprehensive, fully automated SAAS eProcurement system.
Estimated start date	7/1/2014
Estimated cost	\$2.75 million life of contract (\$500k first year, \$250k years 2-10)
Funding source - 1	Procurement 02211 account
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$250,000

Item	Description
Project name	Capital Complex Direct Digital Controls for HVAC
Division	General Services Division
Project/program purpose and objectives	GSD plans to inspect, upgrade and automate its digital controls for HVAC systems on the capitol complex. The project objectives include a security assessment, securing backups, management tracking and alerts, and moving to a stable technology base that is supported.
Estimated start date	7/1/2015
Estimated cost	TBD after the assessment
Funding source - 1	Procurement 02211 account
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	

Item	Description
Project name	Claims System Rewrite Project
Division	Risk Management and Tort Defense
Project/program purpose and objectives	This project will update the underlying technology infrastructure of the claims system to modern technology and standards and help RMTD to more effectively manage and track the expenses that are associated with claims and lawsuits. RMTD will conduct a comprehensive business process analysis to identify potential improvements to the automation, storage, and retrieval of electronic data in the system.
Estimated start date	10/1/2013
Estimated cost	\$850,000
Funding source - 1	06532
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$170,000

Item	Description
Project name	Case Management System
Division	Risk Management and Tort Defense
Project/program purpose and objectives	The Tort Defense Unit will consider implementing a case management system. Most lawyers and law firms use case management systems to coordinate scheduling, docketing and document management to improve accuracy and efficiency in the handling of cases. Further analysis is needed to determine requirements, interfaces with other systems and identify other case management systems already in use at the State that can be leveraged.
Estimated start date	
Estimated cost	
Funding source - 1	
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	

Item	Description
Project name	Audit Review and Tracking System (ARTS) Project
Division	State Financial Services Division
Project/program purpose and objectives	This project is being undertaken to update an existing system that has reached end of life and has become a risk to the Local Government Services Bureau's operations. This project will result in a new system that supports electronic financial report submission by local governments and improved transparency to citizens and stakeholders. The new system will automate business process workflows with more efforts concentrated on capturing and reporting data for public use. This new system will enable the Local Government Services Bureau to strengthen their role in assisting local governments with financial accountability and transparency and facilitating local government compliance with the Montana Single Audit Act. The new system will more efficiently and effectively track and manage local government financial information, which include annual financial reports, audits, and budgets.
Estimated start date	7-1-2014
Estimated cost	\$280,000
Funding source - 1	Proprietary
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$50,000

Item	Description
Project name	MBARS Upgrade Project
Division	State Financial Services Division
Project/program purpose and objectives	This project upgrades the statewide budgeting system to mitigate technology support concerns and provide new functionality. The SABHRS Finance and Budget Bureau is managing the upgrade project on behalf of the Governor's Office of Budget and Program Planning (OBPP) and the Legislative Fiscal Division (LFD).
Estimated start date	1-1-2013
Estimated cost	\$1,222,500
Funding source - 1	Proprietary
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	\$125,000

Item	Description
Project name	Statewide Recruitment & Selection System (Taleo)
Division	State Human Resources
Project/program purpose and objectives	This project will implement a new recruitment and selection system and enable best-practices in recruiting and selecting new employees. It will also enable better tracking and reporting of recruitment and selection activities for agencies and the enterprise.
Estimated start date	April 2014
Estimated cost	FY2014 - \$550,000
Funding source - 1	FY14 DPHHS - \$225,000 (general fund)
Funding source - 2	FY14 HRIS - \$325,000 (proprietary/ internal service fund)
Funding source - 3	
Annual Costs upon completion	\$200,000

12. Security and Business Continuity Programs

Security Program Description:

The DOA is working towards implementing a department-wide (agency) information security management program compliant with §2-15-114, MCA and SITSD's Information Security Programs policy. The policy adopted the National Institute of Standards and Technology (NIST) Special Publication 800 series as guides for establishing appropriate security procedures. This is in alignment with the State'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.

The DOA's program will have four components which will 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 we will assess risk within the context of the risk frame; identifying threats, harm, impact, vulnerabilities and likelihood of occurrence
- Risk Response – Addresses how we will respond 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 we will monitor risk over time; “Are we achieving desired outcomes?”

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