State of Montana
Governor's Office

Agency IT Plan
Fiscal Year 2014-2019

June 2014

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SECTION 1: EXECUTIVE SUMMARY

The mission statement for the agency stipulates the Governor will ensure that state government continues to live within its means and that the programs and budgets of state departments are sustainable and operated efficiently and fairly. Additionally, the Governor's Office will protect the social capital of Montana, its families, businesses and communities by the judicious use of state resources and effective delivery of state services.

The role of Information Technology (IT) within the Governor's office is to support and facilitate the agency mission by leveraging available technology to provide solutions and improve service. To that end, IT goals and objectives encompass new collaboration tools to improve efficiency within the Office of the Governor, internet applications to facilitate constituent contact and response, development of new tools and technology to improve and streamline the budget preparation process, and a number of technology tools aimed at attracting new business to Montana. These goals and objectives closely align with the state's strategic IT plan.

The Governor's office has no IT initiatives planned at this time and instead will focus on the fulfillment of the target goals and objectives while also maintaining the continuity of agency operations and the integrity and security of its data.

The mission of the Governor's Office is to oversee and direct the activities of the executive branch of Montana state government, consistent with statutory and constitutional mandates, in a manner that provides necessary and affordable services to the citizens of Montana. The Governor's Office exists under authority granted in Article VI of the Montana Constitution. The Governor has constitutional and statutory authority to administer the affairs of the State of Montana. In support of the Governor's mission, the following strategic objectives have been established as priorities:

1. STRENGTHEN OUR ECONOMY - Grow and diversify Montana's economy in order to enhance the quality of life of Montana's citizens.
2. TAX REFORM - Continually improve Montana's tax structure in order to make it competitive and simple, to protect Montana families from unfair and burdensome taxes and to ensure that revenues are sufficient to provide vital government services.
3. EDUCATION - Partner with the education and business communities, and families, to address policy issues including the provision of stable, on-going revenue for education.
4. RESPONSIBLE, ACCOUNTABLE GOVERNMENT - Further streamline and increase responsiveness of services delivered by government agencies and employees to the public while minimizing costs and maximizing effectiveness.
5. SAFE, HEALTHY COMMUNITIES - Work with families, communities, providers and governmental agencies to promote policy changes that improve access to affordable healthcare and enhance the safety of Montanans through innovative ideas and programs.

An effective flow of information is critical to the Administration's ability to achieve its IT objectives. Key priorities include:

- Transparency in provision of government services;
- Effective and efficient management of constituent contacts to the office of the Governor with a focus on accurate, complete and timely tracking and responses;
- Efficient dissemination of pertinent information to the public;
- Effective intra-office and inter-office communication;
- Efficient sharing of information between staff;
- Effective dissemination of information to workers, existing businesses, and potential new businesses; and
- Efficient access to information for all Montana political subdivisions.

Information technology services will play an important role in bringing these priorities to fruition. To maintain the level of service and support demanded by this Administration, IT services must be timely, efficient, cutting-edge, and cost effective.

The Governor's Office has an integral role within the enterprise IT environment, for the provision of government services, to coordinate information sharing between state government agencies and entities external to state government.

The Governor's Office of Economic Development, in coordination with the Department of Commerce and the Department of Labor, as well as other state agencies, has a major role in developing organizations, individuals, and companies for the expansion of business opportunities within the state.

The Governor's office has no IT initiatives planned at this time and instead will focus on the fulfillment of the target goals and objectives while also maintaining the continuity of agency operations and the integrity and security of its data.

SECTION 4: IT Principles

The Governor's Office IT principles mimic the state-wide principles adopted by the Department of Administration. IT principles govern many decisions and operations within this office. They provide touchpoints and guidelines to ensure that correct decisions are being made; decisions that will provide the greatest value to Montana's citizens. The majority of the Governor's Office IT principles have their roots in Montana's Information Technology Act (MITA).

- Resources and funding will be allocated to the IT projects that contribute the greatest net value and benefit to Montana stakeholders.
- Unwarranted duplication will be minimized by sharing data, IT infrastructure, systems, applications and IT services.
- Montana will use shared inter-state systems to minimize IT expenditures, improve service delivery and accelerate service implementation.
- IT 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.
- 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 for protecting individual privacy and the privacy of IT systems information.

SECTION 5: IT Governance

IT decisions within the Governor's Office are a culmination of the input and recommendations of the policy development staff and management with broad involvement from the Department of Administration's State Information Technology Division. Final decisions are made by agency management, including the Chief of Staff, in concert with the State's Chief Information Officer.

SECTION 6: IT Financial Management

The Governor's Office IT expenditure authority comes from the state general fund. Legislative-approved IT funding typically originates from the biennial base budget. The Governor's Office IT funding supports two full-time FTE, and IT services are procured from the State Information Technology Services Division of the Department of Administration. The Governor's Office migrated to a fully-hosted IT environment in mid-FY 2014. Where possible, IT services are identified and charged to specific programs within the office.

SECTION 7: IT Services and Processes

The Governor's IT staff perform network administration; manage and maintain several databases, including the State Tribal Activity database and the bill-tracking database; provide software and application development services to support various office projects and initiatives; manage and maintain technical equipment requirements; develop, maintain and support several web-sites including sites for all the Governor's programs, the Statewide Boards and Councils, and several interactive economic development websites. In addition, the Governor's IT staff was instrumental in the research, analysis, acquisition, and deployment of the constituent relationship management system used by the Governor's Office. They provide programming and trouble-shooting services to customize and enhance the operations of this system as needed.

SECTION 8: IT INFRASTRUCTURE, STAFFING AND RESOURCES

IT services at the Governor's Office are provided by both internal staff, consisting of a programming analyst and a network analyst, and the State Information Technology Services Division within the Department of Administration, which provides the fully-hosted IT environment which supports the Governor's systems. In addition, the Governor's IT staff work closely with Microsoft and Sockeye Consulting, the vendors from whom the customer relationship management software (CRM) was obtained, for training and technical assistance in customizing the CRM program functionality for use within this office. We currently have maintenance contracts with these outside vendors for their support, but eventually, SITSD will become the owner of a proposed enterprise-wide CRM system, and the contract relationships will be directly with SITSD. Our internal IT staff manages and maintains the individual work stations for our employees along with all peripheral technological devices.

Section 9: Risks and Issues

The office has identified the following risks with regard to its IT operations.

Primary Risk	Probability	Impact	Mitigation Strategy
Staff attrition	Medium	Medium	The office attempts to cross-train its IT staff to ensure that critical processes and maintenance can continue in the event that one of the positions is vacated. Staff maintains documented procedures, etc. for mitigating the impact of attrition. If necessary, the office can request back-up services from SITSD if a situation arises when all IT staff are gone. There are no positions/skills that would be rated as critical within our IT department. To retain staff the office could consider additional pay for these positions.
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.
Continuity during times when one of two IT staff members are absent from work.	Low	Medium	Cross-training of staff. Increase pay for positions most affected by this issue.

Section 10: AGENCY IT PLAN – GOALS & OBJECTIVES

Goal Number 1:

IT Goal 1   Manage constituent contacts to the office of the Governor in a timely and efficient manner.

Description: Provide a portal for constituent contact to the office of the Governor, a method to distribute constituent contacts to other state agencies as appropriate and a database to maintain records of all constituent contacts, referrals and responses.

Benefits: Provides constituents a means of direct contact to the office of the Governor. Provides GOV staff a means to efficiently manage constituent contacts. Provides state agencies a means of responding to constituent contacts forwarded by GOV.

Strives to meet customer expectations for reliable and timely delivery of quality services and information.

Supporting Objective/Action

Objective 1-1   Constituent contact tracking software application – Microsoft Dynamics CRM.

Receive and respond to constituent contacts to the office of the Governor. Maintain database of constituent contacts.

Benefits: Functional web portals for constituents to contact office of the Governor and for agencies to receive and respond to these contacts as referred by GOV. Database to maintain record of constituent

contacts.

Risks: Maintenance and management of new technology may consume a significant portion of GOV IT FTE's.

Objective 1-2   Mass email distribution system

Respond/reply to large numbers (thousands) of constituents in response to issues addressed to the Governor.

Benefits: Ability to respond/reply to large numbers (thousands) of constituents at significantly less cost than existing service offering.

Risks: Maintenance of hardware and software required to operate chosen solution.

Goal Number 2:

IT Goal 2   Ongoing effective budget preparation.

Description: Improve service and product delivery to state agencies.

Benefits: Streamline processes for budget development, monitoring and oversight.

Manage and use IT resources efficiently.

Supporting Objective/Action

Objective 2-1   Continue ongoing maintenance of existing systems to ensure stability and availability.

Review division processes and forms and update, revise, or replace as necessary.

Benefits: Provides state agencies and OBPP with efficient systems to document budget changes and revisions and maintain compliance with state statutes.

Risks: Significant development time required from limited GOV IT staff.

Objective 2-2   Partner with the DOA MBARS group to develop and implement an upgrade from MBARS to IBARS.

Benefits: Provides the state government agencies a universal and uniform system for preparing their biennial budgets

Risks: IT risks will be borne by the Department of Administration SABHRS/MBARS Bureaus. Substantial time from budget office staff will be necessary.

What is the timeframe for completion of this objective? Completion is scheduled for late calendar year 2014 in time for the 2015 biennium budget preparation.

Goal Number 3:

IT Goal 3   Utilize IT resources to make it easier for local entities such as local Economic Development organizations, individuals, or companies to expand a business, relocate a

business, or start a business in Montana.

Description: Use available technology to enable the office to take a proactive role to ensure that Montana has the flexibility and resources to be an effective competitor in the changing global marketplace.

Benefits: Economic development and business and jobs growth in the state.

Promote and use information technology to enable customers to prosper in the global economy.

Supporting Objective/Action

Objective 3-1

BEAR – Statewide Business Expansion and Retention - Provision of Executive Pulse software and software maintenance for the state, all counties, and local economic development organizations. This software allows users to conduct expansion and retention surveys of all business sectors and immediately determine red-flag issues and problems that impede or assist economic development in a specific locale.

Benefits: Creation of jobs in Montana. Provides economic development tools to a wide range of customers in the public sector.

Risks: None

Software is installed and utilized by necessary parties.

Objective 3-2

Main Street Montana – The Governor's Office and the leadership team for the Main Street Montana Project (MSMTP) are utilizing Microsoft SharePoint 2010 as the tool to coordinate and track activities and documents associated with the MSMTP. SharePoint offers a centralized calendar system in which multiple users can add and track relevant activities. In addition, SharePoint provides the capability of centrally managing all documents (Word documents, PowerPoint presentations, Excel spreadsheets, etc) to ensure proper communication and version control with multiple people and agencies providing input. Eventually the plan is to develop a statewide network utilizing SharePoint so that stakeholders from all facets relating to the success of MSMTP are able to effectively, and efficiently, communicate and collaborate with each other.

Benefits: Creation of jobs in Montana and improved educational goals which provide the trained workforce for jobs throughout the state. Provides economic development tools to a wide range of customers in the public sector.

Risks: None

SECTION 11: IT PROJECTS

The Governor's Office has not identified any major IT projects that it intends to undertake from the current date up through fiscal year 2019. In fiscal year 2014 the office did acquire and deploy a customer relationship management and tracking software application utilizing Microsoft Dynamics CRM. This application is being considered for an Enterprise-wide deployment throughout state agencies. If undertaken, the lead on this project would be handled by the Department of Administration's State Information Technology Division and will be addressed in their IT Plan.

SECTION 12: SECURITY AND BUSINESS CONTINUITY PROGRAMS

Information Security Management (ISM) Program General Description

The Governor's Office has, within the limits imposed by limited resources, implemented a department-wide (agency) information security management program compliant with §2-15-114, MCA and is working on issues related to compliance with State Information Technology Systems Division *Information Security Programs* policy including adoption of the National Institute of Standards and Technology (NIST) Special Publication 800 series as guides for establishing appropriate security procedures. We concur 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. The implementation of the "standard user rights policy" on all Governor's Office owned computers is one example of our internal enterprise efforts to maintain the security of our systems.

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.

Future Security Program Plans

The Governor's Office will, within the resource limitations stated above, address any outstanding security issues and look for innovative and cost effective tools to manage IT related risks. For example, we simply do not have the capability to name a full-time IT security manager. However, we will take advantage of training opportunities and staff alignment options to ensure the functions of that position are carried out in a way that meets the intent of the applicable statutes and policies.

Continuity of Operations (COOP) Capability Program General Description

In October 2010, the Governor's Office initiated work with Department of Administration *Continuity Services* to develop our agency's Continuity of Operations Capabilities to ensure the continued performance of the State Essential Functions of Government. This program is not a standalone process in that information which is identified and recorded under this structure can and often exists in the Records Management Program and associates with Information Security Management Program requirements.

Integration of these three programs is critical to the confidentiality, integrity, and availability of information, which is associated with each program.

Future COOP Program Plans

Over this strategic period we will continue to develop and expand the BCPs as described above.

SECTION 13: PLANNED AGENCY IT EXPENDITURES

Expense Category	FY2014		FY2015		FY2016		FY2017		FY2018		FY2019
Personal Services	158,627		164,857		168,154		171,517		174,947		178,446
Operating Expenses	253,357		188,250		162,500		162,500		162,500		162,500
Initiatives	0		0		0		0		0		0
Other expenditures *	22,408		22,408		22,408		22,408		22,408		22,408
Totals	**434,392**		**375,515**		**353,062**		**356,425**		**359,855**		**363,354**

*Other expenditures cover computer equipment replacements on a 5-year replacement schedule.

SECTION 14: AGENCY ADMINISTRATIVE INFORMATION

IT Strategy and Plan Owner

Name: Tim Burton

Telephone Number: 444-5506

Email Address: tburton@mt.gov

IT Contact

Name: John Noble

Telephone Number: 444-4539

Email Address: jnoble@mt.gov

Alternate IT Contact

Name: Dave Danicich

Telephone Number: 444-4915

Email Address: ddanicich@mt.gov

Information Security Manager (ISM)

Name: John Noble

Telephone Number: 444-4539

Email Address: jnoble@mt.gov