State of Montana

Montana Department of Transportation

Agency IT Plan for 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.

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 Department of Transportation 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 Montana Department of Transportation and has been reviewed and approved by Michael Tooley, 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.

1. Executive Summary

Information Technology is an integral part of the services provided to support MDT's ever changing business needs. The technology needed to support MDT will continue to grow and ISD must ensure its services and solutions are aligned with MDT's strategic direction.

MDT ISD will address the business needs of the agency by focusing on five strategic goals:

- Implement IT Solutions to meet Customer Needs
- Implement IT Service Improvements
- Improve ISD Processes
- Research and Develop New Technologies and Services
- Develop the IT Workforce

ISD has developed close relationships and engages the business frequently to understand their needs. For example, ISD and Division staff meet monthly to discuss priorities and needs, an annual Strategic Planning meeting is held each year with senior management from ISD and every division in the agency to review IT needs and services and also to discuss the business goals of the organization. ISD also conducts an annual survey of its customers; this year over 500 responses were received providing valuable feedback on the services ISD provides. These interactions are all components used to develop MDT's IT Strategy and ISD's Tactical Plan.

Limited resources will create challenges, but ISD will continue to find ways to be innovative and creative in meeting the IT needs of the Department of Transportation by focusing on a developing its workforce. This will include a solid training program, robust employee development opportunities, and other creative ways to ensure MDT has the best IT talent available. ISD will also focus on recruiting new talent, working closely with Montana's colleges and universities, and expanding its internship program to continue to maintain its workforce

ISD also intends to leverage enterprise solutions such as contract tracking, records management, talent management, and E-government solutions. Working together with SITSD and other agencies will help leverage scarce IT resources and continue to provide the necessary services.

2. Environment, success, and Capabilities

Like all government entities, the Montana Department of Transportation is operating in a highly regulated environment. The principle regulatory agency for MDT is the U.S. Department of Transportation and its component agencies which oversee various aspects of MDT's operations. These major federal agencies include the Federal Highway Administration, Federal Motor Carrier Services Administration, the Federal Aviation Administration, the Federal Railroad Administration, the Federal Transit Administration, and the National Highway Traffic Safety Administration.

For the MDT's Information Services Division, the primary regulatory influence is the State's Montana Information Technology Act (MITA). MITA contains a wide variety of regulations which drives the operations of the Division.

The Montana Department of Transportation has a significant economic impact on the State of Montana. In addition to being the second largest agency in state government employing well over 2000 employees, the Department has an annual budget of over $650 million. A large portion of this budget is for improving and maintaining the state's transportation infrastructure which is a substantial job creator throughout the state.

MDT's funding is derived from Federal and State Special Revenue sources. The primary Federal source is from the Federal Highway Administration, but additional funds are available from a variety of other federal agencies. The State Special revenues are derived from gas taxes, as well as motor carrier permits and related fees.

For a list of MDT's goals and objectives for all departmental programs, please refer to our website at this link: Goals and Objectives.

3. IT Contributions and Strategies

The Information Services Division of the Montana Department of Transportation has long been an integral service provider for all operational aspects of the agency and will continue to do so into the future. The Division provides a wide range of services and assets to bring a high degree of business efficiency to all of MDT's operations in support of the agency strategic vision and mission. The division has an outstanding working relationship with all aspects of the business and is constantly working closely with its customers to understand the short and long-term IT needs of the agency.

Among the activities the Information Services Division is currently engaged in to address the on-going needs of the department includes activities to further mature our information architecture, continually striving to improve connectivity at a wide variety of remote facilities throughout the state, providing improved IT project management and business analysis services throughout the agency, improved electronic records management functions, and a wide variety of other services and improvements identified by our departmental customers.

MDT's Mission:

MDT's mission is to serve the public by providing a transportation system and services that emphasize quality, safety, cost effectiveness, economic vitality, and sensitivity to the environment.

Strategic Vision:

To accomplish its mission, MDT will actively strive to achieve a vision of an organization that has a culture of unity, is fully transparent, and continually improves its effectiveness.

- **UNITY -** Unity is a culture where every employee clearly understands and embraces the vision and goals of the overall organization, and makes achieving them their highest priority. This means managers at all levels strive to align their respective business unit performance targets, activities, and business practices with the goals and objectives of the broader organization.
- **TRANSPARENCY -** Transparency means providing open, accurate, timely, consistent, and understandable information regarding MDT's activities and performance. This includes both communicating internally and with external stakeholders about our strategic direction, decisions, and practices, and openly holding ourselves accountable for results.

- **EFFECTIVENESS -** Effectiveness is accomplishing the mission and goals of the agency through the best, most efficient use of available resources. It is achieved by encouraging a progressive and innovative culture that strives for improvement, is fiscally accountable, emphasizes safety, values system-wide consistency, and respects both internal and external customers.

4. IT Principles

The MDT Information Services Division supports all the principles cited in the ITSD Strategic Plan for 2014. In addition, MDT has adopted a number of core values to help drive our agency to be the best we can be.

The core values that guide all MDT employees in behavior, actions, and approach include Performance, Respect, Integrity, Dedication, and Empowerment (P.R.I.D.E.).

- **Performance -** Performance is being effective not merely being busy. It requires bringing your best every day and working to help others raise the effectiveness of the both your immediate work unit and the broader organization.
- **Respect -** As embodied in the Confucius saying "*respect yourself and others will respect you*," showing respect sends a powerful message. As employees, colleagues, and public servants, it is critical that we respect our selves, listen to new ideas, and speak words of appreciation to all.
- **Integrity -** Workplace integrity starts with honesty, decency, and trustworthiness. We must always do the right thing, even when nobody is watching. This means we must follow-through, be impeccable, and be honorable and professional in all our actions.
- **Dedication** - Dedication is the undying willingness to keep working and achieving, regardless of mistakes, barriers, and limitations. MDT employees are known for their dedication and must continue to earn this reputation every day.
- **Empowerment -** Employees at all levels should have the authority they need to successfully perform their tasks. This also means that we all have a corresponding level of accountability for the use of that authority.

5. IT Governance

MDT ISD is currently implementing a more structured governance process. Under the existing framework, decisions are made and priorities are established within each business unit with involvement of the Administrative Staff. A process exists for the Administrative Staff to approve, defer, or deny a project based on a review of the business case, and a process to allow that same group to set priorities for the agency in set to be implemented. The current process includes resource allocation at the business unit level with a monthly meeting between the IT managers and the business units to discuss all IT work activity. An ISD work group has been established to manage this activity and meets monthly to re-assess priorities and reallocate resources based on the needs of the business units. This process is in place for mid-sized investments, service tickets, and maintenance requests, and provides for a transparent process supported by the business units.

The next step in maturing the process is to provide a process to allow the Administrative Staff to set agency priorities for major IT investments. ISD has been working closely with the agency Administrative

Staff to develop and agree upon criteria and a process to establish priorities for larger IT investments, and the intent is to engage that group in an initial priority setting meeting scheduled for June 2014.

Future plans include a more mature governance process that ensures IT investments are aligned with agency goals and objectives, that includes a comprehensive IT risk management strategy and a performance measurement component. ISD has been utilizing and will continue to utilize the CobiT framework for assessing and improving our IT processes.

6. IT Financial Management

Within the Montana Department of Transportation, the bulk of the IT funding for IT operations resides within the Information Services Division. These funds are derived from base budgets and through the biennial ITSD rate setting process. These funds are State Special Revenue dollars obtained through the collection of State gas taxes.

The Information Services Division is responsible for all routine IT operations and their budget authority is used to pay for the expense of these operations. These operations include all the services outlined in Section 7 of this plan, and many other lesser services not listed.

A number of divisions are responsible for the annual maintenance costs of various large, vendor provided IT systems. These funds typically are part of these Divisions base budgets.

As various one-time, large IT procurements become necessary within the agency, the funds for these procurements come from a variety of sources. These sources include EPP requests to the State legislature, grants obtained from specific federal sources, House Bill 10, and carry-forward funds as available.

The Montana Department of Transportation does not engage in any charge-back processes within the organization for IT services. Rather these services and costs are borne by MDT ISD.

7. IT Services and Processes

Like all Montana State agencies, MDT's Information Services Division offers a wide variety of IT services to support the business needs of the agency. Among these services include:
- Web Services
- GIS Services
- Application Development
- IT Project Management
- Records Management
- Forms Management
- Video Conferencing
- Webinar Conferencing
- Help Desk Services
- Computer Training
- Hardware and Software Replacement, Repair, and Support
- IT Procurement Services

8. IT Infrastructure, Staffing and Resources

Like most IT organizations, MDT faces continuing growth and demand for information technology solutions to meet the ever-changing demands of the business. MDT has a remarkable set of highly professional employees engaged in meeting the IT demands of the agency. MDT is committed to providing training and other professional growth opportunities to help these employees continue to grow and stay current in their profession. However, the demands from the business for new and better IT services and assets continues to grow which places enormous demands on MDT's IT staff.

To mitigate these demands, MDT ISD is always seeking efficiencies in operations in order to allow us to meet the demands of the business. Another strategy is to utilize the vendor community to augment our operations on an as-needed basis. Although this approach certainly helps relieve some of the pressure, it still requires resources to manage these contracts throughout the engagement.

Another strategy MDT ISD has employed over the years is to continually assess our current and anticipated workloads so as vacant positions arise, we can utilize these positions to fill the most important operational needs within the agency.

Two areas in which MDT ISD recognizes a need for future talent are in the arenas of electronic records management and information security management. As these issues grow in importance within the State enterprise, and as SITSD advances towards procuring an electronic records management solution for the state, MDT will clearly need to acquire more expertise in these fields.

MDT ISD continues work towards highly available information technology solutions, especially those depended upon by the traveling public. Presently, our main server infrastructure resides in the Helena SMCD along with key data, and is replicated in Miles City (MCDC) and Billings. We are actively working towards reducing our presence to only two sites, the SMDC and the MCDC. Additionally, we plan to deploy an infrastructure in the MCDC that allows us to actively run critical applications from Miles City should a catastrophic outage occur in the SMDC.

9. Risks and Issues

Primary Risk	Probability	Impact	Mitigation Strategy
Staff retirements	High	Medium	ISD will develop a succession planning program that assesses potential staff retirements, their existing skill sets and compare to planned and potential future staffing needs and recruit to continue to meet those needs.
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 recruiting qualified technical staff	High	High	Increase pay for positions most affected by this issue and utilizing best practices for recruiting new employees. These practices include, but are not limited to, expanding our internship program, fostering and expanding our relationships with colleges and universities, and using social media to

			help recruit.
Need for IT business process improvement	High	Medium	ISD is actively engaged in identifying opportunities to improve internal business processes and developing strategies for maturing these processes in order to be more in line with IT industry best practices.
Growing IT service demands with a static IT workforce	High	Medium	The agency will continue to seek and implement efficiencies in all aspects of operations to attempt to continue to meet agency needs.
Decentralization of IT Operations within the agency	High	Medium	Improved communication and coordination with areas that have IT staff in their work units and limiting any new such organizational changes.
Lack of a comprehensive IT architecture	High	High	ISD is initiating a project to define and develop its IT architecture.
Connectivity at remote locations throughout the state	Medium	Medium	ISD will continue to monitor and evaluate the ever changing band-width needs of MDT's remote offices and work closely with SITSD to meet these needs in a timely and cost-effective manner.

10. IT Goals and Objectives

The Information Service Division of the Montana Department of Transportation has five broad goals that steer our information technology strategic and tactical direction. In addition, MDT ISD has identified a number of specific objectives for each of these five goals. These goals and objectives follow:

Goal 1 – Implement IT solutions to meet customer needs
    Objective 1: Implement IT systems identified and approved by the MDT Executive
    Objective 2: Continue to implement Business Continuity Plans for MDT
    Objective 3: Analyze and plan system improvements for the Engineering Division
    Objective 4: Support system improvements for MAP21 compliance
    Objective 5: Continue the Maintenance Management System project
    Objective 6: Continue the ePART project
    Objective 7: Continue the Safety Information Management System project

Goal 2 – Implement IT Service Improvements
    Objective 1: Implement an electronic records management solution for MDT
    Objective 2: Develop and implement a GIS strategic plan
    Objective 3: Develop and implement a web strategy
    Objective 4: Implement an ISD service portal
    Objective 5: Develop data management practices and develop a strategy
    Objective 6: Assess video conferencing alternatives
    Objective 7: Assess IT Training needs
    Objective 8: Assess and upgrade existing technologies

Goal 3 – Improve ISD Processes
    Objective 1: Develop and implement a portfolio management process
    Objective 2: Develop and implement a disaster recovery strategy
    Objective 3: Develop and implement change management processes
    Objective 4: Develop and implement decision and communication processes

Objective 5: Assess and manage IT risks
Objective 6: Define the information architecture and technology strategy
Objective 7: Implement project management processes
Objective 8: Assess and implement new application development methodologies
Objective 9: Develop a strategy for assessing and migrating old technologies
Objective 10: Implement a security program

Goal 4 – Research and Develop New Technologies and Services
Objective 1: Assess and develop mobile computing solutions
Objective 2: Assess unified communication technologies
Objective 3: Assess desktop computing alternatives
Objective 4: Assess and implement new endpoint management tools
Objective 5: Develop a Software-as-a-Service (SaaS) strategy
Objective 6: Investigate cloud storage strategies
Objective 7: Investigate file sharing and collaboration tools
Objective 8: Develop a business intelligence technology strategy for MDT

Goal 5 – Develop the IT workforce
Objective 1: Provide team collaboration opportunities
Objective 2: Assess future human resource needs and develop staffing strategies
Objective 3: Assess and implement technical and soft-skill training, and provide cross-training opportunities
Objective 4: Investigate recruitment strategies
Objective 5: Improve and expand career ladder opportunities
Objective 6: Explore employee incentives and recognition strategies

11.   IT Projects

Item	Description
Project name	Program & Project management System (PPMS) Upgrade
Project/program purpose and objectives	The Program & Project Management System (PPMS) is MDT's primary tool for managing federal-aid programs and projects. The current PPMS application serves three distinct functions - program management, project management and federal fund management. At present, it is estimated that MDT allocates approximately $400 million in federal funding (annually) via PPMS. Over time, the PPMS application has lost its ability to adequately meet MDT's business needs - as a result of aging and inflexible architecture with limited capabilities for alteration or adaptation. Additionally, the system requires dedicated ISD resources in order to maintain basic operations. Lastly, the current PPMS architecture will likely be unable to integrate with other MDT information systems moving forward (without significant upgrade or replacement). At present, PPMS struggles to produce the Statewide Transportation Improvement Program (STIP) - a federally required fiscal constraint document. Further, PPMS struggles to produce MDT's Tentative Construction Plan (TCP) - which formalizes Montana's five-year federal-aid investment plan. Given the magnitude of the federal funds involved ($2 billion over five years), it is essential that MDT have the tools to adequately manage these investment decisions. It is reasonable to assume that many hundreds of thousands of dollars can be saved via improved efficiencies and decision-making capabilities. In combination with improved workplace efficiencies (less data entry, less database maintenance, etc.) The alternative (no upgrade or replacement) would put MDT at risk for non-compliance with federal requirements, and will continue to result in increasing staff related costs and STIP/TCP production errors/delay which jeopardize program or project delivery.
Estimated start date	The project scoping has already begun.
Estimated cost	$750,000
Funding source - 1	Agency budget
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	Unknown

Item	Description
Project name	Risk-based Asset Management System Implementation
Project/program purpose and objectives	As a result of MAP-21 legislation, state DOT's must develop and implement risk based asset management plans as a requirement to receive federal participation at the existing rate on National Highway System Projects. MDT has initiated the first phase of the process, which involves developing a risk based Transportation Asset Management Plan. The following step is to implement the results of the plan, which will require upgrades numerous elements of MDT's existing management systems and asset management process (Performance Programming Process - P3) in order to remain compliant with federal regulations. System upgrades needed range from existing management system modifications to accommodate new performance metrics to enhancing the P3 process to accommodate risk based analysis of management system outputs in an integrated interface. Management systems that will need investment or integration include pavement management, bridge management, congestion management, and the linear referencing system. If risk based asset management is not implemented, federal participation in National Highway System projects, under MAP-21's National Highway Performance Program (NHPP), will decline from between 91.24 and 86.58 percent to 65 percent. As an example of the scale of impact if MDT isn't compliant, federal participation would drop by $2,158, 000 on a $10 million project, if the federal share is reduced from 86.58 to 65 percent. The NHPP apportionment was $217.5 million in FFY 2014.
Estimated start date	The gap analysis for the risk based asset management plan development is underway and scheduled for completion in June of 2014. Plan development and completion is expected in 2015, so implementation would be in FY 2016. Title 23 requires states to have risk based asset management plans in place during the 2nd federal fiscal year following federal rule making processes, which are underway now and slated for completion in summer of 2015.
Estimated cost	$750,000
Funding source - 1	EPP -(Costs associated with risk based asset management plan development and implementation are eligible for federal funding under the National Highway Performance Program and the Surface Transportation Program. Federal program funds require non-federal match.)
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	Unknown

Item	Description
Project name	New Linear Reference System (LRS) and Transportation Information System (TIS)
Project/program purpose and objectives	MDT manages and maintains a broad spectrum of information about Montana's roadways. This information is distributed throughout the agency in multiple, disparate data systems. A linear referencing system (LRS) is the key to integrating and aligning data between the different systems for analysis, visualization, reporting and decision making. The legacy LRS currently resides in the Transportation Information System (TIS), which was implemented in 1998 and had no GIS or spatial capabilities built-in. MDT has created a spatial LRS outside of the TIS system for mapping , independent GIS analyses and required federal reporting, but the two are updated and maintained using separate, mostly manual efforts. Also, there is no automated integration with outside data systems so changes to the LRS must be propagated to the other systems using disparate efforts as well. The new LRS/TIS shall facilitate easy collection and location of features in the field, integrate data using multiple referencing methods, and simplify the data maintenance and access within all divisions of MDT. The department would like to improve accuracy of the features referenced to the road network, minimize redundancy in agency database systems, and minimize data maintenance needs due to changes in the transportation network. If achieved, this new system will greatly reduce staff time within the agency. A new LRS system implementation and integration with all pertinent MDT data systems will cost an estimated $500,000 as well as an estimated annual system maintenance fee of $50,000.
Estimated start date	Unknown
Estimated cost	$500,000
Funding source - 1	Agency budgets
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	$50,000

Item	Description
Project name	Bridge Information Management System (BIMS)
Project/program purpose and objectives	The goal for this project is to identify and implement a systemic long-term solution that supports the Montana Department of Transportation (MDT) bridge inspection, bridge data management and bridge asset management goals of the Montana Department of Transportation (MDT), the Federal Highway Administration (FHWA) and the State of Montana. Accurate and complete bridge inspection data that meets or exceeds the FHWA bridge inspection data requirements is the foundation for three overall initiatives: A. Achieve National Bridge Inventory (NBI) standards B. Improve MDT Bridge Bureau data management business processes C. Achieve MDT bridge asset management goals
Estimated start date	MDT Business case currently being finalized. RFP phase will start upon approval by MDT Investment Selection Committee.
Estimated cost	$500, 000
Funding source - 1	87% Federal Aid Highway funding
Funding source - 2	13% MDT Budget (state funds)
Funding source - 3	
Annual Costs upon completion	Unknown

Item	Description
Project name	Financial Management Suite
Project/program purpose and objectives	Over the years, MDT has implemented and supported various stand-alone software solutions that provide essential information to managers for the critical functions of budget development, personal services projections, personal services allocation, and project cost scheduling. The systems that support these financial processes are becoming obsolete or are no longer sustainable in the current state. Because of decreased usability, technological changes, and functionality issues, the efficient utilization of the software solutions has declined and, as a result, many of the processes are supplemented with manual work-arounds to achieve the desired end result. The purpose of this project is to implement an integrated financial system with the appropriate interfaces to other applicable systems. The solution will replace BDS, PSBM, PSA, and numerous manual spreadsheets. This will increase MDTs efficiency of operations, reduce costs, and improve transparency while providing accurate, timely, and complete financial information to users at all levels.
Estimated start date	Unknown
Estimated cost	$3,000,000
Funding source - 1	EPP
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	Unknown

Item	Description
Project name	Document Management System (DMS)
Project/program purpose and objectives	The goal for this project is to identify and implement a systemic long-term solution that supports the Montana Department of Transportation (MDT) document management goals for the Highways & Engineering Division Accurate and complete document management that meets or exceeds the CADD file and highway construction project is the foundation for these overall initiatives: A. Replace the current technology stack the current Document Management System is built on with a robust and non-brittle B. Integrate appropriate GIS technology within a updated document management solution Improve MDT Bridge Bureau data management business processes, and C. Maintain the current technology functions that support the unique needs of MDT's CADD document management requirement Provide opportunity to integration of upgraded DMS application with other critical agency applications.
Estimated start date	January 2015
Estimated cost	$750, 000
Funding source - 1	MDT Budget
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	Unknown

Item	Description
Project name	Americans with Disabilities Act (ADA) Curb Ramps Application
Project/program purpose and objectives	This application would be used to capture and maintain an intersection/curb ramp inventory for approximately 15,000 intersections. The application is part of MDT/Civil Rights' ADA Transition Plan to remediate pedestrian physical barriers at intersections on State owned, operated, and maintained roads by the construction of curb ramps. The data in this application will be used to keep track of compliance and noncompliance, assist in planning and prioritizing remediation, and meeting reporting requirements.
Estimated start date	Developing Business case
Estimated cost	Unknown
Funding source - 1	Agency budget
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	Unknown

Item	Description
Project name	Contract Tracking and Monitoring (CTMS)
Project/program purpose and objectives	MDT does not currently have an agency wide tracking system that allows the various divisions and districts to manage contracts. MDT needs a robust solution to maintain information in one consolidated location. As a result of the current system limitations, district offices and agency divisions have adopted alternative tracking methods, which include manual spreadsheets, manual logs, or other systems. These various methods result in duplication of efforts and increase the risk of introducing errors in the data. The purpose of this project is to recommend a solution that will meet MDT's business requirements for Contract Lifecycle Management. A goal of this project is to sunset two MDT in-house developed contract management systems, namely our Purchasing Section's Contract Management System (CTS) and our Consultant Design Bureau's Consultant Information System (CIS).
Estimated start date	Unknown
Estimated cost	$2,000,000
Funding source - 1	MDT Budget
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	Unknown

12.   Security and Business Continuity Programs

MDT's Security Program Description:

Where MDT has not created internal security policies, the agency has adopted enterprise security policies that comply with NIST standards. The agency has had difficulty in building a comprehensive security program and has distributed the security duties among several individuals with no single position dedicated to developing and maintaining an Information Security Program. ISD has made the decision and commitment to dedicate a position and hire a person to implement and manage and Agency Security Program that supports and aligns with SITSD's model and NIST standards. This position will lead efforts in creating an MDT security program pursuant to MCA 2-15-114. Specifically, the security program will include common controls adopted by the State of Montana and be in line with NIST SP 800-53.

Having a large role in public safety, the MDT is committed to assessing risk on multiple fronts, including information technology systems. A critical area of focus for our IT security program is managing information security risk pursuant to NIST SP 800-39.

In order to meet requirements for educating staff on security related matters (NIST SP 800-50), MDT has been diligent in implementing the *Securing The Human* training made available through the SANS Institute. Regular checks on staff progress are conducted and results reported to the agency Director.

Continuity of Operations (COOP) Capability Program Description:

MDT is currently working on Business Continuity Plans (BCP). The responsibility for overseeing BCP development was assigned to MDT's Disaster and Emergency Services (DES) Coordinator in MDT's Maintenance Division. MDT ISD has also assigned a Project Manager to assist with this endeavor. Approximately 180 plans have been started, and it is anticipated there may be a need for around 400 plans within MDT. A Business Continuity Coordinator was hired in December of 2013 to work full time on BCP development at MDT.

Future plans include the development of Emergency Action Plans in conjunction with the Montana Emergency Response Framework and the BCP. The Information System Contingency Plans and Communication Plans will began initial development during Phase 1 of the BCP and will be integrated as part of the overall plan. The Incident Management Plans have been completed as part of the MDT Emergency Operations and Disaster Plan.

13. Planned IT Expenditures

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
IT personal services	$7,644,469	$7,932,151	$7,932,151	$7,932,151	$7,932,151	$7,932,151
IT operating expenses	$11,148,049	$10,910,976	$10,910,976	$10,910,976	$10,910,976	$10,910,976
IT initiatives	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total	$18,792,518	$18,843,127	$18,843,127	$18,843,127	$18,843,127	$18,843,127

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: Mike Tooley
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