



State of Montana

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**Montana Department of Corrections  
Strategic Information Technology plan  
2016 - 2021**

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## 1. Executive Summary

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### **“A vision without a plan is just a hallucination”, Will Rogers**

Information Technology is a key component of nearly every business objective in our agency and it is vital that we plan to use our resources as efficiently and effectively as possible.

One of the state IT strategies is to build and operate enterprise systems that are shared across state and local government. This has been an important strategy in our department and has guided how we developed our Offender Management Information System.

The Department of Public Health and Human Services had a need for a new case management system for one of their programs. The design of our system made it possible for them to take our source code and start the process of adapting it for their use.

The Board of Crime Control had a need to replace a legacy system and knew that our system was capable of capturing the information they needed to collect. We gave them our source code and they adapted it for their use. They are also interested in the potential of adapting it for use as Jail Management System and are applying for federal grant funds for this purpose.

A colleague at the Texas Department of Criminal Justice recently mentioned that they had a mandate to implement a new automated risk assessment system in a short period of time. The estimated cost from a contractor was more than they could afford and he was not sure how he was going to accomplish this task. It turned out that they had adopted the same risk assessment system that we had recently automated. We provided them with all of our documentation and source code, affording them the opportunity to complete their project on time and without the need for more funding.

One thing all of our agencies have in common is the need for IT and it is important that we consider enterprise solutions in IT planning.

I would like to thank every division in the Department for meeting with me and my staff as we mapped out the future needs that are included in this plan.

John Daugherty  
Chief Information Officer  
Montana Department of Corrections

## 2. Environment, Success, and Capabilities

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### **Department mission:**

The Montana Department of Corrections staff:

- enhances public safety
- supports the victims of crime
- promotes positive change in offender behavior
- reintegrates offenders into the community

### **Department goals:**

- For offenders, to increase public safety through reduced recidivism.
- For victims, to increase victim safety and peace of mind by providing accurate, timely information and support.
- For the public, to inform and educate through effective communication.
- For department employees, to increase pride through increased professionalism.

### **Montana Reentry initiative**

The Montana Department of Corrections is dedicated to reducing the rate offenders return to incarceration by utilizing collaborative interagency partnerships and national best practices for reentry. Success for offenders means having stable housing and employment, effective treatment, positive personal relationships, family support and appropriate supervision that allows them to build productive, law-abiding lives. Success means fewer future victims, less crime and a safer Montana.

### **Goals**

House Bill 68, the act establishing the statewide multiagency Reentry Taskforce outlines four responsibilities of the Department, in collaboration with the Taskforce:

1. Examine and implement programs that will help bring community resources into prisons to support inmate reentry planning and preparation.
2. Develop partnerships with and contract with community-based organizations that provide needed services to released inmates in areas such as mental health, chemical dependency, employment, housing, healthcare, faith-based services, parenting, relationship services, and victim impact panels.
3. Coordinate with community restorative justice programs to ensure victim concerns and opportunities for restorative justice practices, including restitution, are considered during an offender's reentry.
4. Collect data, conduct program evaluation, and develop findings and any recommendations about reentry and recidivism and include this information in an annual report to be made available to the Law and Justice Interim Committee.

### **Department facilities include:**

- 2 state prisons
- 2 regional prisons
- 1 private prison

- 1 infirmary for long term health care
- 2 juvenile correctional facilities
- 24 probation and parole offices
- 2 young adult correctional programs
- 6 contracted Pre-Release centers
- 1 juvenile transition center
- 11 community corrections programs.

**Department functions include, but are not limited to:**

- victim services
- reentry programming and services
- supervision and management of adult inmates in secure facilities
- supervision and management of adult offenders on probation and parole
- supervision and management of youth offenders in secure facilities
- supervision and management of youth offenders on parole
- treatment programs
- clinical services
  - Medical
  - Dental
  - Mental health
- Education
  - vocational education for adult
    - heavy equipment repair
    - motor vehicle maintenance
    - auto body repair
    - welding
    - metal fabrication
    - computer aided drafting
    - electronics and computer applications
  - HI-SET preparation and testing for adult inmates
  - Workforce Development
  - Elementary and High school educational services for youth
  - Vocational education for youth
- Commissary management
- inmate trust accounts
- restitution collection and disbursement
- laundry services
- food services
- facilities management
  - repairs and maintenance
  - electrical
  - plumbing
- Agricultural operations
  - cattle ranching
  - dairy operations

- sawmill and lumber processing
- veterinary care
- wild land firefighting
- Industry operations
  - Furniture
  - Signs
  - license plates
  - Upholstery
  - Embroidery
  - silk screening
  - printing
  - dog training
  - Motor vehicle maintenance

### **Board of Pardons and Parole**

The Montana Board of Pardons and Parole is a 7 member, part-time citizen board appointed by the governor. The board is administratively attached to the Department, but operates as an autonomous agency with a 10 member staff.

### 3. IT Contributions and Strategies

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ITD's business strategy is to support the state's primary strategies, the state's IT strategies, the department's primary strategies, and responsibilities delegated by state IT under the Montana Information Technology Act. Not all IT projects will address all of these strategies, but all IT projects will support one or more of these strategies.

ITD's strategy to contribute to the department's success is reflected in the principles, goals and projects located in other sections of this document.

- The state's primary strategies
  - Jobs
  - Education
  - Effective and efficient government
  
- The state's IT strategies
  - Deliver enterprise IT services to state and local government, and to the university system
  - Deliver mobile capability that serves citizens, businesses, and education
  - Build and operate enterprise systems that are shared across state and local government
  - Utilize cloud, open data and existing applications to maximize value and minimize cost of information technology
  - Manage cybersecurity risk to systems, assets and data
  
- The department's primary strategies
  - Increase victim safety and peace of mind by providing accurate, timely information and support
  - Increase public safety through reduced recidivism
  - Design and implementation of successful reentry programs
  
- The department's IT strategies
  - Participate in public safety data integration and information sharing initiatives
  - Leveraging partnerships with state, local, federal, vendor, and business entities for standards, best practices, system sharing, and selective sourcing
  - Strengthen information security programs, including the development of role based security for all positions.
  - Utilize enterprise IT resources whenever possible

## 4. IT Principles

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IT principles govern the activities, decisions, operations, and service delivery of IT services and solutions in the Department. These principles provide guidelines to ensure that correct decisions are being made; decisions that will provide the greatest value to the citizens of the state.

Corrections has adopted the state IT principles and have expanded the list. The majority of these principles have their roots in the Montana Information Technology Act.

- 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.
- IT resources will be used in an organized, deliberative and cost-effective manner.
- Deliver sustainable IT systems.
- Mitigation of risks is a priority to protect individual privacy and the privacy of IT systems information.
- Systems will be centrally managed, to add value and reduce risk.
- We will discover and incorporate industry best practice and tools wherever possible.
- Standard system management products will be used wherever possible, with minimal modifications and in-house code.
- The end-user workstation environment will be standardized as much as possible.
- Remote administration technology will be used to manage services and systems.
- No changes will be made to production systems without the approval of the IT and user representatives responsible for the service.
- No sensitive data will reside on client workstations.

## 5. IT Governance

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The Department's IT governance rests with the Department CIO with oversight from the Director and Deputy Director. Planning and coordination of IT projects are coordinated and managed by IT and individual divisions.

Department IT staff participate in a number of activities that ensure effective and efficient use of IT through national and state collaboration, education, and information sharing.

These activities include participation and representation with the following groups:

- IJIS Institute Corrections Committee
- BJA sponsored Corrections Information Sharing Advisory Board (Reentry Focus)
- National Consortium of Offender Management Systems
- Corrections Technology Association
- Corrections PREA Standards committee
- Information Technology Managers Advisory Council
- Montana Information Security Advisory Council
- Network Managers Group



- Web Managers Group
- Information Security Managers Group
- Criminal Justice Information Sharing
- IT Financial Management Work Group

IT decision making in the department occurs on several levels depending on the magnitude of the request. All IT procurement decisions start with the department Information Technology Procurement Request (ITPR) process authorized via DOA SITSD delegated authority.

A department bureau chief or division administrator submits the ITPR to the IT service desk, which processes the request. The request is evaluated on a number of criteria including: relation to business need, state standards, cost, risk, supportability, and alternatives. The budget analyst for the division submitting the request will evaluate the cost of the request if the request meets the threshold for fiscal evaluation. If the request is outside of our agency's delegated approval authority an ITPR is submitted to SITSD upon approval of the department ITPR. All ITPRs are logged and submitted to DOA SITSD in accordance with our delegated approval authority.

The department does not have a formal governance structure for the approval of requests that require a significant use of resources. When this occurs the requests are discussed with department leadership. Depending on the requirements of the request this may include the entire leadership team, a subset of the leadership team, and/or the Director's office.

Requests for new or enhanced functionality to our adult and youth offender management systems are submitted to the change committee, which is appointed by the department leadership team. This committee reviews the request in relation to changes relating to the applications, database, system configuration, interfaces, servers, hardware, and software. If the request is approved the leadership team is informed and they prioritize it along with all other projects waiting implementation.

The department has partnered with federal and state criminal justice agencies in an effort to improve information sharing capabilities. We believe that improvements in interoperability between criminal justice and public safety agencies are key to the success of future technology initiatives.

## 6. IT Financial Management

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The department funds most IT expenditures from general fund appropriations and state special revenue funds. Federal grant funds for IT projects are received at various times.

A majority of the IT costs are for services provided by the Department of Administration. State IT services and payment are managed by the IT Division Administrator in conjunction with the department budget bureau from a single responsibility center.

IT costs for ongoing maintenance and licensing of commercial off the shelf (COTS) products and cloud based information systems used in the department are managed by the IT Division, budget bureau, and business owners.

IT costs for replacement hardware are managed by the IT Division and individual divisions based upon available funding and age of the systems. Each Division is responsible for the replacement of any laptops and printers in their division.

IT costs for projects funded by the legislature are managed by a combination of the business owner, budget bureau, and IT Division as required.

## 7. IT Services and Processes

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The scope of ITDs services and processes is similar to peer agencies. The main services provided are:

- Desktop support and maintenance
- IT procurement
- Statistical analysis and reporting
- Data quality and warehouse management
- Database administration
- Application development and management
- Data Integration
- Web site development and management
- Develop, implement, and manage the department operational and technical security program.
- Patch management
- Coordination of communication services with business owners, ITD, DOA, and 3<sup>rd</sup> party providers
  - Network connections
  - Phones and phone systems
  - Video services
  - Unified communications
  - Radio
  - Smart phones
  - Inmate phones
- Emergency preparedness planning
- Continuity of operations planning
- Management, development and support of interfaces into multiple systems for information sharing
- Management of the Inmate Computer Network (ICON)
  - Networks for offender work programs
  - Networks for offender education programs
- Server management and support
- Video conferencing
- IT Project Management
- Management, development and support of the Offender Management Information System.
- Management, development and support of the Youth Management System.

## 8. IT Infrastructure, Staffing and Resources

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The department utilizes the State of Montana Data Center (SMDC) and the Miles City Data Center (MCDC) services to host our file servers, database servers, application servers, data storage, backup services, and disaster recovery. All servers, with the exception of two utilize SITSD hosted services.

Additional SITSD hosted services our department utilizes include email, phone service, unified communications, and mobile device management offerings.

The department uses the SummitNet network provided by SITSD to connect to all of our remote locations. As quality, affordable, high-speed network connections have become available all local file servers, with the exception of two, have been retired.

ITD has 25.5 IT FTE organized on a functional basis and has no contracted IT support staff supporting approximately 1350 FTE, staff at contracted facilities, inmate work networks, and inmate educational networks. Staff support all department locations with staff located in Helena, Deer Lodge, and Miles City.

This biennium the department received a grant that enables us to hire five application engineers and one business analyst to automate the Pre-Sentence Investigation (PSI) and Board of Pardons and Parole processes. These positions are modified positions for the duration of the grant.

The department IT to staff ratio at the end of FY2012 was 1.84% which is less than the average state agency IT to staff ratio of 5.24% for that same time period. The current staffing limits the ability of IT to provide a timely level of service to all program areas. It also necessitates utilizing staff from one functional area to backup staff in another functional area weakening internal controls.

## 9. Risks and Issues

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Primary Risk	Probability	Impact	Mitigation Strategy
Loss of funding	Medium	Medium	Items needing funding will need to be evaluated and reprioritized based upon the funds and resources available.
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	Medium	High	Increase pay for positions most affected by this issue when possible.
Growing IT service demands with a static IT workforce	High	High	IT staff will continue to seek and implement efficiencies in all aspects of operations, manage IT resources, and prioritize projects to meet agency needs.

Change to business objectives and/or priorities	Medium	Medium	Work with department programs to determine what areas are impacted by changes and reprioritize projects as required.
Staffing level remains the same	High	Medium	Request needed positions, continually examine processes to look for efficiencies that can be implemented, and utilize existing resources in a manner that will allow us to provide the best service possible.
Connectivity at remote locations throughout the state	Medium	Medium	IT will continue to work with DOA SITSD to monitor and evaluate the bandwidth needs of our remote offices in the most cost effective manner possible.
Inability to secure sufficient funding for some projects	Medium	Medium/High	Continue with current environment and plan to renew when funding is available. Manage and set expectations for program needs and requirements.

## 10. IT Goals and Objectives

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- Utilize the appropriate level of project management methodology for all information system enhancement activities.
  - All enhancement requests to the Department’s information systems (Offender Management Information System (OMIS) and Youth Management System (YMS)) will be managed using an appropriate project management methodology.
  - Every significant enhancement will have a signed charter from the project sponsor, a project scope document, and a communication plan.
  - Feature documentation will be produced and updated throughout the cycle and conduct development status sessions.
  
- Continually enforce change management practices that govern the methods in which the Department IT staff conduct changes on critical information systems. These practices are designed to:
  - Maintain the integrity of the production environment.
  - Reduce or eliminate disruptions to the availability of production systems or services due to changes.
  - Maintain the proper balance between the need for change and the potential detrimental impact of changes.
  - Ensure appropriate management review to understand risks associated with changes, and to mitigate these risks wherever possible.
  - Provide a process that supports the efficient and prompt handling of changes and provides accurate and timely information about those changes.
  
- Enhance the quality of data contained within the Department’s information systems (Offender Management Information System (OMIS) and Youth Management System (YMS)).

- Reduce the number of data errors in our databases (including missing or incomplete data) by running existing and creating new programming procedures designed to catch errors on a regular basis and when data quality issues are identified.
  - Data capture applications will be engineered to integrate more closely to the process they enhance.
  - When discovering a user generated data error, contact will be made with the user. Subsequent meetings will be held to determine the cause, research solutions, and counsel staff, when necessary, to correct the error.
- Implement a strategy that utilizes technology to give offenders access to information critical to reentry efforts by 2018.
    - Offenders will have access to case plan information, including but not limited to educational, employment, and criminal history domains.
    - Engage other state agencies by providing easy access to offender case plans and reported needs as well as other related information.
    - Provide information regarding the conditions of supervision to offenders including treatment requirements, restitution and community service obligations.
- Where possible, automate business practices to make the practices more efficient and cost effective.
    - Evaluate current business practices and make recommendations where applicable to automate process.
    - Continue efforts to capture and define business process architecture for automation efforts.
- Implement and utilize working groups to collaborate and coordinate the development of requirements, standards, policy, procedures, and strategy for all department cross divisional technology initiatives.
    - Participate on the offender technology working group to evaluate technology requirements in the areas of education, vocational education, work programs, and reentry.
- Establish OMIS as the official adult offender record and YMS as the official youth record
    - Participate in a leadership role on the project.
    - Participate on the OMIS\YMS governance committee.
    - Participate on the Data governance committee.
    - Participate with the offender document management committee.
- Maintain and operate an information security program
    - Continue to develop information security policies for all National Institute of Standards and Technology (NIST) families.

- Continue to implement NIST security controls that ensure the security, privacy, availability, and integrity of data and systems.
- Implement encryption at rest for sensitive information contained in OMIS and YMS.
- Ensure access to data and systems is appropriate, allowing access only for those with a legitimate need.

## 11. IT Projects

### Current funded IT projects

Item	Description
Project name	Montana State Prison Perimeter Security System
Project/program purpose and objectives	<p>Perimeter and internal security systems are critical components of protecting the public, staff, and inmates at our secure facilities. Current electronic systems are outdated, deficient, non-integrated, and in some cases have failed and can't be repaired. This request will allow the department to assess and modernize our current environment with more efficient, effective, reliable, and integrated technology that can be monitored from central locations at each facility.</p> <p><b>Assessment</b></p> <p>The Montana Department of Corrections will contract with qualified design professionals experienced with correctional facility perimeter security systems to review the security systems at Montana State Prison.</p> <p>The scope of work for the assessment shall include but not necessarily be limited to full basic architectural/engineering services. Full basic services shall include: programming (site investigation and prioritization scheduling), schematic design (preliminary alternative materials and systems recommendations, including life cycle maintenance briefing), design development, construction documents, cost estimates, implementation recommendations and closeout services. Project closeout services shall include design process analysis meetings to assess implementation of sustainable design and construction requirements into the project and review any lessons learned from the overall effort.</p>
Estimated start date	February 2016
Estimated cost	\$1,200,000
Funding source - 1	HB10 funds provided by SITSD to cover first part of project, including the assessment. Additional funding will be requested in HB10.
Annual costs upon completion	TBD

Item	Description
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Project name	Department Inmate Telephone System (ITS) upgrade
Project/program purpose and objectives	The project will result in the issuance of an RFP to provide inmate communication services to the Department offender population. The current ITS contract is nearing the end of the contracted term. An RFP will be issued summer of 2016.
Estimated start date	Winter of 2016
Estimated cost	Cost neutral project.
Funding source - 1	Self-funding
Annual costs upon completion	NA

Item	Description
Project name	Montana Correctional Enterprises Digital License Plate upgrade
Project/program purpose and objectives	<p>The current license plate printer is approaching the end of its service life and is experiencing color shift problems due to the thermal transfer technology used. The printer will be replaced with the next generation of license plate printers. The new Precision Plate System is a high speed, UV- curable inkjet printer. MCE's goal is to stay up to date with current technologies and to provide the fastest, most accurate production of license plates for the DMV as MCE is the sole source of plates for DMV hence the entire state of Montana</p> <p>This upgrade also includes an upgrade to the software used for the production of plates. The Digital Plate Builder software will be used to receive the order file from the MT DOJ, process the order, create invoices, and delivery scheduling.</p>
Estimated start date	Spring 2016
Estimated cost	\$1,400,000
Funding source - 1	MCE Proprietary funds
Annual costs upon completion	\$109,000

Item	Description
Project name	Department Pre-Sentence Investigation automation
Project/program purpose and objectives	<p>The PSI that MTD OC currently submits to District Courts across the State of Montana contains vital information to criminal justice partners and Department employees. Information contained in the PSI is considered when making sentencing decisions and impacts business functions all throughout the correctional cycle.</p> <p>In order to create a PSI currently, staff must first create an offender in OMISv2 and enter enough demographic and legal information to track the offender. The information is then rekeyed a second time into a PSI template that is not stored in any of the Departments databases and is therefore inaccessible when trying to exchange</p>

	<p>information between systems. A copy of the document is then emailed, faxed, or mailed to the district court, where the information is used to create the judgment. This process will be dramatically improved once the PSI is entirely electronic as it paves the way for a system to system exchange of information between the MTDOC and District Courts that wouldn't require human interaction.</p> <p>Grant funded modified FTE will be assigned to the automation of the PSI. The automation will be completed when all of the data elements that comprise the document are replicated in OMISv3 and engineers are able to generate a PSI completely from the application. Once completed, all staff authorized to read information contained in the PSI will be able to view the information, either independently of the PSI or generate the PSI again for viewing, eliminating the need to distribute paper copies and improving the delivery of information to staff.</p>
Estimated start date	Spring 2016
Estimated cost	\$374,836
Funding source - 1	Federal grant
Annual costs upon completion	Becomes part of ongoing OMIS maintenance at no additional fiscal cost

<b>Item</b>	<b>Description</b>
Project name	Board of Pardons and Parole automation
Project/program purpose and objectives	<p>The development effort will incorporate all Montana Board of Pardons and Parole (MTBOPP) data into OMISv3. The MTBOPP currently uses an access database to store information related to offender parole hearings, include scheduled hearings, hearing decisions, conditions of supervision, analyst recommendations and case notes. The encapsulation of this data into the departments information systems would dramatically reduce the amount of time board staff spend maintain its offender base. Because the board doesn't use OMISv2 as it's offender management system, information already updated in OMIS must be keyed into the access database in order to keep the offender data current. Duplicate entry is done on offender names, identification numbers, demographics, and location on a daily basis.</p> <p>Grant funded modified FTE will be assigned to this project until completion. The engineer will not be responsible for the data conversion efforts, only the software development. Once completed, the department will be able to have all information regarding offender's conditions of supervision, regardless of imposing authority, in one location. This gives the department a complete picture of the specific conditions offenders are legally required to comply with.</p>
Estimated start date	Spring 2016
Estimated cost	\$275,280
Funding source - 1	Federal grant
Annual costs upon completion	Becomes part of ongoing OMIS Maintenance at no ongoing fiscal cost.



Item	Description
Project name	Montana State Prison Inventory Management System
Project/program purpose and objectives	<p>This project is to replace the legacy, home grown system currently in place with a modern COTS solution that meets the needs of MSP.</p> <p>The Montana State Prison (MSP) and the Montana Correctional Enterprises (MCE) maintains an extensive warehouse and supply chain of materials, supplies, mobile, and controlled assets used in the day to day operations of the facility and holds materials for longer term projects in maintenance and facilities. The warehouse and overflow or secondary warehouse is located on the property and managed full time by staff of state employees and inmate workers.</p> <p>The inventory includes approximately 8,000+ unique items uniquely identified by an internal numeric code known as SIM, which serves the same purpose as a Stock Keeping Unit (SKU) and these two terms may be used interchangeably for the existing system and potential automated system proposed. Inventory is added and removed on a daily basis from all of the locations, Main Warehouse, Tag Plant, and Food Factory. One of the primary objectives of implementing a new system is to utilize materials, supplies, mobile, and controlled assets before it becomes obsolete, to prevent errors, and to manage the process of replenishment with complete visibility, accuracy, and management controls over the entire process.</p> <p>The primary functions of the Primary and secondary MSP Warehouse are to receive, store, process, and repackage materials for use by the prison facility and the various Montana Correctional Enterprise (MCE) facilities and processes. Current inventory management and warehouse management technical support is provided by a legacy system developed in MS Access (no fewer than five (5) separate databases and in existence for over a decade. The range of products processed by the main facility includes, but are not limited to food products (fresh, frozen, dry goods), materials used in construction and maintenance functions, and all of the supplies necessary to operate a large men's and women's prison system. In addition, clothing for officers (held in secured locations within the primary warehouse) and inmates (held in unsecured secondary warehouse) are received and processed for use by the facility. Functions include order entry, purchase orders, receiving, stocking, picking/staging/packing, and delivery.</p> <p>The current systems lack integration, support, reporting functionality, require significant manual processes, and do not work with modern software.</p>
Estimated start date	RFP issued early 2016
Estimated cost	\$160,000
Funding source - 1	MCE Proprietary funds
Annual costs upon completion	\$12,000

**Proposed IT projects**

The following projects are proposed projects that will continue to be evaluated for feasibility and funding.

<b>Item</b>	<b>Description</b>
Project name	Pine Hills Youth Corrections Facility (PHYCF) Door control consolidation and upgrade
Project/program purpose and objectives	<p>A door control system operates security cameras, intercoms, gates, and internal and external security doors within a unit or complex. These systems allow a single correctional officer to monitor all of the security cameras within a unit as well as open and close doors as needed from a control room.</p> <p>This project would upgrade the door control systems for PHYCF in Miles City by combining four separate door control systems at that facility into a single system. Creating one main control system will allow for greater efficiency over the current configuration.</p>
Estimated start date	TBD
Estimated cost	\$TBD
Funding source - 1	General fund one time only appropriation will be requested
Annual costs upon completion	TBD

<b>Item</b>	<b>Description</b>
Project name	Clinical Services Division Electronic Health Records
Project/program purpose and objectives	<p>Department of Correction's facilities currently utilize paper-based medical charts. Purchase of an electronic health record (EHR) system is the first step toward utilization and implementation of an EHR system. EHR is the automation of medical records within a facility. This automation would greatly enhance the medical services provided at the sites by:</p> <ul style="list-style-type: none"> <li>• Improving the quality of patient care;</li> <li>• Improving accuracy of diagnosis;</li> <li>• Improving care coordination;</li> <li>• Increasing efficiencies and cost savings.</li> </ul> <p>Additionally, all areas of health care can work together more efficiently; medical, dental and mental health care will be able to work in a team approach rather than as individual work groups. The medical records department will greatly decrease the amount of time currently used on hand-copying documents for litigation, grievances, and transfer of patients. Staff time will be greatly reduced by reducing the amount of time transferring paper-based charts from one department to another. In addition, EHR software allows for easily accessible statistical data, and tracking certain aspects of a patient's health status—e.g., graphing of a diabetic's Hemoglobin A1c (HbA1c) values. Our department will partner with DPHHS in the selection of an EHR that would work for both agencies.</p>

Estimated start date	Dependent on funding
Estimated cost	\$TBD
Funding source - 1	General fund EPP request
Annual costs upon completion	TBD

<b>Item</b>	<b>Description</b>
Project name	Montana State Prison video surveillance system update
Project/program purpose and objectives	<p>Security camera systems are utilized to assist in providing enhanced security and improved surveillance of high risk locations. Additionally, the department is required to comply with the Prison Rape Elimination Act (PREA) and security camera systems are integral as a deterrent as well as an investigative tool.</p> <p>Historically, security cameras were expensive and have been installed by external security doors and gates and in areas where there were higher risks of incidents. The ability to monitor the cameras from remote locations was limited and access was generally only available to staff at the location the camera was installed.</p> <p>Multiple analog security cameras have been installed as standalone systems that record on Digital Video Recorders (DVRs) and in once case VHS tape. These systems are in various locations at MSP, they are not networked, integrated, or synchronized with the other systems. In order to meet operational needs older systems are upgraded or expanded whenever funding can be obtained.</p> <p>Modern digital technology can now provide for fully digital system that are more economical than the traditional analog systems. An Ethernet backbone allows for a large number of devices to communicate over the network, reducing the individual cabling requirements needed to deploy a new system. Video can be managed by a single storage area network (SAN) rather than multiple standalone DVRs with a 16 camera limitation. These systems have advanced software for video archival, retention, searching, and analysis.</p> <p>The security camera systems at MSP need to be updated utilizing a systems approach that integrates all of the components that manage, distribute, view, and store video data. This funding will allow us to replace the most critical security camera systems at MSP based upon the results of the completed security assessment requested as part of this package.</p>
Estimated start date	Dependent on funding
Estimated cost	\$TBD
Funding source - 1	General fund EPP request
Funding source – 2	Federal grant funds

Annual costs upon completion	TBD
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Item	Description
Project name	Pine Hill Youth Correctional Facility phone system upgrade
Project/program purpose and objectives	The State Information Technology Services Division has advised the department that this phone system needs to be upgraded because it is past the end of life for the hardware. SITSD will continue to provide support via their vendors, however they can no longer guarantee that hardware and software failures can be resolved.
Estimated start date	Scheduled upon receipt of funding
Estimated cost	\$40,600 phone system and \$5,922 replacement switches
Funding source - 1	General fund EPP request
Annual costs upon completion	SITSD cost recovery model built into the cost of the phone service

Item	Description
Project name	Montana State Prison Phone system upgrade
Project/program purpose and objectives	The State Information Technology Services Division has advised the department that this phone system software needs to be upgraded because it is past the end of life. The hardware has 10 years of useful life if the software is upgraded. SITSD will continue to provide support via their vendors, however they can no longer guarantee that failures can be resolved if it due to software issues.
Estimated start date	Scheduled upon receipt of funding
Estimated cost	\$23,500
Funding source - 1	General fund EPP request
Annual costs upon completion	SITSD cost recovery model built into the cost of the phone service

Item	Description
Project name	Riverside Youth Correctional Facility Phone system and network
Project/program purpose and objectives	The State Information Technology Services Division has advised the department that this phone system needs to be upgraded because it is past the end of life for the hardware. SITSD will continue to provide support via their vendors, however they can no longer guarantee that hardware and software failures can be resolved. This system is shared with the DPHHS operated Montana Developmental Center. With the current project to reduce operations at MDC it is unknown if they will update the phone system.

	<p>The cost to install a new phone system at RYCF is included in the event the shared phone system is no longer viable.</p> <p>The network at this location is also a shared network. SITSD has provided costs for in the event the network DMARC needs to be relocated.</p>
Estimated start date	Will be determined if the need arises
Estimated cost	<p>Phone system: \$27,700</p> <p>Network OTO: \$3,433</p> <p>Increased network bandwidth costs: \$478.46 monthly</p>
Funding source - 1	General fund
Annual costs upon completion	SITSD cost recovery model built into the cost of the phone service

<b>Item</b>	<b>Description</b>
Project name	Department Electronic content management
Project/program purpose and objectives	<p>Utilize SITSD Enterprise content management services to develop ECM for multiple business units in the Department. The divisions wanting to start utilizing ECM are Montana Correctional Enterprises, Business Management Services, Clinical Services Division, and the Board of Pardons and Parole.</p> <p>Once SITSD completes the conversion to FileNet we will work with SITSD to develop a plan for moving forward.</p>
Estimated start date	Fall\winter 2016
Estimated cost	Unknown at this time.
Funding source - 1	General fund
Annual costs upon completion	Ongoing costs will be annual licensing charged by SITSD and costs of data storage. Unable to estimate at this early stage.

<b>Item</b>	<b>Description</b>
Project name	Montana State Prison Key Control System
Project/program purpose and objectives	<p>The key control system in use at Montana state prison was received from the Federal Bureau of Prisons in 1992. It will no longer work with current operating systems and is utilized on a stand-alone computer at the facility.</p> <p>Staff at MSP track over 5,000 keys and utilize this system keep a record of who has each key, who has the ability to access each key, and where each key ring (hook number) is located. Access lists are created and provided to Main control and the</p>

	<p>units for auditing purposes. MSP staff count the key rings, the number of keys on each ring and ensure that all keys are accounted for.</p> <p>They also maintain a separate database that contains all of the cut information for all keys and locks that will be replaced as part of this project.</p>
Estimated start date	Scheduled upon receipt of funding
Estimated cost	\$85,000
Funding source - 1	General fund EPP request
Annual costs upon completion	TBD

<b>Item</b>	<b>Description</b>
Project name	Youth Services Division central control center
Project/program purpose and objectives	The Riverside Youth Correctional Facility has repurposed part of their building to house adult offenders. There is a need to update their current security process with a central control center that will allow a staff person at a central location to monitor both portions of the facility. This includes the ability to view security cameras, monitor and control doors, and communicate with all locations of the facility via two way audio communication devices.
Estimated start date	TBD
Estimated cost	TDB
Funding source - 1	None at this time
Annual costs upon completion	TBD

## 12. Security and Business Continuity Programs

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### *Security Program Description:*

The Department of Corrections has a responsibility to protect and secure the information it receives, generates, and stores. Accordingly, the Information Technology Division (ITD) is continuing to work on the development and implementation of a National Institutes of Standards and Technology (NIST) based IT Security Program. The security officer is in the process of auditing systems, reviewing and updating processes, and developing security policies. The components of the Security Program and the status of implementing the components are described below:

**ENTERPRISE SECURITY PLAN/PROGRAM:** ITD is continuing to design, improve and implement an Enterprise Security Plan that presents a plan for securing all COR Systems. All information systems owned and operated by the State of Montana have some level of sensitivity and require the appropriate level of protection. The Enterprise Security Plan will consist of all policies and procedures necessary for securing information and will include training requirements and security awareness for users and a risk assessment plan. It will provide an overview of the security requirements for the systems and describe the controls planned for meeting those requirements. This plan also defines the responsibilities and expected behavior of all individuals who access COR systems.

**SECURITY AWARENESS AND TRAINING PLAN:** The Department, along with all other state departments, has implemented an online training in information and security awareness that is mandatory for all users that have access to Department information systems. This training is required on an annual basis and progress is being tracked by the Professional Development Bureau. Additional alerts and training messages are distributed on an as-needed basis to address current events/incidents.

**POLICIES AND PROCEDURES:** The policies and procedures required for the Enterprise Security Plan are being developed and approved with input from all pertinent areas and in accordance with Montana ISAC recommendations where applicable.

Updates to existing policies, and new policies drafted, will include alignment with NIST publications and State information technology policies, standards, procedures, and guidelines published by the Department of Administration, State Information Technology Services Division and found at <http://sitsd.mt.gov/Governance/IT-Policies> .

**RISK ASSESSMENT PLAN:** The risk assessment plan is being revised in accordance with the recently created State policy “Information Technology Security Risk Management” that complies with NIST SP 800-39 “Managing Information Security Risk” and FIPS SP 199 and 200. Once it is completed and approved, all department systems will be evaluated according to the plan, starting with those deemed the highest value systems. The risk assessment plan is based on the NIST SP 800-30, “Risk Management Guide for Information Technology Systems”. Risk assessment and mitigation information are being shared with the Continuity of Operations (COOP) Capability Program.

***Continuity of Operations (COOP) Capability Program Description:***

The Department of Corrections continues to collaborate with the Department of Administrations State Continuity Emergency Management Office (SCEMO) developing of our agency’s Continuity of Operations Capabilities, which will provide the plans and structure to facilitate response and recovery capabilities to ensure the continued performance of the State Essential Functions of Government.

The Department of Corrections Central Office has over 20 planners tasked with developing and maintaining over 70 Business continuity plans for work units within the following divisions and associated regional offices:

- Director’s Office,
- Information Technology
- Youth Services
- Clinical Services
- Probation and Parole Division
- Business Services.

***Future COOP Program Plans***

While the Department Emergency Operations Plan requires each facility to develop comprehensive continuity plan it’s critical to understand correctional facilities pose unique planning challenges. With this in mind, the Emergency Preparedness Planning Manager is collaborating with the SCEMO to determine the most prudent instrument / method to conduct continuity planning that is most consistent with current SCEMO methods.

***Public Records - Agency Records Management Duties:***

All electronic records will be retained and disposed of in accordance with general records retention schedules and department records retention schedules. For additional information on records management please see, <http://cor.mt.gov/Portals/104/Resources/Policy/Chapter1/1-2-7.pdf> and <http://sos.mt.gov/Records/State/index.asp>

**13. Planned IT Expenditures**

	<b>FY2016 projected actuals</b>	<b>FY2017 budgeted</b>	<b>FY2018 Estimated budget</b>	<b>FY2019 Estimated budget</b>	<b>FY2020 Estimated budget</b>	<b>FY2021 Estimated budget</b>
IT personal services	\$2,242,727	\$2,368,060	\$2,439,101	\$2,463,492	\$2,488,127	\$2,513,009
Grant IT personal services	\$176,250	\$438,095	\$0.00	\$0.00	\$0.00	\$0.00
IT operating expenses using volume 10 coding	\$799,237 <sup>1</sup>	\$800,000	\$816,000	\$832,232	\$848,966	\$865,945
Grant IT operating expenses	\$7,500	\$17,500	\$0.00	\$0.00	\$0.00	\$0.00
IT initiatives/OTO	\$1,463,453 <sup>2</sup>	\$580,000	TBD			
SITSD Fixed costs	\$2,242,024	\$2,092,686	TBD <sup>2</sup>			
Total	\$6,931,191	\$6,296,341				

1 Includes HB2 and Proprietary funds.

2 OTO includes: Warehouse management system, digital license plate printer, MSP perimeter security system, PPD cell phone upgrades. Funding sources are HB2, HB10, and proprietary funds.

3 SITSD fixed cost billing information not yet available.





## 14. Administrative Information

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## 14. Plan updates

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April 2016 – Plan submission per MCA 2-17-527(3)