State of Montana

Department of Military Affairs

Information Technology Strategic Plan 2016

Contents

1. Executive Summary

The Department of Military Affairs (DMA) consists of the Air and Army National Guard, Director Office, National Guard Youth ChalleNGe, STARBASE, Disaster and Emergency Services (DES), and Veterans Affairs (VA) and is administered by the Adjutant General.

DMA also provides support for the State Emergency Coordination Center (SECC), the State Mobile Command Vehicle, and develops, enhances, and maintains DMA's website and LAN.

As Military Affairs continues to successfully fulfill its mission, DMA may expect to support new web development and database projects with an IT component, as well as continue to support existing applications and infrastructure to meet the service demands of Montana Veterans. As Military Affairs improves Web functionality offered to customers, a higher demand may be placed on government wide infrastructure and services.

STARBASE continues to provide students expanded education in mathematics and science and with this has expanded the IT roll to assist in this process.

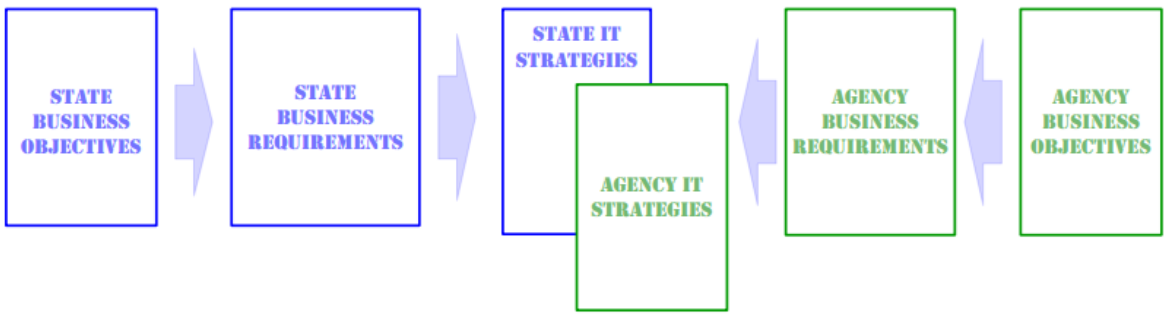
2. Environment, Success, and Capabilities

DMA encompasses a multitude of services from Veterans services from the Veterans Affairs divisions, education services for Challenge and Starbase, Emergency services from the Disaster and Emergency services division, as well as finance, contracting, and human resources from the Director Office.

3. IT Contributions and Strategies

DMA business strategy is to support the department's primary strategies: education, veteran's services, disaster and emergency services, and effective/efficient government.

DMA will align our 2016 IT Strategic Plan with the 2016 State Strategic Plan for Information Technology to support the common goals of each.



4. IT Principles

IT principles govern the decisions and operations of the state's IT community. They provide touch-points and guidelines to ensure the correct decisions are being made – decisions that will provide the greatest value to Montana's citizens.

The Montana Department of Military Affairs subscribes to the general IT principles as stated in the State of Montana 2016 Strategic Plan for Information Technology.

The majority of Montana's IT principles have their roots in Montana's Information Technology Act (MITA).

BE ACCOUNTABLE

Resources and funding will be allocated to the IT projects that contribute the greatest net value and benefit to Montana stakeholders.

MINIMIZE DUPLICATION

Unwarranted duplication will be minimized by sharing data, IT infrastructure, systems, applications and IT services.

SHARE RESOURCES

Montana will use shared inter-state systems to minimize IT expenditures, improve service delivery and accelerate service implementation.

IMPROVE BUSINESS

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.

USE RESOURCES WISELY

IT resources will be used in an organized, deliberative and cost-effective manner.

DELIVER SERVICES

IT systems will provide delivery channels that allow citizens to determine when, where, and how they interact with state agencies.

PROTECT PRIVACY, DATA, AND SYSTEMS

Mitigation of risks is a priority for protecting individual privacy, confidential data and IT Systems.

5. IT Governance

DMA has multiple policies guide lining the processes for IT decisions. Divisions determine a project direction through inclusion of the Information Systems Group(ISG) and the Director Office. Those projects are passed through SITSD through the ITPR process.

- Resources and funding will be allocated to the IT projects that contribute the greatest net value and benefit to stakeholders.

- Unwarranted duplication will be minimized by sharing data, IT infrastructure, systems, applications and IT services.
- Shared inter-state systems will be used to minimize IT expenditures, improve service delivery and accelerate service implementation.
- Information technology will be used to provide educational opportunities, create quality jobs, a favorable business climate, improve government, protect individual privacy and protect the privacy of IT information, and enable business continuity for state government.
- IT resources will be used in an organized, deliberative and cost-effective manner.
- IT systems will provide delivery channels that allow citizens to determine when, where, and how they interact with state agencies.
- Mitigation of risks is a priority to protect individual privacy and the privacy of IT systems information.

Service offerings will incorporate security controls based on federal National Institute of Standards and Technology (NIST) security standards.

6. IT Financial Management

DMA is funded by base budgets from each division, federal funds, and various grants depending on the project.

7. IT Services and Processes

ISG provides operational and strategic support for all information technology services in the department, including:

- Network services and support
- Desktop/Laptop Services and support
- Helpdesk services
- Application development, maintenance, and support
- Web site and web application development, maintenance, and support
- IT Contract Management
- Data quality and control
- Project management
- GIS system development and support
- EDM: document management, forms management, workflow, report management
- IT Purchasing
- Graphics Design

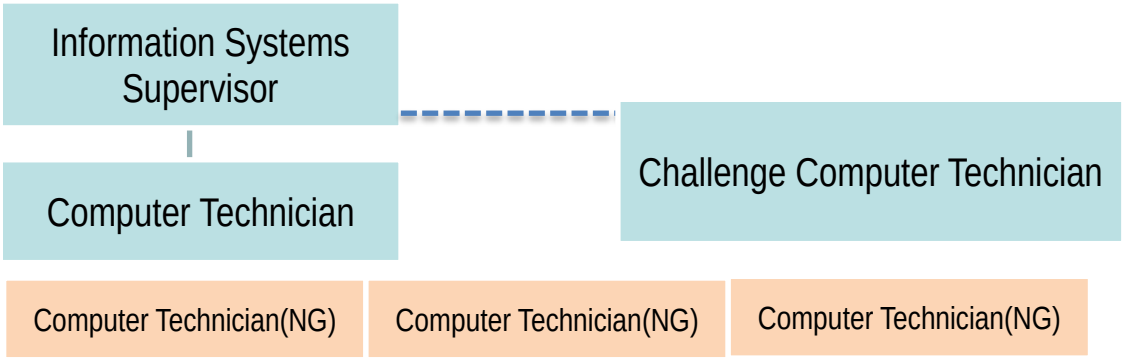
8. IT Infrastructure, Staffing, and Resources

Infrastructure

DMA ISG supports 20 sites across the State of Montana. We have a multitude of systems to support every type of service for the Department. Education and modelling products for the schools, virtual systems and remote systems through satellite for the disaster and emergency services, to worldwide access for Veterans Affairs to service the Veterans of the state.

Staffing

DMA has 2 main FTE for the department, 1 FTE for Challenge in Dillon, 3 FTE for the National Guard.



Vendor Partners and Resources

DMA partners with multiple vendors to service data and infrastructure for Veterans Affairs, DES, Challenge, and Starbase. DMA is invested in HP, Novell, Dell, Dataspec, Edmentum, and Intermedix.

9. Risks and Issues

Primary Risk	Probability	Impact	Mitigation Strategy
Recruitment and selection of qualified personnel	High	High	Work with less qualified but motivated and interested employees to help them develop the skills necessary to fill positions within the agency. Provide a challenging and interesting work environment which attracts qualified technical staff.
Critical application failure	Low	High	Develop and implement robust strategies for infrastructure reliability, data protection, and disaster recovery.
Security breach, malware, ransomware	Med	High	Follow security best practices regarding antivirus software, data protection, permissions management. Continue to develop a strong security program involving user education, data encryption, and security policies.
Growing IT service demands with a static, and small IT workforce	High	Medium	The agency will continue to seek out efficiencies and develop partnerships with SITSD, other agencies, and outside vendors to provide IT services where practical.

10. IT Goals and Objectives

1. **Modernize and optimize Information Technology infrastructure**

   For years, because of budget constraints and staff limitations, the department has relied on stable, but aging technologies to deliver its IT services. In the last year, the department has made great strides in replacing several of these technologies and we intend to continue these efforts to standardize, consolidate and share resources, promote the use of modern technologies and

practices, and improve IT and business efficiency.

2. **Standardize on common systems and platforms**

   Supporting a wide range of disparate systems, each with their own system requirements, drivers, training needs, support resources, etc., is to be expected in the IT realm. However, any effort to reduce that level by standardizing on a few select systems or technologies can reap huge rewards, especially when confronted with such budgetary and staff limitations as the department has. To that end, we will be evaluating all aspects of our IT infrastructure to identify those areas that are good candidates for standardization.
   - Evaluate our choice of workstation brands/models and develop a plan to encourage consistency to reduce support and maintenance needs.
   - Review application development and delivery platforms and attempt to consolidate to a single development model if possible.
   - Review database standards with a goal of standardizing on a single department platform.

3. **Implement workstation management best practices**

   We use ZenWorks Configuration Management (ZCM) to manage workstations. We intend to expand the use of this tool more completely to include workstation imaging, remote assistance, application deployment and management, and software inventory tracking.

4. **Secure department data and IT resources**

   Implement security best practices and procedures following the National Institute of Standards and Technology (NIST) recommendations to ensure the confidentiality, integrity and availability of the data required by the department to provide services to Montana citizens.

5. **Improve data and information collection efficiency.**

   Several department processes involve gathering information manually, on paper, in the mail. We will be evaluating our options to improve the efficiency of these operations through:
   - electronically fillable forms
   - mobile, offline data collection tools
   - online form and application submission processes.

6. **Reduce the use of legacy desktop database systems in favor of enterprise database systems.**

   Several database applications have been developed using desktop applications such as Microsoft Access, which provide poor security controls and data quality assurance. Moving these systems to enterprise database systems will provide greater security, access control, data protection, and help ensure data integrity.

11. IT Projects

12. Security and Business Continuity Programs

Security Program Description

The Montana Department of Military Affairs continues to implement a department-wide (agency) information security management program compliant with §2-15-114, MCA and State Information Technology Services Division *Information Security Programs* policy with adoption of the National Institute of Standards and Technology (NIST) Special Publication 800 series as guides for establishing 19 appropriate security procedures. This is in alignment with the State's 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.

As described in NIST SP 800-39, DMA has developed and adopted the Information Risk Management Strategy to guide the agency through information security lifecycle architecture with application of risk management. The NIST structure provides a programmatic approach to reducing the level of risk to an acceptable level, while ensuring legal and regulatory mandates are met in accordance with §2-15-114, MCA.

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

- Risk Frame – Establishes the context for making risk-based decisions.
- Risk Assessment − Addresses how the agency will assess risk within the context of the risk frame; identifying threats, harm, impact, vulnerabilities and likelihood of occurrence.
- Risk Response − Addresses how the agency responds to risk once the level of risk is determined based on the results of the risk assessment; e.g., avoid, mitigate, accept risk, share or transfer.
- Risk Monitoring − Addresses how the agency monitors risk over time; "Are we achieving desired outcomes?"

The agency's information security management program is challenged with limited resources, notably 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.

DMA intends to concentrate specifically on these items in the coming months:

- Implementation of workstation least user rights
- Mobile device security and management
- Disaster Recovery (DR) plans
- Annual security training for all employees

Continuity of Operations (COOP) Capability Program Description

Please refer to the State of Montana Continuity Community website at:

http://continuity.mine.mt.gov/content/MainPageDocs/AgencyBCPProgress

Public Records - Agency Records Management Duties

All electronic records will be retained and disposed of in accordance with general records retention schedules, agency records retention schedules, and/or federal retention requirements.

13. Planned IT Expenditures

The Montana Department of Military Affairs Information Systems Group is located in the Director Office. Funding for personnel and operations is from a mixture of state special revenue, general fund, federal, and proprietary funds in HB2. Specific technology initiatives (software purchase, implementation, and maintenance; development; hardware) are a direct cost to the program for which they are procured.

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
IT personal services	$275,954	$275,954	$275,954	$275,954	$275,954	$275,954
IT operating expenses	$196,721.90	$196,721.90	$196,721.90	$196,721.90	$196,721.90	$196,721.90
IT initiatives	*$22,988*	*$22,988*	*$22,988*	*$22,988*		
Other	*$9700.00*	*$9700.00*	*$9700.00*	*$9700.00*	*$9700.00*	*$9700.00*
Total	*$482375.90*	*$482375.90*	*$482375.90*	*$482375.90*	*$459387.90*	*$459387.90*

14. Administrative Information

IT strategy and plan owner:	Name: Matthew T. Quinn, Director Phone: (406) 324-3010 Email: mquinn@mt.gov
IT contact:	Name: Andrew Quist, ISG Supervisor Phone: (406) 324-3337 Email: aquist@mt.gov
Alternate IT contact:	Name: Sundi West, Deputy Director Phone: (406) 324-3330 Email: SundiWest@mt.gov
Information Security Manager:	Name: Andrew Quist, ISG Supervisor Phone: (406) 324-3337 Email: aquist@mt.gov