State of Montana

MBCC IT Strategic Plan 2016

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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 2016 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.

Reference Information

The following information may be relevant to development of your updated Agency IT Plan:

- Your current agency strategic business plan and previous Agency IT Plan updates;

- Information Technology Act (2-17-501 through 527, MCA) http://www.leg.mt.gov/css/Services%20Division/default.asp;

- A draft copy of the 2016 State of Montana Strategic Plan for IT is located at: http://sitsd.mt.gov/Governance/Boards-and-Councils/ITMC

- Both the SITSD-supplied Agency IT Plan template and the instruction manual for filling out the Template can be found on the following web page: http://sitsd.mt.gov/Governance/Boards-and-Councils/ITMC

Template Assistance

Please contact Pete Wiseman (444-9665) if you would like assistance, additional information, or an external editor to review your draft IT plan.

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 Board of Crime Control presents its plan for information technology for the period July 2016 through June 2021. This plan represents the Information Technology goals, objectives, and strategies of the Montana Board of Crime Control and has been reviewed and approved by Deb Matteucci, agency head.

Strategic Planning Timetable

January 2016	SITSD publishes a draft of the state-wide strategic IT plan and distributes agency plans instructions and template.
March 1, 2016	SITSD submits the 2016 State Strategic Plan for IT to the Governor and Legislative Finance Committee
March 15, 2016	SITSD publishes Agency IT Initiative Supplement documents and instructions
April 1, 2016	2016 State Strategic Plan for IT published
April 15, 2016	Agency IT Plans due to SITSD
April – May 2016	SITSD reviews Agency IT Plans, obtains clarifications, and requests changes
May 31, 2016	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, 2016	Final day for SITSD to approve Agency IT Plans (pending receipt of IT Initiative Supplements)
June - August 2016	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 2016	Office of Budget and Programming Planning and SITSD submit a summary of major new IT projects to Governor's Office, and for legislators' consideration.

Template Instructions

Montana's Template for Agency IT Plans follows Gartner's framework for strategic planning. Although the Gartner framework recommends separate documents for outlining strategy and IT projects or initiatives, this Template is a single document as described in MITA. MITA requirements are found at the end of the Template in sections 10-14.

10. IT Goals and Objectives
11. IT Projects
12. Security and Business Continuity Programs
13. Planned IT Expenditures
14. Administrative Information

Developing an IT Plan is not a massive research and writing project. Plans are normally only about a dozen pages. MITA requirements will add to the overall page length. What a plan does require is a lot of thought. It is first and foremost a method to communicate how the agency's IT organization will support the agency's business strategies and deliver value to the agency and the agency's constituents. Plans can also announce and advertise new approaches and methods within the IT organization.

Guiding principles for writing a good IT plan:

- Use business language and avoid technical terms. If a glossary is necessary, put it in an appendix.
- Be brief. 10-12 pages should be adequate for the first 9 sections.
- Reference more detailed documents such as budgets, organization charts, etc.
- Avoid generic and obvious statements such as, "IT is a critical input to the business."

During the development stages of the Template there were discussions about potentially making some sections of the Template optional. The final version of the Template has no optional sections; all sections are required.

1. Executive Summary

Description: The summary captures the essence of the IT strategy. It includes the "trail of evidence" from IT strategy to business value. Most summaries focus on the organization's business strategies, the IT strategies, and how or why the IT strategies directly support the business objectives. The IT strategies are found in Section 3, IT Contribution and Strategies. Executive summaries are normally developed after all the other sections have been written.

The mission of the Board of Crime Control is to proactively contribute to public safety, crime prevention and victim assistance through planning, policy development and coordination of the justice system in partnership with citizens, government and communities.

MBCC IT strategies revolve around a focus on delivering value to grant recipients, stakeholders, and Montana citizens. We empower and support state and local grant recipients, participating in statewide efforts for crime prevention, public safety and victim's services, to meet performance measures, improve service delivery, and become self-sustaining. The Montana Board of Crime Control provides the building blocks for safer communities through grant funding, data collection and analysis, and partnership development with our stakeholders. Montana is a safer place to live because the Montana Board of Crime Control leads and fosters excellent and effective coordination among federal, state, tribal and local governments and our governing Board. Through the Board's leadership, resource sharing and collaboration are the norm.

2. Environment, Success, and Capabilities

Description: This section profiles the business environment the agency is operating in; outlining the regulatory, economic, and political drivers. Reference agency policy or strategy documents if appropriate. Agencies should feel free to copy material from the state-wide strategy document if it accurately describes the same forces, funding problems and issues affecting the agency. This is where the reader is presented with the business/mission priorities. The Administration's specific priorities are jobs, education and effective/efficient state government. Feel free to use State's business objectives. Append to the enterprise-wide material any regulatory, economic, and political issues that are unique to your agency.

Describe how the agency will fulfill and/or grow its mission. Identify key program/business strategies that the agency will focus on to succeed. You may include parts of the agency's mission, vision, goals and/or principles. Clarify the critical (1-5) agency business or program capabilities required for the agency to succeed. Outline the gaps between existing and needed capabilities.

Use existing sources of information (agency web site, internal agency documents, etc.) to acquire this information. The Governor asked all agencies to prepare a summary of their business plans and objectives. This would be an excellent source of information.

The Montana Board of Crime Control (MBCC) is the state administering agency, managing millions of grant dollars dedicated to fighting crime and providing services to victims statewide. MBCC is governed by an eighteen member board of directors, appointed by the Governor. Board members represent law enforcement, criminal and juvenile justice system stakeholders, state and local agencies and organizations, and local citizens, including the first Montanans, our state's Native Americans.

MBCC is currently enhancing its information technology systems to better address stakeholder needs. These applications and databases are critical to supporting our mission. Several major custom applications have recently been upgraded. MBCC is proud of the success of these systems

and they have been well received by our customers and the public.

Our Grant Management Information System (GMIS) is a great success. It tracks and automates most of the grant management activities within the agency, creating efficiencies across our grant making process. It has recently been enhanced to provide better access to external customers, and to increase the use of electronic documents, thereby reducing our needs for paper documents. In addition, a state of the art online grant mapping system has been created to provide customizable grant award reports.

Our Montana Incident Based Reporting System (MTIBRS) puts Montana at the forefront of state crime data collection, with voluntary participation from approximately 93% of local law enforcement agencies. We are very excited about upcoming opportunities to add state and tribal law enforcement crime statistics to our database. MBCC has implemented an automated MTIBRS repository application that better utilizes our MTIBRS subject matter expert's and analyst's time. The repository also provides a web based data input tool, available at no cost to tribal and other small agencies who previously did not report crime statistics.

In addition, MBCC has implemented a state of the art MTIBRS Online Reporting System that provides highly customizable crime data reports, charts and graphs to law enforcement and the public. MBCC has enhanced the MTIBRS data analysis functionality with a dynamic graphical dashboard display of customized aggregate crime data. This dashboard functionality allows viewing of state and agency level crime data by multi-year or jurisdictional comparison analysis.

MBCC has implemented the updated Juvenile Detention Database and Reporting System (JDDRS), improving oversight and management of juvenile offenders in conjunction with the Supreme Court's Juvenile Court Assessment and Tracking system (JCATS). This union allows for near real time data gathering and exchange, providing decision makers with vital information. Integrating JDDRS into JCATS maximizes efficiencies and provides a unified approach to juvenile tracking and reporting for the State of Montana. The system provides courts with a Detention Risk Assessment Instrument (DRAI). The DRAI provides evidence for detention decision making based on objective criteria. The risk score that is populated in the automated DRAI is based on the current intake information and the prior history of the juvenile. The score measures the objective risk that the juvenile is likely to pose to the public and the likelihood that they would appear for a future court appointment. This has proven to be a valuable tool to court officers.

The MBCC has made strides to replace our Automated Victim Information Database (AVID). The AVID system was developed by Montana Interactive in 2009 and does not meet current federal data collection and reporting needs; has limited quality assurance capabilities, requires business processes that rely heavily on staff reviewing paper inspection reports to create aggregate statewide reports. To meet these challenges, create technology and manpower efficiencies, and to improve customer services, the MBCC issued an RFP seeking a vendor to provide an off the shelf software solution. We are in the final stages of the RFP review process.

The MBCC also intends to replace the Detention Data Information System (DDIS), developed in 2007 to collect aggregate statewide jail data. This program is critical for MBCC to be able to maintain eligibility for Federal criminal justice grants. It has reached the end of its life cycle and has been off vendor support since 2012. The cost to upgrade the system to current standards is prohibitive. MBCC is seeking to adopt a jail detention system developed by the Department of Corrections and modeled on the offender management information system (OMIS). The OMIS will meet MBCC needs for data collection, reporting and will set the path for standardization across Montana with local law enforcement. In addition, OMIS will be available to local county detention

facilities for use as a real-time jail management system, reducing local technology investments and creating efficiencies and more uniform data sets. MBCC is in the process of working with the Department of Administration to host the new system. We hope to pilot the jail based OMIS with stakeholders by the end of 2016.

3. IT Contributions and Strategies

Description: This section is the heart of the IT strategy document. This is where readers learn how the IT organization will partner with their program and business parts to deliver value to their constituents. This part is your "elevator pitch" that explains how the agency IT organization is going to contribute value to the agency.

Explain how the agency's IT strategies support and conform to the State's IT strategies. Add agency- specific strategies.

Use diagrams charts or any means appropriate to demonstrate your points. Don't be constrained to a simple bulleted format. For example, a Venn diagram might illustrate the overlap between agency and State IT strategies.
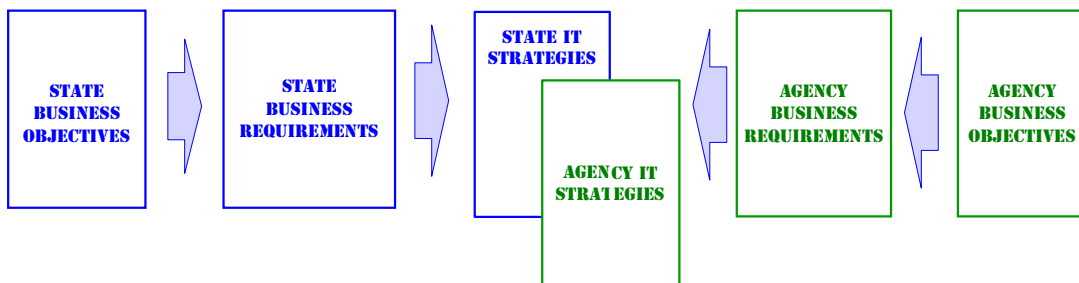
MBCC's business strategy is to provide resources and support the information needs of criminal justice system stakeholders and the 18 Directors of the Board of Crime Control in the use of grant funds we administer. Our goal is to ensure IT is being used effectively and efficiently. We strive to be more productive, to improve security of our IT systems, to ensure business continuity, become more agile and faster, and to reduce costs where possible. We examine areas for automation, in order to reduce IT costs, and improve quality. Our goal is to improve decision making by providing reliable and current information and to expand available data sets and analysis capabilities

4. IT Principles

Description: IT principles provide a framework for making decisions. They provide guidance on which way decisions should go. Principles should be connected to the success of the agency and be detailed enough to drive decisions, behaviors and trade-offs. Principles often guide decisions in the areas of agility, organizational structure, risk management, sourcing and staffing. Avoid truisms such as "We will provide high-quality, reliable IT services."

Agencies should adopt the IT principles from the state-wide strategy document and add any agency- specific principles.

IT principles govern MBCC's activities, decisions and service operations. They provide touch-points and guidelines to ensure that the correct decisions are being made; decisions that will provide the greatest value to grant stakeholders:

- 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, facilitate information exchanges across the criminal justice system, 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 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 resources support data collection, analysis and dissemination to drive decision making for allocations of limited grant resources to areas of demonstrated need.
- 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.
- MBCC is utilizing A Guide to the Project Management Body of Knowledge (PMBOK Guide) principles for managing projects.

5. IT Governance

Description: This section explains how agency IT decisions are made. It describes the parties and processes key to making IT decisions. List the parties that provide input and recommendations, as well as the parties that make the decisions. Describe the processes for communicating and enforcing decisions.

Governance for MBCC IT planning, coordination and oversight rests with the Board of Directors, the executive director and senior management of MBCC. An annual strategic planning retreat facilitates long term planning and sets direction for future agency needs. Biennial budgets and financial management are developed, enacted and monitored by the fiscal services bureau chief, the executive director and the board of directors.   The IT Manager provides information on significant issues and recommends agency's course of action. Issues are assessed for financial impact and indirect impact on MBCC staff and stake holders.

6. IT Financial Management

Description: The financial management section provides an overview of how an agency manages its

IT funding and expenditures. Use this section to describe the IT funding sources (base budget, grants, fees, HB10, etc.), uses, and management processes for controlling IT expenditures. Ensure that the reader can identify whether the agency treats the IT organization as a cost center, profit center or investment center. Describe any internal IT chargebacks. Reference detailed IT budget and enterprise financial strategy documents; do not cut and paste them here.

MBCC is funded through a combination of 30% general fund, 2% state special and 68% federal grants. IT needs are assessed based on agency goals and objectives that rely on technology. MBCC determines its budget for technology using the SITSD service rates Financial Transparency Model (FTM) / Encompass. SITSD is in the second cycle of rate setting for the 2018 biennium for activity based budgeting and costing.

7. IT Services and Processes

Description: This section is designed to provide an overview of an IT organization's portfolio of services and processes that manage their IT operations. Large agencies may want to include frameworks like COBIT and ITIL. Most agencies will have too many IT services to list individually, so group them or mention only the most significant or costly services. Try to keep your list to 15 or less. Mention those services that are unique so that a reader knows how or why your agency is different from the norm.

The Montana Board of Crime Control collects data from local and state law enforcement in NIBRS/MTIBRS. It serves as the Federal Bureau of Investigation's (FBI) point of contact for crime reporting in the state. We collect data from Montana VAWA/VOCA (Violence Against Women Act/Victims of Crime Act) subgrantees. We collect fiscal and narrative information from all our subgrantees in GMIS and GWIS. We collect information from the Montana Supreme Court (for juvenile justice issues) and from the local juvenile detention facilities (for juvenile detention reform oversight) in JDDRS. We collect data from the jails in the Detention Data Information System (DDIS).

MBCC IT Manager and the Technical Services Unit (TSU) are responsible for developing and maintaining the following data base information systems:

Montana/National Incident-Based Crime Reporting System (MTIBRS/NIBRS)

Juvenile Detention Database and Reporting System (JDDRS)

Detention Data Information System (DDIS)

Grant Management Information System (GMIS)

Grant Web-Based Information System (GWIS)

Directory of Criminal and Juvenile Justice Agencies in Montana

Law Enforcement Employee Directory Web-Entry System

Annual Law Enforcement Personnel Survey

Automated Victim Information Data (AVID)

Board Member Web Access System (BMWAS)

Developing, updating and maintaining these systems requires considerable planning and programming.

8. IT Infrastructure, Staffing and Resources

Description: This section summarizes the key human capital, vendor, contract, and infrastructure aspects of the IT strategy. It describes the as-is and to-be human capital management picture. Consider using current or future skills inventories. Describe any future organizational changes necessary to implement the agency IT strategy. Identify important vendor or contract relationships and your agency's approach to sourcing.

MBCC utilizes the State of Montana Data Center (SMDC) in Helena and the Miles City Data Center (MCDC) for disaster recovery. MBCC currently has 95% of all production services hosted in the SMBC. The last production system (GMIS) will be transitioned to the SMBC in the first quarter of 2017. MBCC is currently utilizing two servers with virtualization to provide test environments for onsite development and system testing. The IT Manager 1.0 FTE and the Technical Services Unit staff includes 1.0 FTE data unit manager/statistician, 1.0 FTE data quality assurance reviewer and 1.0 FTE data technician, to support the needs of MBCC and system stakeholders. MBCC also has the ability to contract with State Information Technology Services for IT support in the event it is necessary.

The backbone of Montana's IT infrastructure is SummitNet, a secure consolidated voice, video and data network that supports approximately 22,000 devices at over 600 locations. The core network cities (Missoula, Helena, Bozeman, Billings and Miles City) are connected via physically redundant 10 GB/s links. Smaller sites are connected via 1 GB/s redundant links. The internet is accessible through Helena and Billings using diverse carriers. Standard remote site WAN access speeds are between 5Mb/s and 1.5Mb/s. Wireless A/B/G/N connectivity is also available in select locations. The State has implemented 802.1x Authentication across the complete enterprise network and successful authentication is required for network access.

Vendor Partners:

MBCC uses Dell for desktop and server hardware and HP printers.

System Contractors

- AXIOM IT Solutions, in Missoula MT, develop and maintain the Grant Management System
- Beyond 2020, in Canada, develop and maintain the Montana Incident Based analysis tools
- Zuercher, in Sioux Falls, SD, develop and maintain the Montana Incident Based Crime repository.
- Montana Interactive, in Helena, MT, develop and maintain the Automated Victim Information System
- Noble Software Group, in Redding CA, develop and maintain our Juvenile Detention Database and Reporting System

9. Risks and Issues

Description: This section outlines the 5-1

0 major risks associated with an agency's IT strategy. If the enterprise risks are applicable to your agency, use them. Feel free to use a percentage (such as 25%) if you prefer to quantify the probability of a risk occurring. Otherwise use high, medium, and low for probabilities.

Evaluating an impact is a qualitative judgment and not usually a quantitative measure. Impacts can be described as high, medium and low. Mitigation strategies are those actions and activities that your agency will use to monitor the risk, minimize the probability of the risk occurring, or minimize the impacts if the risk occurs.

Primary Risk	Probability	Impact	Mitigation Strategy
Staff retirements	High	Medium	MBCC will develop a succession planning program that creates a list of staff eligible to retire and forecast an estimated retirement date and replacement plan when possible. Positions/skills rated as critical will have individual plans for skills transfer, replacement, documented procedures, etc. for mitigating the impact.
Staff – turnover	Medium	Medium	MBCC continues to develop and update operating desk manuals, to ensure continued agency operations during staff turnover.
Security breach	Medium	High	Our agency has an active security program from the SANS institute including, but not limited to, staff training and awareness, data encryption,
Difficulty of hiring qualified technical staff	High	High	Increase pay for positions most affected by this issue.

10. IT Goals and Objectives

Description: This section outlines your agency's major IT goals and objectives. List your planned IT goals and objectives, and describe how they are designed to support agency business strategies.

Goal Number 1:

> ### ITG 1   Provide IT support and analytical data for the process of making critical grant funding available to Montana public safety agencies.

Description: Provide IT support and analytical data for the process of making critical grant funding and needs analysis available to Montana public safety agencies. MBCC will use data analytics to determine need assessments to drive funding decisions across all programs.

Benefits: The Montana local, state and private nonprofit agencies who are the primary recipients of the grants benefit from better information availability and easier grant application and monitoring processes.
Support of the State IT Strategic Plan: This supports Goal 2 by collecting and utilizing crime statistics to better utilize resources. It also supports Goal 3 by greatly increasing the access to crime data. MBCC actively participates in several statewide IT governance committees.

Supporting Objective/Action

ITO 1-1 Continue to support the Grant Management Information System (GMIS)

Business requirements: Provide efficient state-of-the-art processes for the grant management programs.
Benefits: Greater information sharing and efficiency for grantees and MBCC staff.
Risks: Potential unavailability of automated systems during critical periods of time. Lack of participation by local agencies.
Timeframe: Ongoing.
Critical success factors: High availability, complete information, user reported ease of use.

Supporting Objective/Action

ITO 1-2   Continue to enhance and improve the GMIS System which includes OSAS (Online SubGrant Application System), GWIS (Grant Web Information System) and BMWAS (Board Member Web based Access System)

Business requirements: Continue to enhance the automation of the grant management process.
Benefits: Better availability of grant information to grantees and program managers.
Risks: Potential unavailability of automated systems during critical periods of time.
Timeframe: Ongoing.
Critical success factors: High availability, complete information, user reported ease of use, data integrity.

Supporting Objective/Action

ITO1-3   Use data and outcome measures to drive funding decisions across all programs. This will ensure opportunities for grant funding are equitable, fair and that the process is transparent. Will promote data availability and work collaboratively with stakeholders.

Business requirements: Develop outcome measures and assessment processes, timely collection of data
Benefits: Better distribution of grant funds based on needs analysis
Risks: Staff resources may become over whelmed
Timeframe: Ongoing

> ***ITG 2*** ***Improve the overall quantity, accuracy and availability of Montana crime activity and detention data. Continue to improve the reporting to federal agencies, such as federal grantors and the FBI.***

Description: MBCC maintains a number of database systems that collect and disseminate Montana juvenile and adult crime information, detention center information and law enforcement personnel information.

Benefits: Ability to provide uniform and reliable adult and juvenile crime statistics to Montana agencies and the FBI, creating opportunities for diversion from the justice system where feasible, reducing redundant processes, and improving re-entry efforts.

Support of the State IT Strategic Plan: This supports Goal 1, to achieve maximum value of information through the active management of information technology. MBCC has increased the availability and value of information by providing better crime data to law enforcement agencies as well as the public.

Supporting Objective/Action

> *ITO 2-1* *Continue maintaining and enhancing MBCC crime data collection systems. These include Montana's version of the National Incident Based Reporting System (MTIBRS), Juvenile Detention Database and Reporting System (JDDRS), Indian Lands Crime Data Collection, Drug Task Force Crime Data Collection, Juvenile Offense Statistical Data (CAPS & JCATS), Adult Detention Center System, Law Enforcement Manpower Database, Automated Victims Information System (AVID). Expand the sharing of information resources by establishing data bridges to include timely and relevant exchanges of mental health, Tribal, Federal, etc.*

Business requirements: Continue to collect and analyze adult, juvenile and victim crime statistics for Montana agencies and the FBI. Continue to collect and analyze detention center information.

Benefits: Create seamless information exchanges across various criminal justice system partners. Data will be accurate and provide timely information for decision making to stakeholders. Ability to provide adult crime, juvenile crime, victim and detention statistics to Montana agencies and the FBI.

Risks: Potential unavailability of automated systems during critical periods of time. Lack of participation by local agencies.

Timeframe: Ongoing.

Critical success factors: High availability, complete information, user reported ease of use, continuing certification from the FBI.

ITG 3   Leverage current technologies to provide knowledge sharing opportunities for Montana public safety agencies.

Description: The MBCC provides and supports many web sites, publications and conferences, and a Facebook site that provide information about and encourage the sharing of important public safety information. In addition, MBCC is working in collaboration with the Department of Justice, Department of Corrections and the Office of Court Administrator/Supreme Court to improve Montana criminal history records utilizing the National Criminal History Improvement Program (NCHIP) grant.

Benefits: All Montana public safety agencies and many other state and federal agencies benefit from enhanced availability of this information. Data will be more accurate, timely, complete, and increase the efficiency of criminal justice information sharing. This collaborative effort has strategically and systematically replaced redundant, labor-intensive and error-prone paper processes with standardized, electronic criminal justice information systems.

Support of the State IT Strategic Plan: This supports Goal 1, to achieve maximum value of information through the active management of information technology. MBCC coordinates and is involved in many statewide planning and knowledge sharing committees, conferences and workshops that help to coordinate IT and other activities between Montana law enforcement agencies.

Supporting Objective/Action

ITO 3-1   The Crime in Montana Publication

Business requirements: To analyze and report crime statistics and trends to Montana and other agencies.
Benefits: All Montana public safety entities and many other state and federal entities utilize this information for the process of analyzing crime. This ultimately leads to improved crime prevention capabilities in Montana.
Risks: That the information would be incomplete due to non-participation from agencies or computer system issues, or MBCC resource issues.
Timeframe: Yearly.
Critical success factors: Complete statistical information. Accurate and useful analysis of the information. Positive response from the consumers of the publication.

Supporting Objective/Action

ITO 3-2   Continue maintaining and enhancing the MBCC public web site with Montana Crime data, grant funding availability, training opportunities and technical assistance resources. .

Business requirements: To provide easy access to MBCC resources, programs and data including Montana crime data and other public safety related information.

Benefits: Provides an easily accessible avenue to disseminate important public safety data.
Risks: That the information would be incomplete due to the unavailability of data, computer system issues, or MBCC resource issues.
Timeframe: Ongoing.
Critical success factors: The Web interface is easily accessible and valuable to users. Assessment is through user feedback.

Supporting Objective/Action

ITO 3-3   *Provide IT support for public safety conferences.*

Business requirements: To encourage knowledge sharing between Montana public safety agencies.

Benefits: Increases overall knowledge sharing and networking within the Montana public safety community.
Risks: Potential low participation due to complicated or inaccessible sign up procedures.
Timeframe: Ongoing. Several per year.
Critical success factors: Positive feedback from attendees.

Goal Number 4:

ITG 4   **Continue to enhance the efficiency and effectiveness of Board of Crime Control staff through the improved delivery of technology in-house.**

Description: Provide up to date and cost effective computer hardware and software to MBCC staff.

Benefits: This contributes to the ability of staff to perform work tasks efficiently and effectively.

Support of the State IT Strategic Plan: This supports Goal 2, to aggressively use technology to extend capabilities that enhance, improve, and streamline service delivery. MBCC leverages state and industry standard technology to enhance and improve in-house technology and works closely with DOA SITSD in providing IT support and services where appropriate. This also supports Goal 3, to build an infrastructure / architecture that provides citizens and employees of the state access to information however and whenever they need it. Access to information is enhanced through application of appropriate technology.

Supporting Objective/Action

ITO 4-1   *Maintain MBCC desktop workstations at current technology levels.*

Business requirements: Utilize cost effect current technology to enhance work efforts.
Benefits: The advantages of current technical capabilities will be realized. MBCC will be current with state standards to enhance information exchange with other agencies.
Risks: MBCC should not adopt technology until it is proven reliable and stable.

Timeframe: Ongoing.
Critical success factors: MBCC staff has access to the latest cost effective hardware and software.

Supporting Objective/Action

ITO 4-2   *Provide data and desktop security through pro-active security protection and regular monitoring.*

Business requirements: Utilizes technology to improve overall staff performance.

Benefits: Increases availability, reliability of technology, protects confidential files, and data from unauthorized use.
Risks: The potential of viruses, adware, spyware and other malicious programs to disrupt computer use.
Timeframe: Ongoing.
Critical success factors: Computer systems are kept free of malicious programs. Confidential data is kept secure.

Supporting Objective/Action

ITO 4-3   *Provide redundant backup and restore capabilities for all agency data and files.*

Business requirements: Provide continuity of business in the event of data loss, caused by human error, system failure or natural disasters.

Benefits: Continuity of business.
Risks: Failure in this area could result in critical data or computer file loss.
Timeframe: Ongoing.
Critical success factors: Data restore tests are completed successfully. Backup system auditing reveals no problems.

11.   IT Projects

Description: *This section outlines your agency's major IT projects. At a minimum, include all IT projects that meet any of the following criteria:*

a. *An EPP item for IT spend.*

b. *A budget of $500,000 or more, whether or not it is an EPP item. The $500,000 budget is the sum of all grants, current operating budget expenses, new budget allocations, special fees, and other sources of funds and includes costs associated with internal builds.*

c. *An IT initiative with a budget of $100,000 or more and also comprises 25% or more of the agency's IT budget, whether or not it is an EPP item.*

d. *An IT project or initiative that impacts other agencies or has the potential for an enterprise-wide impact.*

Item	Description
Project name	Detention Data System
Project/program purpose and objectives	Purpose is to upgrade MBCC existing, unsupported and out of compliance detention data system. We are intending to implement a Department of Corrections in-house developed system called the Offender Management Information system (OMIS). MBCCs objective is to expand and support statewide data collection and analysis of county detention centers and to provide full spectrum statewide jail data. This information will be very beneficial for the justice community by providing clear detailed information, development of comprehensive jail diversion programs, providing alternatives to mitigate recidivism, and to maximize reintegration of offenders back into society. Deliverables include data gathered statewide to develop jail metrics for various issues of concern including mental health diversion, re-entry, swift & certain sanctions, victim notification, etc. RISK: Not funding this request could put the State in jeopardy of receiving federal grants, and operate without having a full and clear jail data picture to develop long term strategic plans to reducing recidivism and maximizing reintegration of offenders back into society.
Estimated start date	3rd Quarter of 2016
Estimated cost	$250,000 biennium/ $125,000 year. ($73,000/year FTE and $52,000/year data migration contracts.) 1 FTE to facilitate integration of local records management systems into an aggregate statewide database for data collection and analysis.
Funding source - 1	
Funding source - 2	
Funding source - 3	
Annual Costs upon completion	1 FTE $73,000

12.   Security and Business Continuity Programs

Security Program Description: *This part provides an overview of an agency's security program as*

required by MCA 2-15-114. The state has adopted an enterprise security framework based on National Institute of Standards and Technology (NIST) security standards to assist agencies with their security programs. This section describes how an agency incorporates this framework into the agency's security program.

Continuity of Operations (COOP) Capability Program Description: *Describe your agency's progress in developing and maintaining a COOP program in compliance with MOM Continuity and Emergency Management policy, standards and procedure. Identify completed activities, current activities and planned activities. Typical activities would be Business Continuity Plans (BCP), Emergency Action Plans (EAP), Information System Contingency Plans (ISCP), Communications Plans, and Incident Management Plans.*

Public Records – Agency Records Management Duties: ***New requirement for the 2016 Agency IT Plans****, (Public Records statute effective October 1, 2015), MCA 2-6-1103 (5) states "Incorporate records management requirements into the agency information technology plan". Include a statement to the effect*

of: "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." (For additional information on records management please see, http://sos.mt.gov/Records/State/index.asp)

The Montana Board of Crime Control (MBCC) takes security seriously. It has an information security program that is compliant with MCA 2-15-114. MBCC is currently in the process of examining the National Institute of Standards and Technology (NIST) framework for the development of a comprehensive plan for the reduction of risks the Agency is exposed to through the utilization of electronic information systems data processing. The objectives of utilizing NIST is to provide a proven and accepted approach in conducting risk assessments, developing IT policies, enhancing security controls and developing procedures for detecting and responding to incidents.

In addition, the NIST framework will be used to develop plans and procedures for the continuity of MBCC IT operations. This is in alignment with the State of Information Technology Service's direction for an enterprise approach to protect sensitive and critical information being housed and shared on State and/or external/commercial information assets or systems.

MBCC obtains information technology services from the SITSD from the Department of Administration through service level agreements. MBCC information technology services being obtained from SITSD provide compliance with industry adopted guidelines and standards such as NIST.

Workstation and Network Security

Individual workstation/network security is provided by Montana Windows Active Directory membership for all users and computers. This directory and the network over which it runs is owned and managed by the Department of Administration, State Information Technology Services Division (DOA SITSD).

Database Servers

MBCC owns and manages two database servers. It utilizes industry standard security measures and user specific access security for all server access.

Backup and Recovery

All but a few remaining databases are housed at the DOA SITSD Data Center and backed up there. These remaining databases are backed up nightly and the data is stored on the MBCC File & Print server which is housed at the DOA SITSD Data Center. An additional backup of all critical files is performed onsite as well as to a portable hard drive once per week and stored in the MBCC safe.

Periodic test restores are performed. MBCC is incorporating long term retention of data to the SMDC archive storage system.

Virus Scanning and Patching

All MBCC workstations, laptops and servers utilize state standard Microsoft EndPoint virus scanning software. Workstations and servers automatically receive current Windows patches from the DOA SITSD WSUS patching network. Laptops also utilize EndPoint and are manually patched on a regular cycle.

The agency's information security management program is challenged with limited resources, manpower and funding. While alternatives are reviewed and mitigation efforts are implemented, the level of acceptable risk is constantly challenged by the ever changing technology and associated risks from growing attacks and social structure changes. Specific vulnerabilities have been identified which require restructure, new equipment, or personnel positions (funds increase), and are addressed below in our future plans.

Future Security Program Plans

MBCC, as described in NIST SP 800-39, will develop and adopt the Information Risk Management Strategy to guide the agency through information security lifecycle architecture with application of risk management. This structure provides a programmatic approach to reducing the level of risk to acceptable levels.

This 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 top critical controls we will begin to examine include the following:

Inventory of Authorized and Unauthorized Devices

Inventory of Authorized and Unauthorized Software

Secure Configurations for Hardware and Software on Laptops, Workstations, and Servers

Continuous Vulnerability Assessment and Remediation

Malware Defenses

Application Software Security

Wireless Device Control

Data Recovery

Security Skills Assessment and Appropriate Training

Controlled Use of Administrative Privileges, Least User Rights Implementation

Maintenance, Monitoring, and Analysis of Security Audit Logs

Controlled Access Based on the Need to Know

Account Monitoring and Control

Data Loss Prevention

Penetration Tests and Risk Assessments

Continuity of Operations (COOP) Capability Program Description:

MBCC is in phase 1 of utilizing the Living Disaster Recovery Planning Software (LDPRS) which is provided by SITSD. MBCC will be relying on the Security and Continuity Services section of SITSD to provide guidance and instruction on the use of LDPRS. MBCC joined with the Department of Administration Continuity Services for the development 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 timeline for initiation and completion of each Block of focus is still being developed and coordinated with DOA Continuity Services. We are presently in phase 1, and expect to complete this process end of CY2016.

Public Records – Agency Records Management Duties:

MBCC complies with MCA 2-6-1103 section 5, and ensures that all electronic records shall 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

Description: *Complete the table below as required by MCA 2-27-524 (2). If you do not have FY2015 IT personal services or IT operating expenses for your agency as a starting point for your estimates, contact Pete Wiseman. IT initiatives are special projects/programs that your agency will be funding outside of your agency base budget. HB10 might be the source of funding.*

	FY2016	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**FY2021**
IT personal services	$91,774	$93,000	$99,960	$99,960		
IT operating expenses	$238,193	$227,193	258,192	247,192		
IT initiatives			$125,000	$125,000		
Other						
Total						

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: Deb Matteucci
      Phone: 444-3615
      Email: DebMatteucci@mt.gov

IT contact: Name: Jerry Kozak
      Phone: 444-1621
      Email: JerryKozak@mt.gov

Alternate IT contact: Name:
      Phone:
      Email:

Information Security Manager: Name: JerryKozak@mt.gov
      Phone: 444-1621
      Email:
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