

State of Montana Information Technology Board

September 4, 2014 - 10:00 – 12:00
Room 405– State Capitol

| | | |
|---------------|--|-----------------------------------|
| 10:00 –10:10 | Call to Order and Introductions | Sheila Hogan, Chair |
| 10:10–10:15 | Approval of Minutes, June 2014 Meeting Action Item | Sheila Hogan, Chair |
| 10:15–10:20 | Updates from the Chair (5 minutes) e-Gov Council December IT Conference Board Discussion/Questions (5 minutes) | Sheila Hogan, Chair |
| 10:20-11:00 | Enterprise Information Technology Expenditures (20 minutes) Board Discussion and Questions (20 minutes) Major Funding Requests (20 minutes) Board Discussion and Questions (20 minutes) | Ron Baldwin State CIO |
| 11:00 – 11:15 | *** BREAK *** | |
| 11:15–11:30 | Agency IT Plans – Summary Reports (10 minutes) Board Discussion and Questions (5 minutes) | Kyle Hilmer Strategic Planning |
| 11:30-11:40 | Enterprise Funding Workgroup (5 minutes) Board Discussion (5 minutes) | Tammy LaVigne CIRO, SITSD |
| 11:40 – 11:50 | Updates from the CICSO (5 minutes) Board Discussion (5 minutes) | Lynne Pizzini CISO, SITSD |
| 11:50–12:00 | Open Forum <ul style="list-style-type: none"> • Future Agenda Items (5 minutes) • Public comment (5 minute) | Board Members Audience |
| 12:00 | Adjourn | <hr/> |

Next Meeting: December 4, 2014

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MONTANA DEPARTMENT OF ADMINISTRATION

"the backbone of state government"

Director's Office

Steve Bullock, Governor • Sheila Hogan, Director

**TO: Sheila Hogan, Director
Department of Administration**

**Ron Baldwin, State Chief Information Officer
Department of Administration**

FROM: Information Technology Board

**Senator Edward Buttrely
Representative David Moore
Pam Bucy, Director DLI
Scott Darkenwald, Chief of Staff DOJ
Mike Kadas, Director DOR
Richard Oppen, Director DPHHS
Dan Villa, Budget Director**

**Jim Reno, Yellowstone County
Jennie Stapp, State Librarian
John Tubbs, Director DNRC
Beth McLaughlin, Court Administrator
Tyler Trevor, Montana University System
Susan Fox, Executive Director LFS
Julia Dilly Assistant Superintendent**

DATE: September 25, 2014

**RE: ITB Common Observations and Comments
Montana Information Technology Expenditures**

At the Information Technology Board meeting on Sept. 4, State CIO Ron Baldwin presented a report detailing Montana Information Technology Expenditures. In board discussion following his presentation, board members agreed that their comments should be combined into a document that they could share with the Legislative Finance Committee when State CIO provides a similar presentation on Sept. 25 and 26.

Collectively, ITB board members want to express the following concerns about the report:

- While the collection of the IT expenditure data, specifically IT costs and FTE data from SABHRS and other state systems, used to support the fundamental conclusions in this report was a time-consuming and detailed task, it must be noted that these systems do not require state agencies to report IT expenditures in a consistent manner. An IT expenditure recorded in SABHRS in one agency, for example, may not be coded similarly in another agency. In addition, positions with IT classifications were pulled and rates annualized which would not take into consideration vacancies nor would it consider misclassifications. Further, a clear definition of IT expenditures needs to be communicated and scope needs to be defined, i.e. are spending for IT that supports state operations and services and/or IT spending that occur as direct services to constituents. Examples of expenditures reported for direct IT services include those managed by the Montana State Library to administer an integrated library system for 160+ libraries around the state and expenditure of grant funds to purchase hardware, software, and networking equipment for public libraries. While these concerns are noted in the report to a small degree, board members felt compelled to suggest that any further consideration of this topic include a thorough investigation by a Legislative Fiscal Division analyst, and include direct conversations with agency staff to ensure that supporting data is accurate and consistent.

- The comparison of peer to peer states needs to be thoroughly analyzed. Montana's large geographic size requires the development of extensive network infrastructure. In addition, the state's terrain makes it difficult to connect rural cities, counties and state offices. Delaware, a peer state noted in the report, is a very small, urban state with easy access to high speed internet. Additionally, Delaware has three counties whereas Montana has 56. North Dakota, another peer state identified, has a single statewide network that is supported by a single carrier, which may lower costs. While the peer states identified in the report appear to have similar services, there may be outlying services (such as serving K-12 schools or operating data centers) that significantly impact peer states' IT expenditures and are not accurately noted in this report.
- In future discussion about Montana's IT expenditures, more emphasis needs to be placed on *quality* of IT services and *satisfaction* of customers in relation to IT expenditures. While the Digital States Survey provides some comparison of technology practices (state by state), it does not address efficiency or effectiveness of IT expenditures and services as measured by state citizens or state employees. It also fails to measure IT collaboration and innovation, which need to be present in any successful state enterprise.

The ITB commends the State Information Technology Services Division (SITSD) staff for its work on this report. Because Montana does not have a systematic structure for recording IT expenditures, SITSD staff did its best to accurately collect data from available budgetary systems and tools. The ITB recommends that further analysis include direct collaboration with all agencies and that careful detail be used in the collection of supporting data.

Memo

To: Ron Baldwin, State Chief Information Officer
Sheila Hogan, Director, Dept. of Administration

From: Jennie Stapp, State Librarian

Date: September 10, 2014

Re: Comments regarding the Montana Information Technology Expenditures report

Thank you for the opportunity to comment on the September 1, 2013 Montana Information Technology Expenditures report authored by Kyle Hilmer.

General Comments:

I understand that this report was intended to provide the State CIO an answer to the question, "what does the state spend on IT?" This question is very broad and, depending on interpretation, may include a report on *spending for IT that supports state operations and services* as well as *spending for state services that, in and of themselves, constitute IT expenditures*. Examples of direct IT services managed by the State Library include administering an integrated library system for 160+ libraries around the state and using grant funds to purchase hardware, software and networking equipment for public libraries.

Because a significant percentage of the report is dedicated to the discussion of IT consolidation, one is left to conclude that the intent of the report was to calculate total IT expenditures that support state operations that could be evaluated if the state wishes to study the merits of consolidation. Similarly, one would assume that the report would not include expenditures that are, themselves, direct IT services and are unlikely to be considered for consolidation.

When evaluating the data included in the report about the State Library, I found that it included IT expenditures that meet both definitions. The majority of the personal services data includes salary information for staff that provide direct services to Montana public libraries, several of whom live remotely throughout the state. Similarly, the non-personal services data includes a significant amount of one-time-only grant and contract funds, and proprietary monies that were used to make IT expenditures that directly support public library operations, or contract requirements, and not the IT operations of the State Library.

With this information in mind, I respectfully make two recommendations: 1) The report should more clearly define the types of IT expenditures it is intending to represent so that the most accurate data can be captured and analyzed; and 2) SITSD should verify any data it collects with individual agencies so that the data is validated before it is made public. In doing so, we can better ensure that we, as a state, positively and effectively communicate the information presented.

Details specific to the State Library:

Working from the understanding that the information presented in this report is intended to represent those IT expenditures that support state operations and services, I offer the revised data:

Total IT staff and associated personal services spending:

- 5 FTE, \$380,710

Of the remaining 17 individuals identified in the IT report, nine are GIS staff, one coordinates the collection and distribution of federally required public library statistics and provides administrative support services, and seven provide direct support to public libraries. None of these staff provide direct operational IT services to the State Library.

Total non-personal services spending (refer attached spreadsheet):

- \$352,219

As reflected in worksheet 1, labeled IT Expense Report, staff verified the amount of non-personal services IT expenditures included in the report to within \$5,000. Of the total amount reported (\$889,354):

- \$272,237 were OTO monies spent to provide IT hardware, software and IT services to 43 public libraries through the federal Broadband Technology Opportunity Program grant which concluded at the end of FY13;
- \$68,218 were IT expenditures related to specific federal contracts;
- \$132,318 represents proprietary monies contributed by public libraries to support a shared online integrated library system and to purchase e-books and e-audio content used by public library patrons around the state;
- \$208,678 (which includes spending of proprietary monies) fund periodical reference databases, contracted services from OCLC and hosting services for MontanaLibrary2Go, a shared platform which allows public libraries to provide access to e-books and e-audio content;
- \$311,084 are funds paid to SITSD for shared state services.

Worksheet 2, labeled Agency Analysis, removes these expenditures and provides a more accurate representation of the ongoing IT expenditures necessary to support the operations of the State Library. Of the total (\$352,912), \$249,971 is paid to SITSD for shared state services.

Total 2012 IT Expenditures: \$732,929

IT Expenditures (Non personal) (Non DOA)

| | General Fund | Coal Tax | BMSC | LSTA | Total |
|--------------------------------------|----------------|----------|---------------|---------------|----------------|
| | 01100 | 02340 | 02570/02571 | 03018 | |
| 62136 IT Consult | | | 3,299 | | 3,299 |
| 62190 Printing | 1,666 | | 166 | 9,544 | 11,376 |
| 62245 Min Equi-Hardware | 53,354 | | | 7,667 | 61,021 |
| 62249 Minor Software | 8,990 | | | 285 | 9,275 |
| 62319 Cell Phones | 694 | | | 1,667 | 2,361 |
| 62371 Telephone NonDOA | | | | 253 | 253 |
| 62374 Internet NonDOA | 36 | | | 415 | 451 |
| 62386 Long Dist NonDOA | 783 | | | 321 | 1,104 |
| 62876 IT training | 2,000 | | | | 2,000 |
| 63106 Computers | 11,800 | | | | 11,800 |
| | <u>79,323</u> | <u>0</u> | <u>3,465</u> | <u>20,152</u> | <u>102,940</u> |
| IT Expenditures (Non personal) (DOA) | | | | | 0 |
| | | | | | 0 |
| 621B1 ITSD Storage | | | 4,246 | | 4,246 |
| 621B2 ITSD Hosting | 2,718 | | 16,234 | 125 | 19,076 |
| 621B4 ITSD Applic | | | 7,322 | | 7,322 |
| 621B5 ITSD Email | 3,748 | | 79 | 163 | 3,990 |
| 621B9 ITSD Database | | | 14,770 | | 14,770 |
| 621C1 ITSD Install | | | | | 0 |
| 621C2 ITSD App Dev | | | | | 0 |
| 621C3 ITSD Web | | | | | 0 |
| 621C5 ITSD Enterpr | 30,366 | | 2,533 | 1,416 | 34,315 |
| 621C6 ITSD Prof | | | 7,172 | | 7,172 |
| 621C9 ITSD GIS | | | 13,467 | | 13,467 |
| 622B1 ITSD Asset Broker | 61,998 | | 24,477 | 784 | 87,259 |
| 623B0 ITSD Voice | 14,517 | | 2,044 | 2,079 | 18,640 |
| 623B2 ITSD Network | 33,324 | | 466 | 1,840 | 35,630 |
| 623B4 ITSD Long Dist | 3,169 | | 353 | 563 | 4,085 |
| | <u>149,840</u> | <u>0</u> | <u>93,162</u> | <u>6,970</u> | <u>249,971</u> |
| | 229,163 | 0 | 96,627 | 27,122 | 352,912 |
| | | | | | 889,354 |
| | | | | | (536,442) |

* Broadband Technology Opportunity Program grant funds

Federal American Recovery and Reinvestment Act OTO monies used to purchase hardware and other computi

**Federal contracts/BLM contracts

Limited term ontract monies to be used for specific contract purposes

*** MSC/Private monies

Proprietary monies used to provide direct services to public libraries

ng and networking services in 43 Montana libraries

Agency IT Plans

July 24, 2014

This review summarizes the results of the 2014 agency IT planning process. In this cycle of planning the State adopted a new framework for strategic planning. Since 2006 Montana has looked to the principles of the MITA act and national strategic priorities of other states to build the foundation for the Montana's planning. This cycle was different. For the first time Montana looked to the State's business and program priorities as the foundation for IT planning. With this change in direction came a change in the format of the strategy document. Montana adopted Gartner's framework which is specifically designed to focus an IT strategy on executing the organization's business priorities.

A. Submitted Agency IT Plans

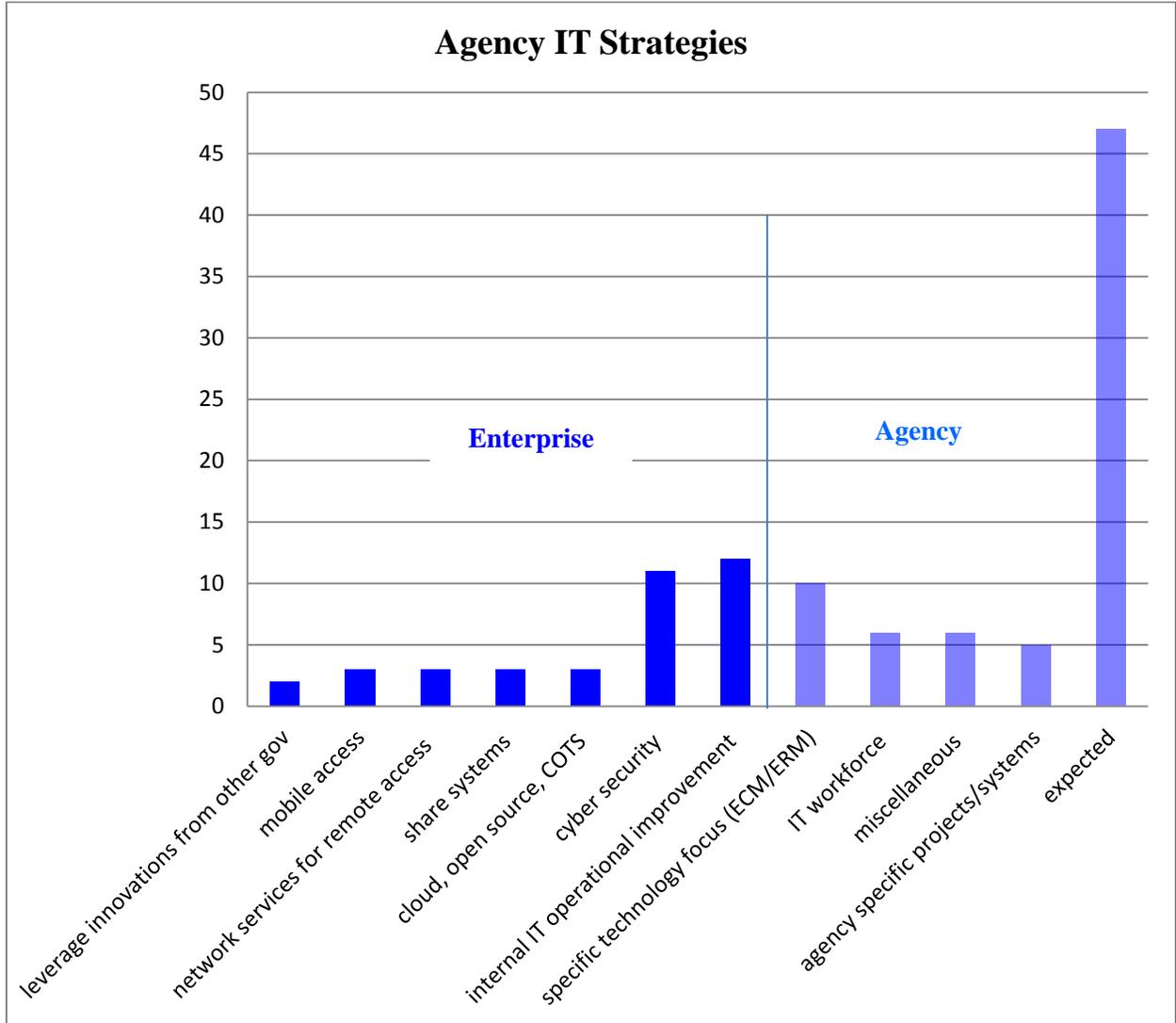
SITSD has received agency IT plans from all executive branch agencies. SITSD also received plans from the Judicial Branch and the Legislative Branch; note that MITA requires them to submit plans but their plans are not subject to DOA approval or format.

B. Gartner Framework

This planning cycle saw the introduction of Gartner's strategic planning framework. Montana modeled its enterprise strategic IT plan and agency IT plans on Gartner's recommendations for a strategy document. Although the Gartner framework called for 15 separate sections, Montana combined several sections from Gartner's framework and included a few segments that MITA specifically required.

The following sections look at the content of agency IT plans:

1. IT Strategies



- 33% of all agency IT strategies were Enterprise strategies
- 24% of all agency IT strategies new/unique to agencies
- 42% of all agency IT strategies expected/obvious/unnecessary

The chart illustrates that enterprise strategies were not a central focus of agency IT plans. Although enterprise strategies were identified and published months before agency IT plans were due, agencies preferred to concentrate in other areas. Agencies also listed a large number of strategies (42%) that might be considered obvious. A few examples:

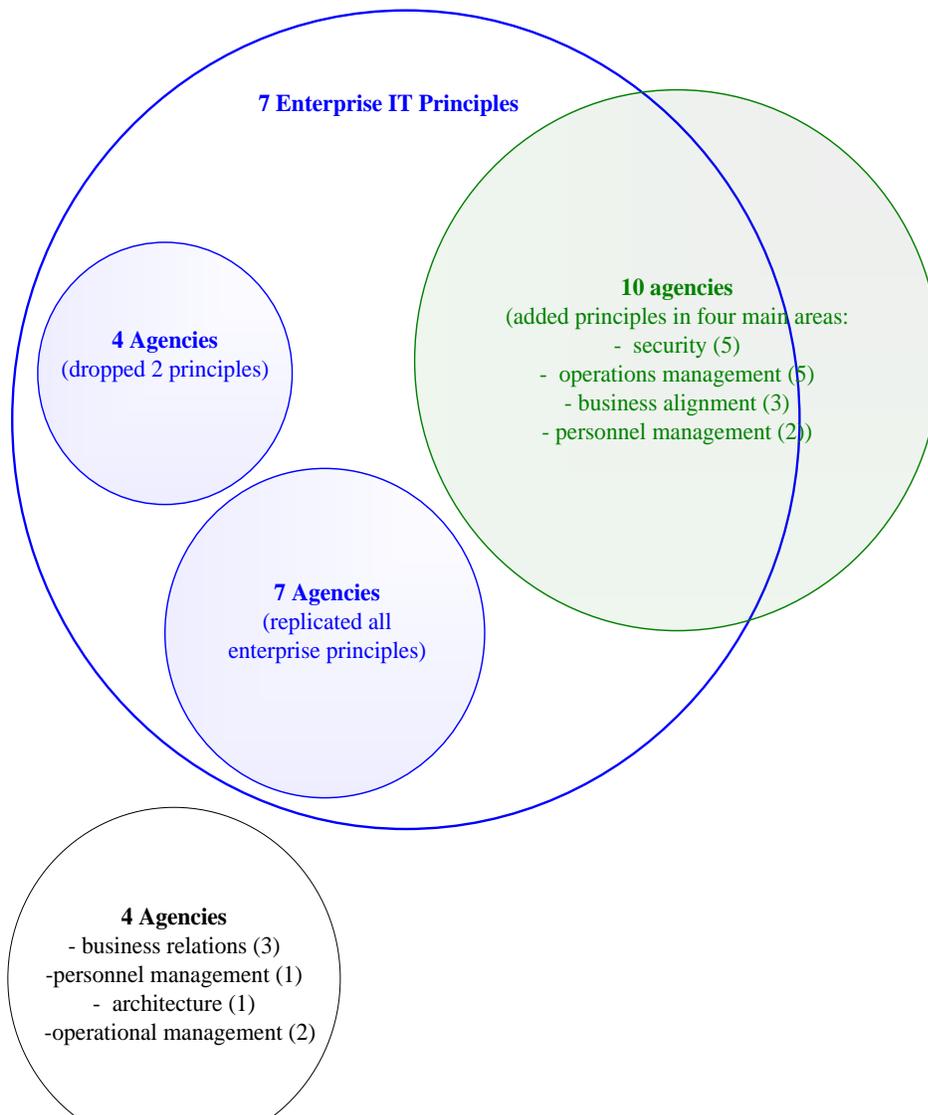
- Implement IT solutions to meet customer needs
- Research and develop new technologies and services
- Improving operational efficiency
- Utilizing the internet

- Provide agency with state of the art technology and support

Part of the problem may be traced to the lack of clear instructions on the Template. Gartner advises organizations to avoid the obvious and concentrate on the unique parts of the strategy. The Template didn't pass that advice on to agencies.

Five agencies didn't have specific strategies listed in their plans.

2. IT Principles



The IT principles listed in agency IT plans were heavily aligned with the principles listed in the enterprise plan. Only 4 agencies forged completely new sets of principles.

3. IT Governance Structure

Half of all agencies have no separate IT governance structure. They rely on the agency business or program governance structure for managing their IT operations. This result is not at all unusual for agencies with small IT staffs. It would be very inefficient to have a separate IT governance structure if they have no IT managers, no separate IT budget, and infrequent IT projects.

| Governance Components | Agencies | Count |
|--|--|-------|
| No separate IT governance structure or processes | AG Lottery BPE DOC DNRC LIV MAC MHS MPERA MSL OCHE OPD PSC SOS TRS | 15 |
| Formal IT governance structure | | |
| - Governance body | COR DEQ DLI DOJ DOR FWP SAO DOA | 8 |
| - Change review committee | COR DLI DPHHS MSF DOA | 5 |
| - Documented justification (business case) | DPHHS FWP MDT DOA | 4 |
| - Formal prioritization | DEQ DLI MDT | 3 |
| - Portfolio Management | DOR | 1 |
| - Data Governance Group | OPI | 1 |
| - Project Leadership Team | OPI | 1 |

4. IT Risks

Agencies identified 3 risks as their key problem areas. Combined these three risks were 78% of all risks listed.

- security breach
- problems hiring qualified staff
- staff retention

When these results were reported at an ITMC meeting, the ITMC requested that SITSD distribute a survey and assemble more information from the agencies on the staffing risks. They were eager to share experiences and build an enterprise-wide perspective on the hiring and retention issues.

| Risk or Issue | Agencies Identifying the Risk |
|---|--|
| Security breach | 24 DOA, BPE, DOC, COR, DLI, DNRC, DOJ, DOR, DPHHS, FWP, LOT, MBCC, MDT, MHS, MPERA, MSF, MSL, OCHE, OPD, OPI, PSC, CSI, SOS, TRS |
| Difficulty of hiring qualified technical staff/Key staff | 21 DOA, AGR, BPE, DOC, COR, DEQ, DLI, DNRC, DOJ, DOR, DPHHS, FWP, LIV, MBCC, MDT, MSL, OPI, PSC, SAO, SOS, TRS |
| Staff retention/retirements/Turnover/Voluntary Terminations | 21 DOA, BPE, DOC, DEQ, DLI, DOJ, DOR, DPHHS, FWP, LIV, LOT, MBCC, MDT, MHS, MPERA, MSF, OPD, SAO, SOS, TRS\ |
| Reduction/Lack of/Loss of funding | 8 COR, DEQ, DLI, DPHHS, FWP, MAC, DNRC, MSL |
| Staff Burnout, Too much work, Staff resources stretched thin between multiple priorities, Insufficient resources to meet program needs, particularly during season emergency or other unique events. Growing IT service demands with a static IT workforce | 5 DOJ, DPHHS, DNRC, MDT, MPERA |
| Inadequate/insufficient Staffing. Staffing level remains the same | 4 COR, MSL, PSC, OPI |
| Legislative Changes, Change to business objectives and/or priorities, Misalignment of tech. priorities with business objectives/Immature project/portfolio management leads to redundant systems, costly to maintain, poorly built, divert IT resources from high-priority projects and support needs, and/or fail to adequately meet agency or program business requirements | 4 DNRC, FWP, COR, MPERA |

5. Success of the Gartner Model for Strategic Planning

The template used in this planning cycle was a modified Gartner template. For example, we added a sections required by MITA: agency IT goals and objectives and proposed IT projects.

Gartner's model worked, but it was not an overwhelming success. All changes take some period of understanding, acceptance, and adjustment, and this change was no exception. Some agencies adapted well and wrote understandable and logical plans. Other plans were perfunctory and vague. The proportion of good plans to bad was about the same proportion as the last planning cycle.

Strategic planning best practices and Gartner recommend that IT strategic plans be based on the organization's business objectives and strategies. For the first time in 12 years Montana followed that recommendation. That change had an immediate, unanticipated positive result. The Digital States survey not only asked whether Montana structured it's IT strategy on business objectives, it was probably the highest scoring part of the survey. The Digital States organization was heavily focused on this area since the survey allowed a state response that was double the length of any other section of the survey.

1A. The Big Picture: What are the major policies that the governor has established and how is ICT being asked to respond? Specifically, list the policies of the administration (with a reference to a document or where this is publicly stated) and describe what the ICT leadership is doing to meet the demands of government programs as they change.

C. Issues

1. Unwarranted Duplication

Nearly every IT Plan indicated agencies are pursuing activities or projects that could be described as unwarranted duplication. Some of these are in areas where SITSD already provides enterprise services. Some of this duplication has also been identified through the ITPR process.

The following three areas are where the duplication is most commonly, and where SITSD/CIO has an opportunity to minimize the unwarranted duplication and take steps towards a more effective and efficient government.

Infrastructure

- Servers and storage infrastructure – While many agencies currently buy these types of services from SITSD, a surprising number of agencies, both large and small, continue to invest in these technologies outside of SITSD. The ITPR process reveals efforts to dissuade the agencies from these types of investments but the vast majority are approved.
- Desktops and desktop support – Nearly every agency reported providing their own desktop support and the underlying support infrastructure necessary, such as management tools, system standards, help desks and support staff. Exceptions include DOA and some small agencies that currently contract with SITSD/DOA.

It is interesting that many agencies report difficulty in providing more advanced technology or business automation and improvement projects and services (commonly referred to as “high value activities”) because they are spending resources on technology infrastructure.

Business Process Automation Systems

Business process automation systems are systems that provide workflow and automation. Two of the major applications areas are regulation/permitting and case management. Currently, there are dozens of systems in production or planned. Montana is diluting expertise and resources providing a multitude of different systems and technologies for essentially the same business processes and functions. Although there are a few instances shared-services and systems collaboration between agencies, for the most part the agency plans do not indicate any significant shared activity.

SITSD has an opportunity to assume a matchmaker and facilitator role for shared services. Depending on the political environment, SITSD may even need to facilitate arranged marriages when

it benefits the enterprise. Agencies cannot be expected to initiate collaboration because they are funded separately, and are not motivated to participate in activities that may increase their risks, costs, or extend their implementation timetable. Enterprise benefits are not currently a significant motivator.

Custom Software Development

Based on agency IT plans, budgets, staffing and ITPRs, we note a large amount of custom software development occurring and planned within the State. Based on what we do see, there are duplicative efforts in the areas of business process automation systems as identified above. This continued focus on custom application software contradicts our enterprise strategy of deploying custom built systems only when absolutely necessary. In all fairness, the enterprise plan preceded agency plans by only two months, and that interval is far too short for agencies to completely revamp their portfolio of projects. Adjustments will take years.

2. Security and Continuity of Business

Several agencies indicated that they are struggling to implement security controls and COOP compliance. They cited lack of experience, time and funding. Often it is an IT technician that inherits the ISO responsibility, and they are totally overwhelmed with ensuring agency systems comply with state policy and industry best practices. Even though SITSD offers security services, some agencies elect to not use the service.

D. Supplements

| | |
|-------|-----------------------------|
| DPHHS | 23 |
| DOA | 13 (including 8 from SITSD) |
| COR | 5 |
| MDT | 5 |
| OPI | 3 |
| DOJ | 2 |
| DOR | 1 |
| FWP | 2 |
| JUD | 2 |
| LOT | 2 |
| MSF | 2 |
| CPP | 1 |
| DEQ | 1 |
| DNRC | 1 |
| MPERA | 1 |
| MSL | <u>1</u> |
| | 65 |

Agencies did a commendable job filling out the IT project Supplement documents. We recognize that it is difficult for agencies to submit complete and comprehensive Supplemental documents for their proposed IT projects. At this early stage of their planning cycle, they may not have been able to evaluate

alternatives, assemble cost estimates, or understand the full scope of the project. Many of the submitted Supplements were missing information regarding implementation costs, ongoing service and maintenance costs, internal resources, etc. In our analysis, we did not derive any particular trends regarding types of applications or technologies being pursued.

E. Lessons Learned and Recommendations

1. Some agencies' responses are more tactically-oriented than strategic. This is common among very small agencies. One solution might be to allow agencies to adopt the Enterprise IT Strategic Plan and then submit a separate tactical agency IT Work Plan that supports their agency's business programs. The tactical plan would list the specific projects and initiatives they planned to implement over the next two years. Larger agencies would submit their own agency strategy documents as well as a separate agency IT Work Plan.
2. In the IT planning template, we should ask more specific questions regarding technology solutions the agencies plan to utilize. For example, we could ask agencies if their planned solutions involve cloud services, mobile computing applications, business intelligence, records management, shared IT solutions, etc. If their answer to a particular technology is yes, we could drill down with more probing questions. Currently, we have to deduce or guess agencies' approaches to business and technology solutions. These questions and answers would be used for analyzing agency directions and technology priorities. Today we must infer these directions from reading their written plans.
3. It is difficult for agencies to submit complete and comprehensive supplemental documents for their proposed IT projects. At this early stage of their planning cycle, they may not have been able to evaluate alternatives, assemble cost estimates, or understand the full scope of the project. Many of the submitted supplements were missing information regarding implementation costs, ongoing service and maintenance costs, internal resources, etc. We could modify the supplements to a short form, and request a more limited set of information. If the CIO or OBPP request additional information, the agencies could be asked to fill out the "long form" supplement. Agencies would have between June 30 and October to complete the long form supplements. The objective would be to provide OBPP and the CIO with enough information to either approve or deny projects prior to Governor's budget being finalized.
4. The risk section of the agency plans yielded good results. Agencies identified 3 primary risks that almost every agency subscribed to. The ITMC asked that SITSD gather and disseminate additional information on the risks of staff hiring and retention. We are planning to follow up on ITMC's request.
5. Agency IT strategies were problematic. There was no wide spread acceptance of the Enterprise strategies, over 40% of all strategies listed were obvious or clichés, and five agencies didn't have anything that could be identified as strategies. Part of the problem is related to the issue 1 above. Our recommendation is that agencies must use Enterprise strategies at a minimum, but they are allowed to add additional strategies.

6. Agencies overwhelmingly adopted Enterprise principles as their own. Only 4 agencies elected not to use any of the Enterprise principles. Either the Enterprise principles were generally comprehensive and satisfactory, or agencies found the process of listing principles as unimportant. Our recommendation is that agencies must use Enterprise principles at a minimum, but they are allowed to add additional principles.

Submitted by Barry Bass and Kyle Hilmer
July 22, 2014

| | A | B | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S |
|----|-----|---|---|--------------------|----------------------------------|--------------------------|-------|-----------------|------------------------------------|--|-------------------|--------------------|--|-------------|------------------------|-------------------------|---|-----|
| 1 | | | Update/replacement of existing business app | Custom application | Equipment replacement or upgrade | New business application | Other | web application | ECM, ERM, Digital Asset Management | Evaluate application/system upgrade or repla | web site redesign | Audio/video system | Infrastructure software (OS, database, etc.) | SaaS System | Licensing / Permitting | Inter-agency Initiative | Security (NIST, we application firewall, COOP pro | GIS |
| 2 | | | 46 | 27 | 21 | 18 | 18 | 16 | 12 | 10 | 9 | 8 | 7 | 4 | 4 | 3 | 2 | 2 |
| 3 | AG | ASD Licensing, Registration and certification system replacement | | | | X | | | | | | | | | X | | | |
| 4 | AG | Replace Network File and Print Servers, co-locate servers at SMDC | | | X | | | | | | | | | | | | | |
| 5 | AG | Wheat & Barley Committee Grain Movement and Assessment program | | X | | X | | X | | | X | | | | | | | |
| 6 | AG | Online e-Government Montana State Crop Hail Insurance | | X | | X | | X | | | X | | | | | | | |
| 7 | COM | Commercial Coal Tax Loan Program/INTERCAP Upgrade. | | | | | | | | X | | | | | | | | |
| 8 | COM | Board of Investments (BOI) – Implement SITSD Backup Service | | | X | | | | | | | | | | | | | |
| 9 | COM | Business Resources Division -Census and Economic Information Center | X | | | | | | | | | | | | | | | X |
| 10 | COM | equipment and methodology is due for replacement or update. | | | X | | | | | | | | | | | | | |
| 11 | COM | Digital Asset Management and Web Accessibility. | X | | | | | X | X | | | | | | | | | |
| 12 | COM | Digital Forms. | | | | | | X | X | | | | | | | | | |
| 13 | COM | Electronic Records & Content Management. | | | | | | | X | | | | | | | | | |
| 14 | COM | DNN implementation | | | | | | | | | X | | | | | | | |
| 15 | COM | Email archive | | | | | X | | | | | | | | | | | |
| 16 | COM | Intranet and Internet Redesign. | | | | | | | | | X | | | | | | | |

| | A | B | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S |
|-----|-----|---------------------------------|---|--------------------|----------------------------------|--------------------------|-------|-----------------|------------------------------------|--|-------------------|--------------------|--|-------------|------------------------|-------------------------|---|-----|
| 1 | | | Update/replacement of existing business app | Custom application | Equipment replacement or upgrade | New business application | Other | web application | ECM, ERM, Digital Asset Management | Evaluate application/system upgrade or repla | web site redesign | Audio/video system | Infrastructure software (OS, database, etc.) | SaaS System | Licensing / Permitting | Inter-agency Initiative | Security (NIST, we application firewall, COOP pro | GIS |
| 133 | SOS | Online Voter Registration | | X | | X | | X | | | | | | X | | | | |
| 134 | TRS | M-Trust; Montana TRS | X | X | | | | X | | | X | | | | | | | |
| 135 | TRS | Examine alternatives to FileNet | | | | | | | X | X | | | | | | | | |
| 136 | TRS | Upgrade the server blades | | | X | | | | | | | | | | | | | |
| 137 | TRS | Upgrade VMware | | | | | | | | | | | X | | | | | |
| 138 | | | 46 | 27 | 21 | 18 | 18 | 16 | 12 | 10 | 9 | 8 | 7 | 4 | 4 | 3 | 2 | 2 |

Montana Information Technology Supplements Summary for FY 16-17

| Agency | Project Title | Brief Description of the Project | Estimated Start Date | Estimated Completion Date | Total Estimated Cost | Annual Cost Upon Completion | Long Description |
|--------|--|---|----------------------|---------------------------|----------------------|-----------------------------|--|
| COR | Electronic Health Records | Records System for management of inmate medical services provided and managed by the Department. | | TBD | \$ 368,000 | \$155,712 | 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. The Department intends to issue an RFP for a Software As A Service (SAAS) Correctional Electronic Health Care System. The selected system will be interfaced with the Department Offender Management Information System (OMIS) as well as the electronic pharmacy system utilized by our Department. We intend to interface with the MT Department of Health and Human Services Electronic Medical Systems when they are ready to interface with ours. We also intend to interface this system with our other health care providers as the opportunities arise. |
| COR | Dental Panograph Machine | Dental Panograph Machine for panographs of teeth, surrounding bone and maxillary sinuses for inmates at Montana State Prison. | | TBD | \$ 25,000 | \$ - | Montana State Prison's current panograph film processor is broken and would be extremely expensive to repair. In addition, if repaired, the image quality of the current panograph is below acceptable quality standards. The radiographs are very important for detection of oral pathology of the upper and lower jaw, including tumors and malignancies; preparation for dental surgical procedures, especially for detection of nerves close to the tooth roots and maxillary sinuses; for follow-up to maxilla-facial surgeries; and for detection of maxilla-facial trauma. The new panograph machine could produce significantly better images and can be transmitted digitally. The new panograph would allow for MSP to meet the treatment recommendations and standard of care set forth by the National Commission on Correctional Health Care (NCCHC). |
| COR | Tablet computers | Replaces desktop PCs with tablets for a select group of employees. | | | \$ 137,003 | \$24,281 | This request will address mobility issues for a select number of employees. For example the probation and parole officers are often times in the field making contact with offenders. The ability to access the Offender Management Information System (OMIS) instantaneously will add safety and efficiency to these contacts. It will also give officers the ability to notate any situation so that the next officer the ability to access these notes and determine if the offender is unstable and should not be approached without law enforcement assistance. Support staff would be able to access critical information outside of the office. |
| COR | Jasper Server Professional | Create and administer a central repository for reports management and information delivery. | 1-Jul-15 | Nov-15 | \$ 25,000 | \$ 25,000 | The purpose of this procurement is to enhance the distribution and accessibility of mission critical information with Department staff and external state agencies. This software will allow us to create a Business Intelligence portal. This portal will allow non-technical staff to use existing data to create, edit, and distribute ad hoc reports and charts that will allow them to get the data they need, when they need it. They will be able to create distribution schedules that will automatically transmit information in report format to local law enforcement and other strategic partners. |
| COR | Security System replacements and assessments | Replacement and upgrades to control systems that are at end-of-life. | | TBD | \$823,850 | \$17,000 | The department has a wide variety of security systems that are at the end of life and that need to be replaced, that need to be updated, and new installations. These systems include: a) Security cameras replacements, assessments, and new installations. b) Door control updates and assessments. c) 4 door control systems at Montana State Prison that have reached the end of their useful life and need to be replaced d) Security assessment. This request includes funding for a comprehensive technology security assessment for our secure facilities and probation and parole offices. |

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| CPP | On-line Campaign and Committee E-Services | Enhance the existing Oracle database and develop new on-line services. | 14-Jan | May-14 | \$ 480,800 | \$55,000 | The Campaign Tracker application is attached to an Oracle database and it uses a mixture of checklists to track various business processes. The lack of a consolidated database has resulted in lost documents, delays in processing, and overlapping schedules for staff members. The objective is to provide a new online system that is intended to encourage everyone to use the eFile system. The system will also provide free access to the public and allow for broad searches of the public data. |
| DEQ | Permitting Information Management | Replace the wastewater discharge permit system - Water Permit Tracking System (WPTS) | 7/1/2016 (RFP release) | unknown | unknown | unknown | The project will replace the current wastewater discharge permit system, Water Permit Tracking System (WPTS), with a supported database platform, and include new and/or refined business functionality required by state and federal regulations, and meet business requirements identified during DEQ's business process assessment |
| DNRC | Water Rights Information System Sustainability Project | Discovery Phase / Online Water Measurement Forms | 15-Jul | Jun-17 | \$ 149,400 | unknown | This project will review needed business functionality, identify potential replacement alternatives, and complete a proof of concept solution. The Water Rights Division will also pursue an online system designed to simplify and improve the efficiency of the water measurement reporting process. |
| DOA | Data Protection Initiative | Mitigate security gaps in the State IT systems; enhancement/implementation of network access control and compartmentalization; enhance server infrastructure protection; increase physical security of network devices; | | Jun-17 | \$ 5,607,500 | \$ 832,500 | The state would implement a statewide data protection system through a network access control and compartmentalization system. This type of system verifies devices authenticating to the network to ensure that devices are up-to-date and have proper protections in place. This system also segments key systems to isolated environments to further protect confidential data. The system would be expanded to select outside individuals for access to confidential data that is maintained by state government. |
| DOA | Data Center Infrastructure Management (DCIM) | DCIM is a system to provides operational data about a data center, including environmental data (temperature, humidity, and airflow), power data (at the device, rack, zone and overall data center) and cooling information. | | Jun-17 | \$ 400,000 | TBD | DCIM is considered best practice for Data Centers and can help enforce standard processes for operating the data center. These processes can reduce operator errors. DCIM also provides operational data, including environmental data (temperature, humidity, and airflow), power data (at the device, rack, zone and overall data center) and cooling information. This information can be used to do predictive analytics of the availability of resources (power availability, cooling capacity, where to place equipment). DCIM is an invaluable tool for data centers to be able to provide reliable environmental and power controls. |
| DOA | Enterprise Services (fixed cost) | The purpose of this EPP is to request funding for the net increase \$2,182,316 each year of the 2017 biennium for SITSD's Enterprise Services. | Jul-15 | Jun-17 | \$ 4,364,632 | NA | The Enterprise Services consists of expenditures that SITSD is mandated by statute to perform or services that for the overall good of the state. These items have been removed from overhead throughout SITSD other services rates and are included as a fixed rate that are allocated to all state agencies by their number of normal user active directory accounts averaged for FY14. The purpose of this EPP is to request funding for the net increase \$2,182,316 each year of the 2017 biennium. |

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| DOA | Enterprise eProcurement Solution | SPB is intending to purchase an enterprise SAAS eProcurement system to replace OneStop and mac.mt.gov | Jul-16 | Jun-17 | \$ 750,000 | TBD | Status quo is not feasible as the contractor that built OneStop is no longer under contract; mac.mt.gov is no longer meeting SPB's needs. Implementation of enterprise eProcurement SAAS will provide solutions to issues with contract management that are unavailable with current system; software maintenance is not dependent upon one individual's knowledge (as is the case with the status quo.) |
| DOA | Internet Bandwidth and Security Upgrades | Upgrade secure internet bandwidth to support agency business needs. | Jul-15 | Dec-15 | \$ 4,065,398 | TBD | SITSD will need to purchase equipment that can scale and support from 1Gb to 10Gb of total internet bandwidth. In addition to this equipment, additional security and monitoring equipment will need to be purchased and installed to continue to analyze internet network traffic to maintain optimum network bandwidth availability to meet agency requirements |
| DOA | MBARS Upgrade | Upgrade the statewide budgeting system | in progress now | Dec-15 | \$ 1,823,873 | \$ 369,527 | MBARS is over 16 years old and has not been substantially upgraded in that time. The technological utilized for MBARS (client server application; PowerBuilder programming language) are dated and at risk. The contractor supporting MBARS has experienced greater difficulties in maintaining a knowledge base of programmers to assist the State. Fewer programmers know PowerBuilder and/or MBARS functionality and the State's business processes. Interactions with other applications (i.e. Citrix, Microsoft Office) are becoming increasingly more difficult. |
| DOA | Statewide Policy Management System - MOM | Statewide policy management system for MOM policies published and managed by the Department of Administration | in progress now | ongoing | \$ 5,000 | \$ 15,000 | This project is the ongoing effort to maintain and support the Statewide MOM Policy Management System (http://mom.mt.gov/default.mcp). This system provides for a centralized location for all Statewide MOM Policies and associated documents. It also provides for workflow and automation for policy owners and editors. For example, the system will automatically notify policy owners when it is time to review a policy. The system and associated solicitation and contract were structured to enable it to be used by individual agencies to address their internal policy management needs at a relatively minimal cost. |
| DOA | SITSD / NTSB Budget increase for rate base services | Miscellaneous bandwidth upgrades across the network. | Jul-15 | Jun-17 | \$ 4,590,628 | \$120,671 to \$241,342 | During the timeframe from FY14/15 to FY16/17, many initiatives and security enhancements have been either added to the Summitnet network – or – need to be upgraded / added in support of the services provided to agencies, universities, and counties. These upgrades and network changes will support all Summitnet network users – and many of these changes will add costs to the overall network. These charges will be proportionally billed to the agencies, universities, and counties - which will increase their rates for specific catalog services. |
| DOA | Remote Site Fiber Upgrades | Upgrade the telecommunications facilities at four sites. | Jul-15 | May-16 | \$ 781,000 | 0 | Upgrade the telecommunications facilities at four sites: Montana State Hospital in Warm Springs, Montana Development Center / Riverside Youth Correctional Facility in Boulder, DNRC Area Office in Libby, and the Montana State Auditor's Office in Helena. |
| DOA | Claims and Lawsuit Application | Update and enhance DOA RMTD system for managing claims and lawsuits against the State of Montana | currently in progress | Jun-17 | \$ 947,900 | \$ 212,900 | The Claims and Lawsuit application is a web application and supporting database that provides the ability to record and track claims and lawsuits against state of Montana agencies. The application retains all historical data for trending with actuaries and records payments, loss information, notes and other information as the claim or lawsuit moves through the RMTD process. The application also includes a website where agency users can log in and see various claim reports specific to their agency. This website is known as CARISMA. |

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| DOA | Taleo Recruitment and Selection | New recruitment and selection system | currently in progress | Sep-14 | \$ 350,000 | \$ 200,000 | This project will implement a new recruitment and selection system and enable best-practices in recruiting and selecting new employees. It will also enable better tracking and reporting of recruitment and selection activities for agencies and the enterprise. |
| DOA | Tower Enclosures for the SMDC and MCDC | The proposal involves the construction of two buildings enclosing cooling towers at both data centers, in Helena and Miles City, to protect the pipes and sensors from the weather. | | Summer 2016 | \$ 400,000 | TBD | When the data centers were constructed the cooling towers were not enclosed as a cost saving measure. For several years the pipes and sensors have been exposed. Heat tape and insulation have been used to try and mitigate the effects of the weather. Neither data center has experienced an outage due to the weather's impact on the towers, but an outage is only a matter of time. |
| DOA | VoIP PBX Statewide Voice Disaster Recovery | Install a redundant/failover PBX in the SMDC to provide disaster recovery for the state's primary PBX located in the Mitchell Building | | Jun-16 | \$ 2,100,000 | TBD | The State currently has the largest primary PBX for voice calls, voice messaging, and voice response systems supporting many State Agencies which is located at the Mitchell Building. This Appropriation Request is for a first phase to purchase a failover PBX and services to support continuity of service and security for State workload and requests |
| DOJ | MHP In-Car Video | Replacement of current MHP in-car video systems along with necessary infrastructure to support these systems. | 15-Jul | 2015 | \$ 2,450,000 | \$ 192,250 | Replacement of current MHP in-car video systems along with necessary infrastructure to support these systems. Current system is at end of life and a replacement is required.. |
| DOJ | MERLIN (Montana Enhanced Registration & Licensing Information Network) | MERLIN Phase 3 upgrade to include driver services. | Jul-14 | 2019 | \$ 17,570,356 | \$ 3,145,751 | The third and final phase is the development and deployment of MERLIN integrated driver licensing and records management applications. Phase 3 is divided into four parts (1. Accounting and Unified Customer; 2. Electronic Payment Services; 3. Customer Service Portal; 4. Driver Services). □ Part 1 unified customer business process design and requirements are complete and testing will begin in March; accounting design and requirements are nearing completion. □ Part 2 is in the planning stage with the State electronic payment solution provider. □ Part 4 project planning is underway. This project plan will incorporate the remaining stages of Parts 1 and 2, and is being developed with 3M Company assistance. □ Part 3 project initiation will begin as resources become available from the Parts 1, 2, and 4 efforts. |
| DOR | Gentax System Upgrade | Upgrade to the newest version of FAST Enterprise's system. | | Jun-17 | \$ 2,675,000 | TBD | Users will have access to the system from any state secured computer or mobile device. The redesign will also provide users an improved client experience. This will include the ability to access large amounts of information available at a summary level, while providing easy access to underlying detail. Increased user security and activity tracking tools have been added. Developers and managers will have the ability to play back screenshots demonstrating the exact steps of users. This will assist users in completing tasks or to recreate errors during troubleshooting. A multitude of tools have been added or enhanced to maximize user productivity, increased security and improved fraud detection. Managers may utilize the new work management functionality providing them with more control of their employees' workload. |

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| FWP | FWP Enforcement Technology | Upgrade and enhancement of FWP Law Enforcement mobile and communications technology. | Jul-15 | 30-Jun-17 | \$ 460,690 | \$131,000 | The project covers the installation and maintenance of Mobile Computer Terminals (MCT) along with functional vehicle mounted and portable radios for FWP game wardens. This project is in cooperation with the DOJ, MHP, and the Statewide Radio Interoperability group. |
| FWP | FWP Wildlife Information System (WIS) Enhancement | The project is designed to address functional deficiencies in the existing system, facilitate wider adoption by agency biological staff, enhancing data based decision-making, and interface the system to other agency systems. | Jul-15 | 30-Jun-16 | \$ 500,000 | TBD | FWP currently has a large backlog of proposed enhancements and new functionality requests for the WIS system in its project queue. This project will use augmented staff contract resources funded with federal grant monies and will utilize FWP development, analyst, and project management staff time as an "in-kind" match to federal funds. Utilizing FWP's IT Governance Process, these requests will be prioritized for development. Approved requests will be managed via formal project management processes and executed through use of the Agile development methodology, as is customarily used for all development projects within FWP. |
| HHS | Electronic Health Records (EHR) for Department Facilities Planning - LRIT | This request is for the planning, RFP, feasibility study, business alternative and analyses processes for implementation of certified EHR. | | FY 16 | \$ 600,000 | NA | Department will obtain credible assessments of the EHR information system needs for the services delivered through the departments facilities. This request also includes the analysis of replacing the specialized accounts payable and accounts receivable system for facilities that bills various payers including private insurance, Medicaid, and Medicare. |
| HHS | CAPS Maintenance and Operations | Child and Adult Protective Services system (CAPS) is the States current SACWIS application | | Ongoing M&O | NA | \$ 1,900,000 | Maintenance and operations of the CAPS system is the primary purpose of the CAPS project. |
| HHS | MSAMS Project and Maintenance | MSAMS is a state of the art web application used to evaluate the safety of children reported to be abused or neglected. | | FY15 | NA | \$ 420,000 | The purpose of this project is to complete the automation of the safety assessment management forms and provide for the maintenance and operations of the system through the implementation of a new MACWIS |
| HHS | The System for Enforcement and Recovery of Child Support (SEARCHS) Maintenance and Operations | The SEARCHS is used in the enforcement and recovery of child support, financial accounting, payments, and reporting. | | Ongoing | NA | \$ 2,442,462 | This is an operations and maintenance project so there are no project schedule or milestones. SEARCHS is a legacy system and is over 20 years old. It is therefore expected that there will continue to be major enhancements and significant maintenance issues to work on during the duration of the current project. |
| HHS | SEARCHS Planning LRIT | This request seeks to perform the planning, RFP, feasibility study, alternative and business analyses for the replacement of SEARCHS | | FY 17 | \$ 2,991,254 | NA | This new proposal requests funding through the Long Range Information Technology bill for the Technology Services Division. This requests seeks \$2,991,254 in total funds for the purpose of performing the planning, request for proposal, feasibility study and alternative analysis process for the replacement of the System for the Enforcement and Recovery of Child Support (SEARCHS). SEARCHS is a legacy system that is over 20 years old. |

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| HHS | CCUBS Planning LRIT | This request is for the planning, RFP, feasibility study, alternative and business process analysis' for the replacement of the CCUBS. | | Jun-17 | \$ 1,063,542 | \$ - | This planning effort will allow the agency to determine the best course of action for the future of this system by performing a fully executed feasibility study and alternative analysis of the current program and its processes. This new proposal requests funding through the Long Range Information Technology bill for the Technology Services Division. This requests seeks \$2,100,000 in total funds for the purpose of performing an upgrade to move the Child Care Under the Big Sky (CCUBS) from an outdated oracle Forms platform to JAVA Script. |
| HHS | CHIMES-SNAP Maintenance and Operations | CHIMES-SNAP is the system used in the eligibility determination, benefit distribution and program administration for SNAP. | | Ongoing | \$ 11,049,502 | \$ 1,833,572 | The primary objective of the CHIMES-SNAP project is to incorporate all eligibility determination and benefit issuance requirements and introduce advanced business functionality (e.g. a business rules engine) into a web-based environment. This new system employs modern technologies such as J2EE and a business rules engine that will improve the availability and quality of information necessary for the effective delivery of services to participants. Based on program business rules, CHIMES EA will use the data entered to determine eligibility and calculate benefit amounts for SNAP. Program participants will be stored in a common client index and will be identified across the programs with a single identification number. The result is improved worker efficiency, elimination of dual data entry and reduction of errors. |
| HHS | Systems Maintenance and Operations Contracts Price Adjustments | This requests funding for maintenance and operations contract increases due to anticipated cost adjustments for contracted IT services that resulted from contract extension. | | Ongoing | \$ 2,037,439 | \$576,180 | Many of the data system IT maintenance and operation contracts are nearing or are at the end of the contracted term. Some of these contracts allow for one year extensions. Many of these contracts are five or more years old. It is anticipated that vendors will seek contract price adjustments and increases due to this fact. The systems the contracts are associated with include SEARCHS and CAPS legacy systems, CHIMES SNAP, CHIMES TANF, CHIMES MA/HMK, and CCUBS. |
| HHS | CHIMES-TANF Maintenance and Operations | CHIMES-TANF is the system used in the eligibility determination, benefit distribution and program administration for TANF. | | Ongoing | \$ 11,221,325 | \$1,858,501 | The primary objective of the CHIMES-TANF project is to incorporate all eligibility determination and benefit issuance requirements and introduce advanced business functionality (e.g. a business rules engine) into a web-based environment. This new system employs modern technologies such as J2EE and a business rules engine that will improve the availability and quality of information necessary for the effective delivery of services to participants. Based on program business rules, CHIMES EA will use the data entered to determine eligibility and calculate benefit amounts for TANF. Program participants will be stored in a common client index and will be identified across the programs with a single identification number. The result is improved worker efficiency, elimination of dual data entry and reduction of errors. |

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| HHS | CHIMES MA/HMK OTO made base | The CHIMES-Medicaid/HMK is a modern Medicaid eligibility system that replaced the Medicaid component of TEAMS. CHIMES-Medicaid/HMK was recently modified to be utilized for the eligibility determination of Healthy Montana Kids (HMK) benefit, replacing Kids Insurance Determination System (KIDS). | | Ongoing M&O | \$ 13,757,300 | \$3,439,325 | The purpose of this project is to provide the availability to maintain and enhance the CHIMES-Medicaid/HMK System on an ongoing basis, allowing staff to determine applicant eligibility for some 40 Medicaid Program coverage groups (including HMK), as well as the Medicare Savings programs known as QMB, SLMB and QI1. As with any system, additional maintenance or enhancements will be required to ensure the system suits the business need after implementation. In addition, as State and Federal policies and mandates evolve, the system may have to be modified to adhere to these new policies and regulations. This is especially vital with Health Care Reform "looming", which will most likely require adjustments to the CHIMES-Medicaid/HMK System and/or business processes. |
| HHS | Montana Access (EBT) Maintenance and Support | Electronic Benefits Transfer (EBT) is used to electronically deliver SNAP benefits, TANF cash payments, and WIC assistance. | | Ongoing | \$ 11,817,111 | \$ 2,139,109 | <p>The long term goals are:</p> <ul style="list-style-type: none"> - Use of debit card technology to reduce program stigma - Provide better customer service for program participants. - Reimburse merchants through the Automated Clearing House (ACH), - Reduce issuance costs for the DPHHS by eliminating costly paper methods. - Reduce coupon-processing costs for DPHHS and financial institutions, such as the Federal Reserve, by eliminating manual processes. - Reduce and eliminate program fraud. - Provide better management, administrative, reporting and tracking tools for the DPHHS- Provide better customer service for program participants. - Reimburse merchants through the Automated Clearing House (ACH), - Provide better management, administrative, reporting and tracking tools for the DPHHS |
| HHS | Electronic Benefits Transfer (EBT) is used to electronically deliver SNAP benefits, TANF cash payments, and WIC assistance. | This project is aimed at moving away from a state-run, in-house Electronic Benefit Transfer (EBT) system. | | Jun-17 | \$ (2,574,600) | \$ (858,200) | The primary objective of this project is to engage in a coordinated effort within the Department to utilize an EBT vendor to meet the Department's needs for EBT services for SNAP, TANF, and WIC. It is envisioned that additional programs and benefits may be added to utilize the same EBT services. The EBT vendor will be expected to provide the full range of EBT services. Savings due to reduction in SITS services. |

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| HHS | Child Care Under the Big Sky (CCUBS) Maintenance and Operations | Child Care Under the Big Sky (CCUBS) supports Montana's child care program. | | Ongoing | NA | \$ 1,238,777 | The CCUBS system will progress toward more web based solutions that will be accessible through a portal for use by providers, R&Rs, and consumers. The STARS system is implemented through a network of external solutions including a set of proprietary measures that are used through Branagh, and passed to EPT (the Registry system) in Wisconsin. Child Care facilities participating in the STARS programs use the EPT (Registry) system to enter personnel training and education information. The assessment information documented at child care facilities through the Branagh tablets is scored and interfaced with the ECP registry. Plans for the addition of new STARS providers are in progress. The system is scheduled for an upgrade to Oracle 11g. |
| HHS | Vocational Rehabilitation (VocRehab) Intelligent Case Management (ICM) System Implementation and Maintenance | The existing VocRehab ICM system is outdated and no longer meets the needs of the department in functionality, flexibility and accessibility. | | Ongoing | NA | \$ 351,000 | This is a web-based, configurable COTS solution that will be hosted on a Java application server, using an Oracle backend database. The contractor will work with Agency staff to gather business requirements and configure the system to meet those requirements. There may be some custom modifications (programming) required as well, but is believed that this will be minimal. |
| HHS | CHIMES-Medicaid/HMK Maintenance and Operations | The CHIMES-Medicaid/HMK is used in the eligibility determination for Montanans for Medicaid or HMK benefits. | | Ongoing | \$ 21,662,231 | \$ 3,611,692 | The purpose of this project is to provide the availability to maintain and enhance the CHIMES-Medicaid/HMK System on an ongoing basis, allowing staff to determine applicant eligibility for some 40 Medicaid Program coverage groups (including HMK), as well as the Medicare Savings programs known as QMB, SLMB and QI1. The primary objective of this project is to incorporate all Medicaid-related healthcare programs that the State of Montana has opted to implement from the Social Security Act (Title XIX, Section 1902) into one central system, introduce advanced business functionality (e.g. a business rules engine and cascading eligibility determination), and move the system off of the State mainframe. |
| HHS | Budget Report Management System | Administrators developed a monthly Budget Status Report (BSR) to more effectively manage the department budget | | NA | Costs for BRMS Phase I and Phase II were accrued in previous biennia and are funding this project. Total estimated cost of BRMS Phase I and Phase II is \$501,180 | | The Budget Status Reporting Service (BRMS) will be enhanced to allow all access within DPHHS perform the Monthly Medicaid Projection process in the BRMS service. The service will enable DPHHS to have a single reporting utility to enter budget information in addition to provide Medicaid projections with automated data imports. An extract process will allow DPHHS to generate various projection reports. |
| HHS | CDS/HMIS Maintenance & Operations | The CDS is used in support of the ten Human Resource Development Councils in the delivery of services to low-income residents of Montana. | | Ongoing | \$ 6,794,866 | \$ 1,134,104 | To provide technical services for the ongoing development (including maintenance and enhancements), testing, and database maintenance, as well as production support, user assistance, training, creation of manuals, system documentation and project management |
| HHS | Legacy Medicaid Management Information Systems (MMIS) Fiscal Agent Contract | The MMIS contract is for the maintenance and operations of the MMIS and supports the fiscal agent operations. | | Ongoing | \$ 69,669,029 | \$8,806,034 to \$15,090,088 | The contract with Xerox (ACS) was effective September 2006 and is in place through August 2014. The State option to extend the base contract for 38 additional months via contract amendment, on December 21, 2010 |

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| HHS | MMIS Replacement | Montana will replace the current MMIS system with a new system using updated technology | | Sep-17 | \$ 28,600,283 | \$ - | Montana's current MMIS system is mainframe CICS/VSAM and utilizes COBOL legacy language that has been in operation since 1985. The system was previously updated in 1997 and certified by CMS in 1998. Due to the old technology and data integrity of our existing system, the Department finds it necessary to update the current MMIS with a system using the most current technology in order to increase the accuracy and timeliness of processing claims. This system processes claims for Medicaid, Children's Health Insurance Plan (CHIP) and Mental Health Services Plan (MHSP). |
| HHS | Eligibility and Enhancement and CHIMES MA/HMK EA Integration | The department needs to enhance its integrated eligibility systems with newer technology and updates. | | Dec-15 | \$ 31,786,092 | \$ - | DPHHS will enhance the current CHIMES front end to implement an application process that will provide a streamlined, secure, and interactive client experience in enrolling for health coverage. With the heavy emphasis on increasing automation in the enrollment process, CHIMES will interface with client verification systems, and the Federal data services hub, to provide clients with "real-time" eligibility determinations. In addition to the expanded customer service options, DPHHS will modify the following systems during the enhancement phase: Document Management System, Montana's Online Application, MMIS, Business Intelligence. |
| HHS | CHIMES EA (Enterprise Architecture) Shared Fiscal Services Layer (SFSL) Maintenance and Operations | This is the agency Enterprise solution to allow CHIMES-TANF, SNAP, and Medicaid/HMK, and other systems to efficiently communicate. | | Ongoing | \$ 5,162,414 | \$901,468 | This is the agency Enterprise solution to allow CHIMES-TANF, SNAP, and Medicaid/HMK, and other systems to efficiently communicate. The main purpose of the new system is to determine eligibility. In addition, the Department implemented an enterprise architecture solution to allow these two systems, the Medicaid eligibility system, and other systems to efficiently communicate and share data, including a Shared Fiscal Services Layer. |
| HHS | MACWIS System Replacement - Long Range Information Technology (LRIT) | The MT Automated Child Welfare Information System project will replace the states legacy system, Child and Adult Protective Services System. | | Dec-14 | \$ 17,965,764 | \$1,134,502 to \$6,441,291 | CAPS, now more than 15 years old, has the following issues and deficiencies that put it at risk and comprise the Department's ability to support its child welfare program. In addition to budgetary considerations, this project was selected for postponement in order to allow the DPHHS more time to build the internal staff capacity necessary to support a system development effort the size and complexity of MACWIS. Funding for MACWIS was appropriated during the 2007 legislative session in House Bill 4 (HB4), the Long Range Information Technology (LRIT) bill. |
| HHS | Facilities Systems and IT Infrastructure | Implement and build IT network infrastructure to the facilities managed by the DPHHS | | Jun-16 | \$ 970,700 | \$ 194,140 | Infrastructure upgrades at the department facilities – Montana Mental Health Nursing Care Center, Montana Developmental Center, Montana State Hospital, Montana State Veterans Home, and the Eastern Montana Veterans Home. This request includes increased network capacity, Telemed capabilities, large capacity document scanner systems, Wi-Fi, telephony services, and Nurse Call system. |

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| Agency | Project Title | Brief Description of the Project | Estimated Start Date | Estimated Completion Date | Total Estimated Cost | Annual Cost Upon Completion | Long Description |
|--------|---|---|----------------------|---------------------------|--|-----------------------------|--|
| JUD | Court Technology Improvement Program | This proposal seeks funding to continue the Judicial Branch's efforts to modernize Montana courts. | | Jun-17 | \$ 834,000 | TBD | <p><u>Interactive Video</u> - This proposal seeks \$262,000 to update 25 existing units that have been in place since 2007 and 2009 as well as to implement a video solution in the remaining 4 counties. In addition the service would be expanded to 4 remaining counties.</p> <p><u>Courtroom Technology</u> - This proposal seeks \$385,000 to provide full range audio systems in 4 larger remaining courtrooms; funding to implement portable solutions in 7 smaller courtrooms; funding to upgrade and replace equipment in 8 courtrooms; and funding to provide new audio systems in a county with new courtroom construction.</p> <p><u>e-Filing Technology</u> - This proposal seeks \$187,000 to provide equipment to efficiently utilize the statewide E-Filing system. The funding request is for 200 scanners for Courts of Limited Jurisdiction. This will allow these courts the ability to scan in filings that are not submitted through the E-Filing system and create electronic case records of current cases as new filings are submitted.</p> |
| JUD | FullCourt Enterprise Upgrade | Montana Supreme Court Case Management System Refresh and addition of three new data exchanges with Department of Justice (DOJ) Criminal Justice Information Network (CJIN) and local law enforcement (LEA). | 1-Jul-15 | Jun-18 | \$ 3,201,651 | \$ 17,800 | The primary purpose of this project is the advancement of the trial court automation in Montana. The OCA will join with the current case management system vendor, Justice Systems, Inc. to transition from the existing FullCourt case management operations implemented at each individual court to a centralized, web-based, highly integrated future. To gain the benefits of the latest technologies and advanced business processes, the Montana Office of the Court Administrator (OCA) seeks to implement the leading-edge trial court case management capabilities provided by Justice Systems' FullCourt Enterprise. |
| LOT | Montana Lottery Operating System and Related Services | The contract that provides the core services utilized by the Montana Lottery. | | Mar-16 | Contractor is paid via percentage of sales during life of contract | | The present Lottery Operating System contract expires on March 30, 2016. The new contract start date will be March 31, 2016. This contract is a seven year contract with a vendor, with 3 one year extensions possible. |
| LOT | Third Party Conversion Testing | Third party conversion testing through the Montana Procurement Office controlled formal bidding process. | | Mar-16 | \$ 200,000 | NA | With a new Lottery Operating System contract conversion taking place the third party functional product planning, scripting, and testing will help the Montana Lottery ensure the utmost integrity for this project. |
| MDT | Bridge Information Management System (BIMS) | A new system that supports the (MDT) bridge inspection, bridge data management and bridge asset management | | | TBD | TBD | However, the current build of BMS will not meet new MAP-21[1] bridge inspection data management or new NBI reporting requirements. The current BMS will not meet the recent MAP-21 bridge asset management decision support requirements. |

Montana Information Technology Supplements Summary for FY 16-17

| Agency | Project Title | Brief Description of the Project | Estimated Start Date | Estimated Completion Date | Total Estimated Cost | Annual Cost Upon Completion | Long Description |
|--------|--|---|----------------------|---------------------------|----------------------|-----------------------------|--|
| MDT | Contract Tracking and Monitoring (CTMS) | Tracking system that allows the various divisions and districts to manage contracts. | | | \$ 2,000,000 | | MDT does not currently have an agency wide tracking system that allows the various divisions and districts to manage contracts. MDT needs a robust solution to maintain information in one consolidated location. As a result of the current system limitations, district offices and agency divisions have adopted alternative tracking methods, which include manual spreadsheets, manual logs, or other systems. These various methods result in duplication of efforts and increase the risk of introducing errors in the data. The purpose of this project is to recommend a solution that will meet MDT's business requirements for Contract Lifecycle Management. A goal of this project is to sunset two MDT in-house developed contract management systems, namely our Purchasing Section's Contract Management System (CTS) and our Consultant Design Bureau's Consultant Information System (CIS). |
| MDT | Document Management System (DMS) | Implement an ECM system that supports, CADD, GIS data, and other MDT systems. | | TBD | TBD | TBD | The goal for this project is to implement a document management that meets or exceeds the CADD file and highway construction project requirements and integrate appropriate GIS technology within a updated document management solution. |
| MDT | Program & Project management System (PPMS) Upgrade | Replace the Program & Project Management System (PPMS), MDT's primary tool for managing federal-aid programs and projects. | | TBD | TBD | TBD | The current PPMS application serves three distinct functions - program management, project management and federal fund management. Over time, the PPMS application has lost its ability to adequately meet MDT's business needs - as a result of aging and inflexible architecture with limited capabilities for alteration or adaptation. Additionally, the system requires dedicated ISD resources in order to maintain basic operations. Lastly, the current PPMS architecture will likely be unable to integrate with other MDT information systems moving forward (without significant upgrade or replacement). |
| MDT | Risk-based Asset Management System Implementation | Implement a risk based asset management plan as a requirement to receive federal funding at the existing rate on National Highway System Projects. | | 2015 | TBD | TBD | Federal MAP-21 legislation requires MDT to implement a risk based asset management plan as a requirement to receive federal participation at the existing rate on National Highway System Projects. MDT has completed the first phase of the process, which involves developing a risk based Transportation Asset Management Plan. The next step is implementing the plan, which will require upgrades numerous elements of MDT's existing management systems and asset management process (Performance Programming Process - P3). System upgrades needed range from existing management system modifications to accommodate new performance metrics to enhancing the P3 process to accommodate risk based analysis of management system outputs in an integrated interface. Management systems that will need investment or integration include pavement management, bridge management, congestion management, and the linear referencing system. |
| MPERA | MPERAtiv | MPERAtiv will replace our legacy applications with an all inclusive pension administration Line of Business (LOB) system (PERIS) integrated with our imaging solution (Laserfiche). | | Jun-17 | \$ 13,107,000 | \$ 371,011 | MPERAtiv will replace our legacy applications with an all inclusive pension administration Line of Business (LOB) system (PERIS) integrated with our imaging solution (Laserfiche). Phases will include business process re-engineering, and RFP for data cleansing, maintenance, and conversion, and an RFP for replacement of the Line of Business system (PERIS). |

Montana Information Technology Supplements Summary for FY 16-17

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|--------|--|---|----------------------|---------------------------|----------------------|-----------------------------|---|
| MSF | Data Centric Initiatives | Data centric projects to effectively leverage large volume of insurance business data. | | ongoing | TBD | TBD | MSF captures and maintains a large volume of workers' compensation data and has already invested in business intelligence infrastructure, skills, and tools that allow data access and enterprise reporting to MSF executives, leaders and employees. Additional data analytic insurance projects may be approved by MSF governance committees or Board of Directors to further take advantage of our data volume to drive decision making and monitor complex business situations. |
| MSF | Application and Infrastructure Lifecycle Support | Ongoing support and maintenance for existing core business and business support applications and infrastructure. | | ongoing | variable | | MSF IT supports various insurance business applications, the enterprise phone system and the associated infrastructure. Change requests for maintenance and enhancement issues as well as upgrades are required on a regular basis to ensure these systems operate efficiently and effectively for MSF business users and stakeholders. The resources for this work are variable and managed within the MSF Board of Directors approved annual budget. |
| MSL | Conference Room Furniture and Technology | Provide funding to ensure that the State Library is able to provide a flexible, interactive and highly functional technology infrastructure that has the capacity to support both face-to-face and remote | Jul-15 | Jun-16 | \$ 50,000 | \$ 50,000 | This project is simply to provide technology resources for a proposed new conference room at MSL as well as overhauling the resources in the existing two much smaller conference rooms here. We have done some scoping of other facilities to understand the types of resources available, but will wait until we are closer to the project kickoff to identify specific technology solutions. General needs include projector(s), something for interactive display like a SMART Board (though other options will be considered) and hardware and software to support video conferencing. |
| OPI | Direct Certification Enhancements | Enhancements for the Direct Certification Application (DCA). | | Dec-15 | \$ 983,912 | \$ 95,000 | OPI will use this project to improve direct certification rates by improving the techniques used to perform matching, incorporating additional student and eligibility data sources, augmenting our training resources and materials, conducting additional training for the district and OPI staff, improving the integration of the DCA application with our security system as well as other internal applications, and improving the overall business processes the OPI and districts use to perform direct certification. The project will build on the existing DCA application which is based on Microsoft's Dynamic CRM platform. |
| OPI | K-20 Data Project | Project will link K-12 data with data from the Office of the Commissioner of Higher Education. The project will also provide free high school transcripts to Montana students. | | Jun-15 | \$ 4,138,860 | \$314,000 | The solution will build on the architecture developed for the data warehouse (GEMS). Both GEMS and K-20 are based on the Microsoft family of products. Due to Microsoft's pricing strategy for educational institutions, the solution has low ongoing costs, while providing sufficient functionality to meet agency goals. The solution is a web based solution and provides access to confidential data via a secure login. Data without security concerns is available to the general public via GEMS.opi.mt.gov. |
| OPI | SLDS Data Project | The project will establish a k-12 data warehouse, a data governance structure and will populate the data warehouse with historic data | | Oct-14 | \$ 5,798,457 | \$ 401,870 | In this project, the OPI will: (1) create an enterprise-wide data architecture to map the future for Montana's educational data systems, (2) create a data governance structure, (3) establish a data warehouse and migrate data from numerous legacy data systems to the data warehouse, and (4) implement business intelligence tools to make the data accessible for many different users. |