Agency Information Technology Plan

Agency

Department of Revenue

Mission

Provide secure and reliable technology services that help improve the agency's efficiency and productivity, and make more services and information easily accessible to our citizens

	Agency Goal/Objective	**State Strategic Plan Goal/Objective Reference**
Goal One:	Collaborate and integrate with business units by identifying and implementing appropriate, efficient and cost-effective technology solutions.	Goal 1 - Fiscal Responsibility (Spend Smart) Create, optimize, maintain a balanced budget. Goal 2 - Optimization of shared services and support (Collaborate Smart) Optimize systems and infrastructure to deliver responsive solutions in a cost-effective manner using blockchain.
Objective One:	Expand and enhance electronic services and collaboration technologies to support tax administration, alcoholic beverage and Montana's citizens.	Goal 3— Cybersecurity Enhancements and Strategy (Protect Smart) Utilize the National Institute of Standards and Technology (NIST) Cybersecurity Framework to manage and reduce cybersecurity risks to the State. Goal 4— Unified Digital Government (Enterprise Smart) Provide consolidated access to government information and services anywhere, anytime, on any device. Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.
Objective Two:	Reduce paper processing by increasing the use of electronic filing and payments.	Goal 4— Unified Digital Government (Enterprise Smart) Provide consolidated access to government information and services anywhere, anytime, on any device.
Objective Three:	Continually improve, develop and deploy effective tools and training to empower an effective and efficient workforce.	Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.
Objective Four:	Stay current with IT and security standards to increase efficiencies and support compliance, security, fraud prevention and integrity of taxpayer information.	Goal 3— Cybersecurity Enhancements and Strategy (Protect Smart) Utilize the National Institute of Standards and Technology (NIST) Cybersecurity Framework to manage and reduce cybersecurity risks to the State. Goal 4— Unified Digital Government (Enterprise Smart) Provide consolidated access to government information and services anywhere, anytime, on any device. Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.
Objective Five:	Support the development and implementation of customer relationship management tools supporting taxpayer communications, internal workflows and interactive distance learning/training	Goal 3— Cybersecurity Enhancements and Strategy (Protect Smart) Utilize the National Institute of Standards and Technology (NIST) Cybersecurity Framework to manage and reduce cybersecurity risks to the State. Goal 4— Unified Digital Government (Enterprise Smart) Provide consolidated access to government information and services anywhere, anytime, on any device.

☑ Add Goal

	Agency Goal/Objective	**State Strategic Plan Goal/Objective Reference**
Goal Two:	Provide exemplary service and support to the department and citizens of Montana by delivering effective, reliable, and secure information technology solutions.	Goal 3— Cybersecurity Enhancements and Strategy (Protect Smart) Utilize the National Institute of Standards and Technology (NIST) Cybersecurity Framework to manage and reduce cybersecurity risks to the State. Goal 4— Unified Digital Government (Enterprise Smart) Provide consolidated access to government information and services anywhere, anytime, on any device.
Objective One:	Collect and report performance metrics using data collected in help desk tools.	Goal 4— Unified Digital Government (Enterprise Smart) Provide consolidated access to government information and services anywhere, anytime, on any device.
Objective Two:	Be transparent by sharing survey results, internal controls and resources capacity reports with the Agency's Leadership Team	Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.
Objective Three:	Provide value by connecting the right services, quality and costs to business processes, applying cost analysis to applications change processes, and measuring quality through cost/failure analysis.	Goal 2 - Optimization of shared services and support (Collaborate Smart) Optimize systems and infrastructure to deliver responsive solutions in a cost-effective manner using blockchain.
Objective Four:	Utilize technology to increase efficiency and productivity for employees working on state premises and remotely.	Goal 3— Cybersecurity Enhancements and Strategy (Protect Smart) Utilize the National Institute of Standards and Technology (NIST) Cybersecurity Framework to manage and reduce cybersecurity risks to the State. Goal 4— Unified Digital Government (Enterprise Smart) Provide consolidated access to

		government information and services anywhere, anytime, on any device.
Objective Five:	Procure and implement tools that enable IT to provide remote support services to agency staff.	Goal 1 - Fiscal Responsibility (Spend Smart) Create, optimize, maintain a balanced budget. Goal 3— Cybersecurity Enhancements and Strategy (Protect Smart) Utilize the National Institute of Standards and Technology (NIST) Cybersecurity Framework to manage and reduce cybersecurity risks to the State. Goal 4— Unified Digital Government (Enterprise Smart) Provide consolidated access to government information and services anywhere, anytime, on any device.

☑ Add Goal

	Agency Goal/Objective	**State Strategic Plan Goal/Objective Reference**
Goal Three:	Recruit and retain a highly skilled IT workforce.	Goal 1 - Fiscal Responsibility (Spend Smart) Create, optimize, maintain a balanced budget.
Objective One:	Maintain career ladders detailing a structured sequence of job positions providing opportunities for employee career progression.	Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.
Objective Two:	Provide IT staff with continuous training to improve performance and to assist in attaining a required level of knowledge or skill.	Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.
Objective Three:	Prove competitive salaries by regularly assessing market rates and coordinating with department executives, human resources and financial management personnel.	Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.
Objective Four:	Supervisors continually assess, and keep executive management apprised of, employee engagement and retention within the agency.	Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.
Objective Five:	Create incentives to obtain and retain qualified employees	Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.

☑ Add Goal

	Agency Goal/Objective	**State Strategic Plan Goal/Objective Reference**
Goal Four:	Implement IT policies based on industry standard best practices that improve services and mitigate inefficiencies, and create opportunities for the agency to do more with less.	Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.
Objective One:	Continue improving relationships and building trust with DOR customers.	Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.
Objective Two:	Improve collaboration relationships with State Information Technology partners/agencies on applications, services, and solutions.	Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.
Objective Three:	Focus daily on creating a professional-level customer service environment.	Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.
Objective Four:	Mitigate silos of communication and shadow IT that cause confusion and frustration.	Goal 5 - Service First (Business Smart) Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.
Objective Five:		

☐ Add Goal

Link to Agency Goals and Objectives
https://mtrevenue.gov/about/our-goals/

Information Technology Resources and Capabilities
Information Technology Resources

Summary of information technology resources:

Bureau / Unit Name	Number of FTE	Primary Function / Mission
Application Development	16	The Application Development Bureau is responsible for maintaining, enhancing, operational monitoring and upgrading of all tax administration and custom-built

software systems in accordance with standard software life-cycle management processes. The Application Development Bureau provides internal and external customer support for data queries, system update planning, version implementation and deployments and legislatively mandated system changes. The bureau works closely with outside agencies, cities and counties by providing data, analysis, and software systems to assist in tax administration and revenue collection.

☑ Add Resource | Quality Assurance | 4 |

The Quality Assurance Bureau is responsible for software life-cycle management, including requirements analysis, testing, documentation, deployment, changes and end-to-end quality. Using systematic testing of DOR's internal software packages thru all development cycles and in preparation for release, QA coordinates all testing tasks, organizes and correlates the testing efforts of software testers and developers. A collaborative approach is used to identify needs, write test plans, execute tests and track quality improvement initiatives. QA's mission is to employ industry standard practices that ultimately help shape DOR's approach to serving the citizens of Montana.

☑ Add Resource | Technical Operations | 11 |

The Technical Operations Bureau is responsible for supporting approximately 650 FTEs and approximately an additional 70 temp staff during the tax season. Support is provided at three DOR offices in the Helena area, as well as 26 remote offices throughout the state. This group is also responsible for the administration of over 100 servers, used to run DOR applications.

☐ Add Resource

Information Technology Capabilities

Summary of Systems:

☑ I have reviewed all of my agency's systems in Assurance CM and certify that it is accurate.

Summary of Hardware:

Total Number of Appliances (Devices designed for internet access and specialized business use, but without capabilities of a fully-equipped server. Can be physical or virtual. Include all chassis, tape systems, firewalls, switches, KVM's, and USB anywhere devices.)

| 1 |

Total Number of Physical Servers (Include physical servers used for virtualization. Do not include equipment hosted by SITSD.)

| 2 |

Total Number of Virtualized Servers (Do not include equipment hosted by SITSD.)

| 0 |

Total Usable Storage Space (SANs and NASs. Do not include storage hosted by SITSD.)

| 0 |

Device Type (Including, but not limited to desktops, laptops, mobile devices, printers, cameras, etc.)	**Quantity**	**Estimated Replacement Value**
Desktops	538	484,200
Laptops/Tablets	438	525,600
Printers	230	115,000
Cameras	247	61,750
Barcode Scanners	11	22,200
Document Scanners	150	60,000
IBML Image Trac 6450 Scanners	2	500,000
Projectors	22	17,600

Information Technology Projects

Project Name

Division

Project / Program purpose and objectives

State Strategic Plan Goal/Objective Reference

Estimated start date

Estimated delivery date

Estimated cost

HB 10 Request

select yes or no

Funding Source 1	**Funding Source 1 Amount**

Funding Source 2	**Funding Source 2 Amount**

Funding Source 3	**Funding Source 3 Amount**

Annual costs upon completion

Status of the project as of March 31, even numbered years. Indicate % completed and status of funds expended.

☐ Add Project

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