

State of Montana Information Technology

# Strategic Plan

# 2022-24



DEPARTMENT OF ADMINISTRATION

STATE INFORMATION TECHNOLOGY SERVICES DIVISION

# Foreword

This document is prepared under the authority of the Montana Information Technology Act (MITA) of 2001. It is published biennially unless special interim plans become necessary (2-17-512, MCA).

The State of Montana IT Strategic plan has been created to assist Montana government leaders in making informed technology decisions. By identifying the top priorities for the future of IT in the state, the plan provides guidance on the direction for IT investments in technology, IT staffing, and the development of the workforce to serve state priorities securely and efficiently.

This strategy was created in conjunction with agency CIOs. Therefore, while this does not replace agency strategic or technology plans, it should be viewed as an umbrella strategy and inform the creation of agency strategies. This document is meant to be used by all state agencies regardless of their mission or complexity.



Montana Strategic Plans for Information Technology (IT) are located at:  
<http://sitsd.mt.gov/Governance/IT-Plans>.

If you have any questions or comments, please contact:  
SITSD Communications Office  
406.444.2700  
[DOASITSDCommunications@mt.gov](mailto:DOASITSDCommunications@mt.gov)



Kevin Gilbertson  
State of Montana Chief Information Officer  
March 1, 2022

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# CIO

01

## A MESSAGE FROM THE STATE CIO



### ONE TEAM

In August of 2021, the CIOs from the agencies as well as IT representatives from several other organizations gathered at the first CIO Strategy Conference to build the framework for the document you now have in your hands. The theme of that conference was “One Team.”

In the spirit of working as one team, this strategy was truly built on the guidance and involvement of all agencies. To ensure the attainment of our strategic vision, we are committed to continuing to work in close collaboration with technology leaders in Montana state agencies as well as with our partners in other states and the private sector.

As a result of these efforts, I am pleased to present the 2022-2024 State IT Strategic plan. This plan will guide our efforts over the next two years and beyond to ensure Montana has the most secure and efficient IT operations available to serve the citizens of the state.

The strategic plan outlines a future for the state that includes:

- An innovative workforce dedicated to reshaping the way we deliver IT Services
- Strategic IT investment empowering delivery of citizen services
- Citizen one-stop shop anywhere, anytime, any device
- All enterprise products and services are widely used, provide maximum value for all agencies, and are supported by stakeholders
- The State’s information assets and citizens’ data are protected

I am proud and honored to be a member of a talented group of professionals who will work in collaboration with the agencies to deliver on our plan. The plan guides our efforts, helps us prioritize, and is broad enough to enable us to address new opportunities and challenges as they arise. Now, it is up to business and IT leaders to collaborate on the path forward to enable us to realize the future states identified in this document.

A handwritten signature in black ink, which appears to read "Kevin Gilbertson".

Kevin Gilbertson  
State Chief Information Officer

# 02

## ACCOMPLISHMENTS TO BUILD ON

Accomplishments are categorized according to the [Montana 2020-22 State Information Technology Strategic Plan](#).



### SPEND SMART

- Created new billing system to provide transparency
- Moved to Exchange Online to eliminate on premise infrastructure
- Consolidated portal-driven service catalog for easier access



### COLLABORATE SMART

- Moved all Montana Interactive legacy applications to private cloud
- Added the state of Ohio to shared Market Information (LMI) service
- Implemented Joint-CSOC with North and South Dakotas
- Expanded System Center Configuration Manager to include more agencies



### PROTECT SMART

- Implemented an enterprise-wide vulnerability scanning solution with multi-tenant features allowing agencies to view vulnerabilities in their environment
- Deployed an enterprise-wide behavior based anti-virus solution allowing multi-tenancy letting agencies manage agents and investigate security events for their endpoints.
- Procured third-party threat intelligence product and customized alerting to help monitor dark web and social media for cyber and physical threats to the State of Montana.



### ENTERPRISE SMART

- Launched the ARPA Rental Assistance Call Center
- Deployed ServiceNow Customer Service Management (CSM) to empower and optimize the delivery of citizen services
- Transitioned eGov from ePass to Okta and Montana Interactive to PayZang



### BUSINESS SMART

- Hosted the inaugural CIO Strategy Conference in 2021 to collaborate and strategize on enterprise initiatives.
- Created a Training Coordinator position to assist SITSD employees in training and development and provide end-user training across the enterprise.
- Implemented Hardware and Software Asset Management

# Principles

## 03

### **STATUTORY IT PRINCIPLES**

Most Montana IT principles have roots in Montana's Information Technology Act. These govern the decisions and operations of the State's IT community. They provide touch points and guidelines to ensure the correct decisions are being made, decisions that will provide the greatest value to Montana's citizens.

#### **01 BE ACCOUNTABLE**

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

#### **02 MINIMIZE DUPLICATION**

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

#### **03 SHARE OUR RESOURCES**

Montana will use shared platforms and systems to minimize IT expenditures, improve service delivery, and accelerate service.

#### **04 IMPROVE BUSINESS**

IT will be used to provide educational opportunities, create quality jobs, support a favorable business climate, improve government, protect individual privacy, and protect the privacy of IT information.

#### **05 USE RESOURCES WISELY**

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

#### **06 DELIVER SERVICES**

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

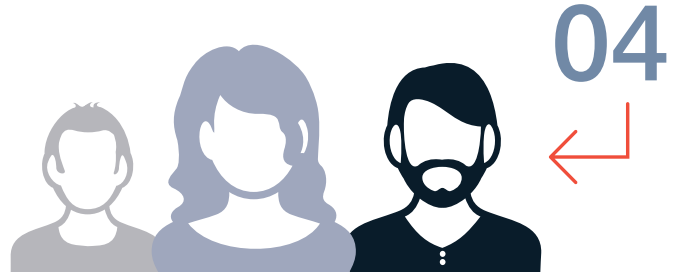
#### **07 PROTECT PRIVACY, DATA, AND SYSTEMS**

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

# THE CURRENT STATE OF IT IN MONTANA

The digital redesign of government is an imperative required to serve the citizens and employees of the great state of Montana. Citizens have come to expect a certain level of technology and services from the private sector. Citizens now expect this same level of service from government. It is important that we constantly improve our citizen experience as technology advances.

Services must be provided to citizens without interruption. This requires us to support the current state, as detailed below, while working on modernization efforts.



## Strategic Spending

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

## Lack of Integration

Many agencies have systems that are integrated across agency systems. The lack of data sharing creates difficulties for citizen experience.

## Talent Competition

Coming out of the pandemic, demand for IT professionals appears to be growing. Attracting and retaining talent has increased in difficulty.

## Federated

On the positive side, the federation of IT within the agencies provides a deeper understanding of business needs at the agency level. However, this comes at the cost of redundant systems, roles, and a lack of coordination all of which cost the State millions of dollars.

# PLANNING PROCESS & ASSUMPTIONS

## PROCESS

Many IT professionals in the State dedicated hours serving on several committees dedicated to topics ranging from finance to emerging technology to develop this strategic plan. The initiatives for each of these topics were then refined and developed at the CIO Strategic Planning Conference.

The team first identified the five most common themes from the workshops to develop these goals. This was followed by identifying a statement of the future state of that theme. Finally, the team developed objectives for the near, mid, and long-term to enable the State to recognize those themes. In general, the timeframes for each of these are:

**01 Near:** 6-12

**02 Mid:** 12-24 Months

**03 Long:** 2+ Years



## ASSUMPTIONS

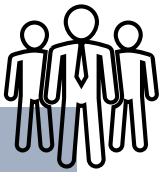
Rates and budgets are already set for much of the time this plan is in force. SITSD and agencies must work together to find ways to streamline current processes in a way that save dollars that can be reallocated to strategic efforts to execute this plan.



# Goals

06


## ↳ STATE IT STRATEGIC GOALS



In addition to keeping the lights on, IT must grow its capabilities. The following goals are stated in a way that describe the desired future state. For each goal, the CIO Strategy Committees identified near-, mid-, and long-term priorities necessary to realize that future. The following sections provide the goals and objectives.







# An innovative workforce dedicated to reshaping the way IT Services are delivered

It is important for Montana to attract, develop, and retain a modern workforce. Montana has been very fortunate to have a highly skilled and competent workforce working for State government IT. While there has always been competition for talent with private sector, post-pandemic issues are impacting the State's ability to attract and retain qualified people. It is imperative that we find ways to reach out to the next generation of IT professionals and work with our current employees to continuously modernize and safeguard services to the citizens of Montana as new technologies emerge to efficiently and securely provide citizen services.

## Near-Term

- Develop career paths for IT professionals
- Develop cross-training between agencies
- Develop an IT leadership program
- Conduct a study comparing IT spend across state agencies, nearby states, and private sector competitors for talent

## Mid-Term

- Align the workforce with strategic goals
- Modernize operations, creating 30% operational efficiencies to make staff salaries more competitive with the private sector and fund innovation efforts
- Adopt flexible workspaces and policies to compete with private sector
- Develop a succession planning initiative to prepare for retirements
- Develop internship and apprenticeship opportunities for early/new career professionals

## Long-Term

- Develop partnerships with higher education to provide low-cost education opportunities for employees
- Program for continuous anticipated education and training to renew and reskill

# Goals

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## STATE IT STRATEGIC GOALS



“By partnering with SITSD’s Service Desk as a Service team, DNRC was able to scale out our tiered support helpdesk and eliminated a near 350 ticket backlog within 5 months. Now we are proactively developing services to modernize our support through SCCM, ServiceNow, and a new citizen engagement platform to improve citizen services. Without their partnership, our team would still be struggling to put out daily fires instead of moving the organization ahead with digital transformation!”

*Kreh Germaine  
Chief Information Officer  
Department of Natural Resources and Conservation*





# Strategic IT investment empowering delivery of citizen services

The key focus of this goal is to optimize spending for maximum benefit. IT is a significant investment for Montana, providing the ability for all agencies to carry out their mission. We need to ensure each dollar is spent in a way that returns the most benefit for citizens. This requires continually improving financial management practices to be transparent and traceable; provide total cost of ownership for operations, assets, and investments; robust and integrated, near real-time reporting; and to allow funding flexibility to provide the best value for the State. This strategic plan should be used as a guide for where and how to strategically invest in IT.

## Near-Term

- Create grant program to capitalize on federal IT grants
- Use the IT procurement request process to encourage standardized applications
- Consolidate service catalogues with more descriptive information (total cost, who is using, etc.)

## Mid-Term

- Implement portfolio management system to prioritize project investments
- Centralized reporting of all IT projects
- Centralized PC and peripheral purchasing
- Measured ROI for all investments
- Restructure and simplify service rates
- Tie IT expenditures to business objectives and goals (citizen services) in the procurement process
- Implement a vendor management program

## Long-Term

- Organize purchasing and development across agencies by product line (e.g., permits, license, identity management, case management, etc.)
- Create an innovation fund or process for flexible funding for short notice utilization to meet emerging business needs

# Goals

06

## STATE IT STRATEGIC GOALS



“We appreciate the excellent job SITSD did in setting up and hosting the various environments for the ElectMT project.”

*Stuart Fuller  
Elections & Voter Services Manager  
Secretary of State's Office*



# Citizen one-stop shop anywhere, anytime, any device

The State will provide a secure digital access option for all citizen services offered by the State. This requires a digital redesign of our website to be more citizen-centered.

This will ensure all citizens have quick, easy, and secure access to government services available to them, and to easily get the support they need. To make the digital access portal friendlier for citizens, data, information sharing must be allowed between multiple agencies, it is imperative that agencies develop cooperative agreements for data, citizens transactions, empower frontline staff and mitigate the need for citizens to authenticate themselves multiple times.

## Near-Term

- Identify all citizen services that need to be digitized, including digitizing forms and other materials citizens may currently have to submit by mail or fax
- Implement asset management to help track delivery effectiveness for all software assets
- Define a governance model for mt.gov and associated applications
- Define a cross-agency support model
- Complete single sign on (SSO) implementation for all applications
- Offer mobile options
- Collect more feedback from the public (for example, digital services public townhalls and surveys) and use information to improve citizen services

## Mid-Term

- Create a citizen-centric mt.gov site with a single point of entry for citizens
- Enable business users to develop digital workflow through low code/no code solutions to allow for more timely delivery of services
- Create and implement a state digital identity standard, including master data management, to allow a minimum shared citizen record to help provide personalized service
- Offer location awareness services to enable rapid delivery of pertinent information and services

## Long-Term

- Implement a consolidated platform with common web services
- Offer one consolidated mobile application for all Montana government services



# Goals

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## STATE IT STRATEGIC GOALS




“Before passage of the better-known American Rescue Plan Act in March 2021, the Consolidated Appropriations Act signed into law in December 2020 included \$200 million in Emergency Rental Assistance funds to the state of Montana. The Montana Emergency Rental Assistance (MERA) program supports Montanans who have experienced financial hardships as a direct or indirect result of the COVID-19 pandemic and who are at risk of homelessness or housing instability. With the federal temporary ban on residential evictions set to end in March 31, 2021, it was critical to launch this new program as quickly as possible. The SITSD Enterprise Support Bureau was an essential partner in helping the Housing Division with the Department of Commerce identify an Enterprise solution – ServiceNow (thus eliminating length procurement delays) - and was an active partner throughout the initial application design, user acceptance testing and launch on April 5, 2021.

The solutions developed for MERA will be leveraged by other new programs, including ARPA Homeowner Assistance Fund. By the end of 2021, the state of Montana will have awarded \$30 million in rent and utility assistance to over 4,700 Montana families. Delivering this level of assistance would not have been possible without the ongoing technical expertise and commitment of the SITSD Enterprise Support Bureau team!”

*Cheryl Cohen  
Housing Division Administrator  
Department of Commerce*





# All enterprise products and services are widely leveraged to provide maximum benefit

We must optimize all enterprise products and service deliveries, and ensure architectural principles used are reviewed / approved by executive leadership. For example, there are a number of duplicate systems with similar technology for licensing, permits, case management, etc. This takes away from the State's ability to take advantage of purchasing at scale. Additionally, so many systems require significant unique expertise. By widely leveraging what we own, it will enable the State to see benefits from a cost perspective as well as our ability to support those applications long term.

## Near-Term

- Create an Enterprise Architecture team
- Plan for training and support of all enterprise applications
- Require all solutions to go through architectural review to assure they meet current and future state goals and objectives
- Develop a collaborative process for adopting enterprise applications
- Move the State to a “COTS First,” “Cloud Smart” approach
- Continually invest in network connectivity improvements to support operations, in particular, remote locations
- Create a culture that allows “fail fast”

## Mid-Term

- Deprecate legacy applications and roll them into enterprise applications
- Implement organization change management within the implementation cycle of all enterprise products
- Share product(s) for automated streamlined business processes (e.g., cross-agency permitting application)

## Long-Term

- Implement edgeless edge (SD-WAN)
- Create redundant high bandwidth services, ubiquitously



# Goals

06

## STATE IT STRATEGIC GOALS




The State created a portal in conjunction with the 2021 American Rescue Plan Act (<https://arpa.mt.gov/>). The one-stop portal provides application and grant application information for water & sewer; communications; economic transformation, stabilization, and workforce development; health and human services; housing and rental assistance; and education.

Citizens may leave feedback on their experience with the portal. Below are a few of the collected responses:

- “My question was answered fast, thank you!!”
- “This has been the most helpful program. It really takes care of your needs.”
- “The whole connect MT team have been absolutely great to work with.”
- “I’m so grateful to you guys for helping me save my home!!”
- “Thank you for helping me help my family!!”





# The State's information assets and citizens' data are protected

All of Montana's IT teams are committed to providing secure and resilient services. Cyber threats are ever evolving and becoming more sophisticated. To keep all government held data secure, SITSD will work with agencies to build a culture of awareness, preparedness and resilience through secure processes, technology, and education.

## Near-Term

- Integrate secure coding practices guidelines
- Register State information systems in RSA Archer
- Implement offensive security program
- Conduct third party independent assessment

## Mid-Term

- Consolidate State security operations under state Chief Information Security Officer
- Implement monthly compliance assessments
- Integrate security practices into business processes
- Establish cloud, on-premise, and other standard security contract language
- Enhance business continuity and disaster recovery program

## Long-Term

- Implement zero trust architecture
- Partner with legislators to strengthen vendor security requirements

# sion

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## MISSION AND VISION



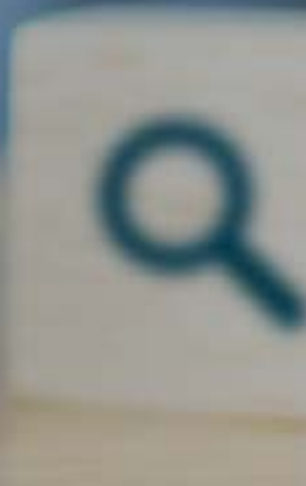
### MISSION

Lead the nation in digital transformation.



### VISION

Empower Montana with efficient digital government.





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