State of Montana

IT Strategic Plan

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SITSD

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 Committee's identified near, mid, and long-term priorities necessary to realize that future. The following sections provide the goals and objectives.

Goal 1. 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.

1. Near Term

1. Develop Career Plans for IT Professionals
2. Develop Cross-Training between Agencies
3. Develop an IT Leadership Program
4. Conduct a study comparing IT spend across state agencies, nearby states, and private sector competitors for talent.

2. Mid-Term

1. Align the Workforce with Strategic Goals
2. Modernize operations, creating 30% operational efficiencies to make staff salaries more competitive with the private sector and fund innovation efforts
3. Adopt Flexible Workspaces and Policies to Compete with Private Sector
4. Develop a Succession Planning Initiative to Prepare for Retirements
5. Develop Internship and Apprenticeship Opportunities for Early/New Career Professionals

3. Long-Term

1. Develop Partnerships with Higher Education to Provide Low-Cost Education Opportunities for Employees
2. Program for Continuous Anticipated Education and Training to Renew and Reskill

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Goal 2. 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 finance 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.

1. Near Term

1. Create Grant Program to Capitalize on Federal IT Grants
2. Use the IT Procurement Request Process to Encourage Standardized Applications
3. Consolidate Service Catalogues with more descriptive information (total cost, who is using, etc.)

2. Mid-Term

1. Implement portfolio management system to prioritize project investments
2. Centralized reporting of all IT projects
3. Centralized PC and Peripheral purchasing
4. Measured ROI for all investments
5. Restructure and simplify service rates
6. Tie IT expenditures to business objectives and goals (citizen services) in the procurement process
7. Implement vendor management program

3. Long-Term

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

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Goal 3. 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 have more of a citizen-centered design. This will ensure all citizens have quick, easy, and secure access to government services available to them, use those services, 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.

1. Near Term

1. 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
2. Implement asset management to help track delivery effectiveness for all software assets
3. Define a governance model for mt.gov and associated applications
4. Define a cross-agency support model
5. Complete single sign on (SSO) implementation for all applications
6. Offer mobile options
7. Collect more feedback from the public (for example, digital services public townhalls and surveys) and use information to improve citizen services.

2. Mid-Term

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

3. Long-Term

1. Cross-agency shopping cart
2. Implement a consolidated platform with common web services
3. Offer one consolidated mobile application for all Montana government services

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Goal 4. All enterprise products and services are widely leveraged to provide maximum benefit

Optimize all enterprise products and service deliveries. Ensure architectural principles used are reviewed / approved by executive leadership

1. Near Term

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

2. Mid-Term

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

3. Long-Term

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

Goal 5. 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.

1. Near Term

1. Integrate secure coding practices guidelines
2. Register State information systems in RSA Archer
3. Implement offensive security program
4. Conduct third party independent assessment

2. Mid-Term

1. Consolidate State security operations under state CISO
2. Implement monthly compliance assessments
3. Integrate security practices into business processes
4. Establish cloud, on-premise, and other standard security contract language
5. Enhance business continuity and disaster recovery program (more regular cadence)
6. Establish statewide ransomware policies

3. Long-Term

1. Implement zero trust architecture
2. Partner with legislators to strengthen vendor security requirements