Long-Range Information Technology Program

Governor's Executive Budget

Fiscal Years 2026-2027

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Overview of Long-range IT

The Long-Range Information Technology Program (LRITP) is Montana's strategic framework for funding and managing large-scale IT projects that support state agencies and public services. Established under the Montana Information Technology Act (MITA) of 2001, the program consolidates IT investments into a single biennial appropriations bill, House Bill 10 (HB10), to ensure efficient allocation of resources and alignment with statewide IT priorities. The LRITP is overseen by the State Chief Information Officer (CIO) and managed through the Department of Administration's State Information Technology Services Division (SITSD). This centralized approach enables Montana to address complex IT challenges, modernize critical systems, and improve service delivery to citizens.

Under MITA, the state has adopted guiding principles for IT governance, emphasizing a unified vision for technology deployment across government entities. The LRITP supports this vision by funding projects that enhance operational efficiency, reduce technical debt, and foster innovation. Projects included in HB10 must adhere to rigorous planning and approval processes, ensuring alignment with the State's IT Strategic Plan and compliance with security, data management, and interoperability standards.

Agencies report on HB 10 projects through the Legislative Finance Committee (LFC). Each agency that receives HB 10 funding is required to provide detailed updates on project progress, expenditures, risks, and milestones through the LFC dashboard. The State CIO provides a quarterly report to the committee, including a summary of the projects on the dashboard. The LFC uses this information to evaluate the performance of IT programs, address potential issues proactively, and ensure alignment with legislative priorities. This structured reporting process fosters informed decision-making, enabling the LFC to oversee IT investments effectively and recommend adjustments as needed.

The Legislative Finance Committee (LFC) plays a critical role in the oversight of the LRITP and the broader IT funding process. As mandated by Montana Code Annotated 5-12-205, the LFC monitors the state's information technology policies and programs, ensuring transparency and accountability in IT investments, including long-range IT projects.

The LRITP covers a wide range of initiatives, including cybersecurity enhancements, infrastructure upgrades, application modernization, and digital service improvements. By pooling resources into a single legislative vehicle, Montana ensures transparency, accountability, and strategic oversight for its IT investments. This program addresses current technological needs and positions the state for long-term growth and adaptability in an evolving digital landscape.

Review of 2023 Projects

During the last legislative session, significant progress was made in advancing various projects across the state, with a focus on enhancing public value and operational efficiency. The funding allocated has enabled substantial developments, particularly in the realm of cybersecurity, and has set the stage for long-term benefits through careful planning and execution.

A considerable portion of the funding was dedicated to initiating and planning large-scale projects. While these phases may not involve visible construction or immediate outcomes, they are critical steps that lay a solid foundation for successful project execution. This approach ensures that projects are well-aligned with strategic objectives and that resources are utilized efficiently.

One of the most notable achievements has been the enhancement of cybersecurity measures statewide. This initiative has bolstered the state's defenses against cyber threats, ensuring that sensitive data and critical infrastructure are better protected.

Project Status Overview

The projects funded during this period are at various stages of development, reflecting a diverse portfolio of initiatives aimed at improving state services and infrastructure:

- **Initiating**: 11 projects are in this phase, where they are being formally authorized, scoped, and aligned with strategic goals. This stage is crucial for setting clear objectives and identifying key stakeholders.
- **Planning**: 3 projects have progressed to detailed planning, involving comprehensive scope definition and risk assessment. This phase is essential for developing robust project plans that guide successful execution.
- **Executing**: 13 projects are actively being executed, where teams are working on deliverables and managing resources to achieve project goals. This stage involves significant budget expenditure as tangible outputs are produced.
- **Closing**: 1 project has reached completion, having achieved its objectives and received formal acceptance. The closing phase includes documenting lessons learned to inform future projects.
- **On Hold / Canceled**: 1 project is currently on hold, while 2 have been canceled.

Overall, the funding from the last legislative session has been pivotal in advancing key projects that promise to deliver substantial public value. Through strategic planning and execution, these initiatives are poised to enhance state operations and services significantly.

2023 House Bill 10 Projects

Table Notes:
The information in this table was pulled from the December 17, 2024 dataset on the Legislative Finance Committee dashboard (https://tableau-ext.mt.gov/t/LEGFinanceCommittee/views/LFCReports/LFCLandingPage).

DEPARTMENT	PROJECT NAME	LRITP	SSR	FSR	TOTAL	REMAINING	STATUS
Judicial Branch	Courtroom Remote Appearance Video System	$782,500	$0	$0	$782,500	$723,960	Executing
DEPARTMENT	PROJECT NAME	LRITP	SSR	FSR	TOTAL	REMAINING	STATUS
Department of Justice	Merlin System Replacement	$45,215,100	$0	$0	$45,215,100	$45,215,100	Executing
DEPARTMENT	PROJECT NAME	LRITP	SSR	FSR	TOTAL	REMAINING	STATUS
Public Service Commission	Software Modernization (REDDI)	$0	$1,496,436	$0	$1,496,436	$260,394	Executing
DEPARTMENT	PROJECT NAME	LRITP	SSR	FSR	TOTAL	REMAINING	STATUS
Commissioner of Higher Education	CyberMontana Cybersecurity Initiative	$6,164,320	$0	$0	$6,164,320	$0	
DEPARTMENT	PROJECT NAME	LRITP	SSR	FSR	TOTAL	REMAINING	STATUS
Department of Livestock	Animal Health System		$450,000		$450,000	$450,000	Planning
	Snowflake Integration		$125,000		$125,000	$125,000	Executing
	Google AI		$425,000		$425,000	$40,234	Executing

DEPARTMENT	PROJECT NAME	LRITP	SSR	FSR	TOTAL	REMAINING	STATUS
Department of Natural Resources & Conservation	Financial Management System	$607,800	$596,200		$,1,204,000	$1,204,000	Executing
	Fire Finance Processing System	$500,000			$500,000	$400,737	Executing
	Flathead Reservation Information Technology System	$656,667			$656,667	$196,966	Executing
	Trust Land Management System Customer Portal	$2,000,000			$2,000,000	$2,000,000	Executing
DEPARTMENT	PROJECT NAME	LRITP	SSR	FSR	TOTAL	REMAINING	STATUS
Department of Administration	Montana Cybersecurity Enhancement Project	$19,362,397			$19,362,397	$600,694	Closing
	E-Discovery/ Public Information Request Software	$1,800,000			$1,800,000	$57,239	Initiating
DEPARTMENT	PROJECT NAME	LRITP	SSR	FSR	TOTAL	REMAINING	STATUS
Department of Agriculture	Commodity Assessment System		$20,000		$20,000	$20,000	Executing
	SAFHER Federal System		$166,667		$166,667	$166,667	Executing
	SAFHER Federal System			$33,333	$33,333	$33,333	Initiating
	Grant Management System		$40,000		$40,000	$35,000	On hold
DEPARTMENT	PROJECT NAME	LRITP	SSR	FSR	TOTAL	REMAINING	STATUS
Department of Corrections	Offender Management System	$17,750,000		$0	$17,750,000	$17,679,450	Initiating

DEPARTMENT	PROJECT NAME	LRITP	SSR	FSR	TOTAL	REMAINING	STATUS
Department of Public Health & Human Services	Comprehensive Child Welfare Information System	$12,537,881	$0	$0	$12,537,881	$12,498,259	Executing
	Comprehensive Child Welfare Information System	$0	$0	$45,000,000	$45,000,000	$44,954,827	Executing
	Montana Child Support Enforcement Automated System	$4,412,940	$0	$0	$4,412,940	$4,393,009	Initiating
	Montana Child Support Enforcement Automated System	$0	$6,304,200	$0	$6,304,200	$6,304,200	Initiating
	Montana Child Support Enforcement Automated System	$0	$0	$20,803,860	$20,803,860	$20,803,860	Initiating
	Electronic Health Records & Billing – State Facilities	$25,000,000	$0	$0	$25,000,000	$25,000,000	Initiating
	Electronic Health Records & Billing – State Facilities	$0	$2,321,690	$0	$2,321,690	$2,321,690	Initiating
	Electronic Health Records & Billing – State Facilities	$0	$0	$285,614	$285,614	$285,614	Initiating
	Montana Healthcare Programs Modularity Project	$4,940,613	$0	$0	$4,940,613	$4,940,613	Executing
	Montana Healthcare Programs Modularity Project	$0	$0	$44,465,517	$44,465,517	$35,497,814	Executing
	SNAP Employment & Training Enterprise Solution	$1,400,000	$0	$0	$1,400,000	$1,400,000	Cancelled
	SNAP Employment & Training Enterprise Solution	$0	$0	$1,400,000	$1,400,000	$1,400,000	Cancelled
	Electronic Benefits Transfer System Replacement	$1,250,000	$0	$0	$1,250,000	$1,250,000	Initiating
	Electronic Benefits Transfer System Replacement	$0	$0	$1,250,000	$1,250,000	$1,250,000	Initiating

Summary of 2025 Projects

The 2025 Volume 9 outlines the proposed IT projects for 2025 House Bill 10 (HB10), which form a comprehensive plan to modernize Montana's state government IT infrastructure, closely aligning with the four strategic themes of the State IT Strategic Plan: **Digitization**, **Reducing Technical Debt**, **Becoming Business Consultants**, and **Becoming Business Partners**. These initiatives are designed to enhance service delivery, improve operational efficiency, and position the state for future growth and innovation while ensuring that Montana remains responsive to the evolving needs of its citizens.

One of the key focuses of HB10 is **digitization**, where the state aims to replace outdated, manual processes with modern, automated systems. This shift will improve the efficiency of public service delivery, streamline workflows, and enhance user experiences for both citizens and state employees. By embracing digital tools and platforms, Montana is creating a more accessible and responsive government that can better meet the needs of its residents.

Another critical focus is **reducing technical debt**. Over time, maintaining outdated systems has become costly and inefficient. HB10 addresses this by modernizing legacy infrastructure and integrating scalable solutions that will reduce long-term maintenance costs, improve system reliability, and free up resources for innovation. By reducing technical debt, the state will create a more sustainable IT environment that supports future technological advancements while ensuring that current systems remain robust and secure.

In addition to these modernization efforts, HB10 emphasizes the importance of **becoming business consultants** within government operations. The state's IT initiatives are designed to provide strategic support to various government functions by offering tailored solutions that directly address business needs. By automating routine tasks and optimizing workflows, these projects will empower state employees to focus on high-value activities that drive organizational success.

Finally, HB10 promotes **becoming business partners** by fostering collaboration between state agencies and external stakeholders. Montana is working closely with local governments, educational institutions, and other partners to develop solutions that foster long-term partnerships. By investing in shared platforms and services, the state is building an IT ecosystem that supports collective goals, enhances security, and drives innovation across multiple sectors.

House Bill 10 represents a forward-looking investment in Montana's IT infrastructure that aligns with the state's strategic priorities. These initiatives will modernize critical systems, reduce technical debt, enhance service delivery, and foster stronger partnerships across government and beyond. Through this comprehensive approach, Montana is building a resilient, efficient, and innovative IT environment that will serve its citizens well into the future.

2025 HB 10 Requests by Agency

DEPARTMENT	LRITP	SSR	FSR	TOTAL
Department of Administration	$22,153,700			$22,153,700
Department of Corrections	$3,111,000			$3,111,000
Department of Natural Resources & Conservation	$4,965,000			$4,965,000
Department of Public Health & Human Services	$1,830,651		$6,065,155	$7,895,806
Department of Revenue	$500,000			$500,000
Department of Transportation		$7,500,000		$7,500,000
Judicial Branch	$1,500,000			$1,500,000
Montana Historical Society		$947,500		$947,500
Office of the Commissioner of Higher Education	$10,012,908			$10,012,908
Office of State Public Defender	$124,135			$124,135
GRAND TOTAL	**$44,073,259**	**$8,447,500**	**$6,065,155**	**$58,585,914**

Department of Administration

The Department of Administration (DOA) is essential to the efficient functioning of Montana's government, providing critical business and IT services to state agencies and local governments. Through its State Information Technology Services Division (SITSD), DOA manages Montana's core IT infrastructure, including data centers, network connectivity, and enterprise cybersecurity.

These services enable the state to operate securely and efficiently, ensuring that public services are delivered effectively to Montanans. DOA's IT initiatives for the upcoming biennium focus on modernizing cybersecurity, enhancing eGovernment applications, and upgrading network infrastructure to improve service delivery and reduce operational costs. By investing in these areas, DOA ensures that Montana's government remains responsive to the needs of its citizens while maintaining a robust and secure IT environment.

DEPARTMENT	PROJECTS
Department of Administration	• Enterprise Financial Warehouse • Enterprise Data Catalog • Recruiting and Onboarding Modernization • eMacs / Jaegger Replacement • Cybersecurity Enhancement • eGov Modernization • Infrastructure Upgrades and Expansion • My.MT.Gov and Prosperity Portal • AI & Technical Debt Relief Fund • Contact Center Replacement 508 Compliance - Web Content Accessibility Rule

LRITP	SSR	FSR	TOTAL
$22,153,700			**$22,153,700**

Enterprise Financial Warehouse

The Enterprise Financial Warehouse project aims to leverage robust cost accounting capabilities to transform the way the state handles financial data. As a unified request led by the Department of Administration's Chief Data Office on behalf of multiple agencies, this project represents a strategic collaboration that aims to elevate the state's financial transparency and accountability, ultimately driving greater organizational success.

Currently, the data required to calculate the cost of running state projects and programs is scattered across multiple, siloed systems, making it inefficient and challenging to gain a comprehensive understanding of financial performance. Implementing a centralized system will empower the state with the capability to measure the financial impact of investments more effectively. This means the state will be better positioned to evaluate the effectiveness of tax-dollar investments and identify areas for improvement using data-driven insights.

By modernizing and centralizing this cost accounting data, the office will embrace digital tools and processes, dramatically improving efficiency across agencies, divisions, and programs. The system will eliminate the manual labor currently needed to calculate basic expenditures, allowing for more streamlined and optimized financial operations. This shift aligns with the state's goal of reducing technical debt by optimizing the state's technical infrastructure, which in turn drives operational excellence and fosters innovation.

The availability of this consolidated financial data will enable the state to make more informed strategic decisions and increase financial transparency across the state.

Enterprise Data Catalog

The implementation of a data catalog as the primary data governance tool for our organization offers a transformative approach to managing, understanding, and securing data. The data catalog would track data lineage, provide a dictionary with clear definitions, and increase the security of state data.

By organizing and communicating the structure and content of state data, the catalog functions as a comprehensive data dictionary that offers clear definitions and descriptions of data objects. This clarity ensures data quality and consistency, helping our teams work more effectively and make data-driven decisions with greater confidence.

A core advantage of the data catalog is its ability to track data lineage and manage ongoing data requests. This feature ensures that data queries are accurately reviewed by data owners, guaranteeing that the underlying data is correctly represented. A data catalog also provides a robust tool for maintaining privacy and security of data by making sure the state always knows what data it has and where the data is stored. This level of oversight fosters accountability and reliability in data management.

Aligning with our strategic themes, this project directly supports digitization by embracing a digital tool that enhance data management efficiency. It optimizes technical infrastructure by creating a centralized, organized, and easily accessible data repository that streamlines operations and reduces redundancy.

Ultimately, the data catalog is not just a tool but a strategic asset that elevates the department's data governance, strengthens data security, and builds a foundation for informed decision-making that aligns with our mission to deliver modern, innovative digital services.

State Human Resources Recruiting and Onboarding Modernization

The current recruiting and onboarding system no longer supports modern demands, leading to increased workload for Human Resources employees. The new tool will enhance the efficiency and effectiveness of our recruitment processes by integrating seamlessly with PeopleSoft HCM (SABHRS) for holistic data management.

The new system will optimize candidate sourcing, selection, and engagement, positioning the State of Montana as a competitive employer in attracting talent. Automating and streamlining these critical workflows will reduce technical debt and enhance operational efficiency—empowering HR teams to focus on strategic business outcomes rather than time-consuming manual processes. The project will include comprehensive project management, change management support, and business process analysis to ensure a smooth transition and adoption across the organization.

By deploying a recruiting tool tailored to our unique needs, the department is demonstrating its commitment to delivering solutions that directly support long-term objectives. Post go-live support, administrative training, and data warehousing for records retention will ensure that the department is equipped not only for today's challenges but also for future demands.

Through this strategic investment, State Human Resources is not only modernizing its recruitment system but also building a foundation for continuous improvement, collaboration, and business success.

eMacs / Jaegger Replacement

The current procurement, agreements, contracts, and purchase order management system, now over a decade old, has become a bottleneck for efficient government operations. Its outdated functionalities are driving up maintenance costs and hindering the procurement lifecycle, from managing requests for proposals (RFPs) to overseeing vendor relationships. To maintain its commitment to operational excellence and compliance with evolving procurement regulations, the Department of Administration has proposed a complete system replacement with a modern, scalable solution. This new platform will not only meet today's procurement needs but also ensure future readiness, providing the flexibility to adapt to changes in technology and legislation.

By embracing digitization, the proposed system will significantly enhance efficiency, automating manual tasks and streamlining processes such as contract management and purchase order tracking. This will reduce administrative workloads and accelerate the procurement lifecycle, from RFP creation to vendor evaluation and contract execution. Additionally, the system's integration with financial and legal systems will improve auditability and compliance, safeguarding against regulatory risks while providing advanced reporting and analytics capabilities to support data-driven decision-making.

A core advantage of the new system is its potential to reduce technical debt. The outdated infrastructure of the current system is inefficient and costly. Replacing the system will optimize operations and reduce long-term maintenance costs, ensuring a more sustainable and resilient procurement process. By improving vendor engagement through a user-friendly portal, the system will foster stronger relationships with external stakeholders, facilitating greater participation and competition in the procurement process.

This modernization initiative is not just a technical upgrade—it is a strategic investment in the future of procurement operations, ensuring transparency, compliance, and operational excellence.

Cybersecurity Enhancement

The proposed cybersecurity Enhancement represents a forward-looking investment aimed at addressing the evolving threat landscape, safeguarding citizen trust, and ensuring regulatory compliance across the state. Cyberattacks leveraging artificial intelligence, ransomware, and phishing schemes are outpacing traditional defenses, while legacy systems still in use across state agencies present vulnerabilities that threaten compliance with federal and state regulations. These challenges underscore the need for advanced tools to ensure Montana's cybersecurity infrastructure remains resilient.

This project introduces advanced tools and processes that will fortify the state's defenses and drive operational efficiency by modernizing cybersecurity infrastructure. By integrating Identity Proofing solutions, the system will protect against identity fraud and security breaches, ensuring that only verified users access critical resources. The implementation of a Cloud Access Security Broker (CASB) will extend these protections to our cloud environments, enforcing security policies that safeguard data and guarantee compliance.

In addition, Data Loss Prevention (DLP) tools and Pathlock Security's data masking solution will enhance the protection of sensitive information and reduce confidentiality risks by safeguarding Level 3 data records. Additional features including Endpoint Detection and Response (EDR), next-gen SIEM and Secure Access Service Edge (SASE), and the implementation of an Intrusion Detection System (IDS) are all key components to a comprehensive security program.

While Montana's current cybersecurity framework provides a solid foundation, it must evolve to meet the demands of a dynamic threat environment. Investing in advanced technologies will not only enhance the state's ability to prevent breaches but also ensure compliance with regulatory requirements and support long-term operational efficiency. These enhancements are critical to protecting Montana's citizens, data, and infrastructure from increasingly sophisticated cyber adversaries.

eGov Modernization

The modernization of Montana's eGovernment (eGov) applications is aimed at delivering tangible benefits to both citizens and state employees. These applications including the Department of Administration's File Transfer Service, Department of Environmental Quality's Asbestos Accreditation, Department of Justice's End of Life Registry, and the Child Support Payments and Child Support Payment Lookup in the Department of Health and Human Services, are all critical applications that will be supported by this modernization effort.

Montana's eGov applications serve as the backbone of many essential public services, from filing taxes to accessing vital records, and their modernization will ensure these services are secure, efficient, and user-friendly. By addressing outdated systems and replacing them with modern, scalable solutions, this project will significantly improve the reliability and accessibility of digital government services. Citizens will experience faster response times, intuitive interfaces, and seamless access to critical resources, fostering greater trust in state operations. For state employees, the modernization will streamline workflows, reduce administrative burdens, and enable them to focus on higher-value tasks that directly benefit the public.

This initiative also represents a strategic investment in Montana's long-term digital infrastructure. Modernizing eGov applications will reduce escalating maintenance costs associated with legacy systems, freeing up resources for innovation and future improvements. It will also bolster cybersecurity by incorporating advanced protections that safeguard sensitive citizen data against emerging threats.

Beyond operational efficiencies, this project aligns with Montana's broader IT goals of digitization and becoming a trusted business partner. A modernized system will enhance the user experience for both the public and state employees, offering faster response times, intuitive interfaces, and greater accessibility. The result is a streamlined process that benefits all stakeholders and strengthens the state's reputation as a leader in providing secure and efficient digital government services.

Modernizing these applications isn't just about addressing today's challenges; it's about building a future-ready infrastructure that supports ongoing innovation and efficiency across Montana's government services.

Infrastructure Upgrades and Expansion

The State of Montana's infrastructure modernization projects are designed to elevate the security, resilience, and efficiency of its IT environment through strategic upgrades.

This modernization includes the replacement of key network switches and wireless systems which will improve network performance and reliability, ensure critical connectivity, replace outdated and end-of-life infrastructure, and provide advanced back-up protection through cloud services.

This suite of infrastructure upgrades aligns with Montana's commitment to future-proof its IT systems, supporting the growing demand for connectivity, ensuring compliance with modern security standards, and safeguarding vital data with rapid recovery solutions.

This investment not only enhances operational efficiency but also takes steps toward reducing technical debt. Replacing outdated equipment with energy-

efficient technologies reduces long-term costs while setting the foundation for future technology integration. The improved network security, reliability, and user experience exemplify Montana's proactive approach in fortifying its IT environment against evolving digital demands. These upgrades collectively ensure that Montana's digital infrastructure remains resilient, secure, and prepared to support the needs of a digitally forward government, creating a trusted, secure IT framework for the benefit of Montana citizens.

My.MT.Gov and Prosperity Portal

The centralized web portal project represents a significant step forward in enhancing the State of Montana’s service delivery, providing residents with a streamlined, efficient way to access vital state services. The portal is comprised of multiple projects with agencies, including the Montana Department of Transportation (MDT), the Department of Public Health and Human Services (DPHHS), the Department of Labor and Industry (DLI), the Department of Corrections (COR), and the Department of Commerce (DOC), giving citizens a one-stop gateway to interact with multiple services.

By simplifying access to these services, the portal will improve user experiences and strengthen citizen engagement. Whether it's applying for benefits, seeking employment resources, or accessing healthcare information, residents will benefit from a user-friendly platform that eliminates the confusion of navigating different departmental websites. This centralization not only enhances convenience but also fosters transparency and trust between the state and its citizens.

The project directly aligns with the state’s strategic focus on digitization, as it embraces modern digital tools to drive efficiency and ease of use. By reducing the complexity of state service access, state agencies can improve operational efficiency and offer a more responsive service to the public. Furthermore, the platform’s secure infrastructure ensures that citizens' personal information is protected.

This initiative also offers an opportunity to reduce technical debt by streamlining outdated, disparate systems into a unified solution that supports future innovation. The centralized portal will lay the groundwork for scalable improvements across all state services, positioning the State of Montana as a leader in public-sector digital transformation.

AI and Tech Debt Relief

The AI and Tech Debt Relief modernization fund represents a pivotal opportunity for the state to advance its technological infrastructure by integrating artificial intelligence (AI) and addressing long-standing technical debt. By modernizing legacy systems, SITSD aims to improve operational efficiency, reduce the high costs associated with maintaining outdated technology, and enhance service delivery across state agencies. These updates are not just about bringing systems up to date; they represent a transformation in how the state approaches IT operations, shifting from reactive maintenance to proactive innovation.

The implementation of AI will streamline and automate routine processes, allowing skilled employees to focus on more strategic, high-value tasks. This shift will free up resources, enabling state agencies to operate with greater agility and better respond to the needs of residents and stakeholders. Moreover, the reduction in technical debt will enhance system reliability and security, fostering a more resilient IT environment.

By embracing AI and other advanced technologies, Montana is not only optimizing technical infrastructure but also laying the foundation for future growth and innovation, ultimately improving services for residents and enabling state agencies to operate more efficiently.

Contact Center Replacement

The transition of call centers to a new provider, along with the elimination of the Avaya Aura Contact Center (AACC), represents a critical move towards embracing modern, flexible solutions that enhance both scalability and cost-efficiency. As the demands on agency communication platforms evolve, this project seeks to provide a future-ready infrastructure that supports omnichannel capabilities and integrates seamlessly with third-party applications. For smaller call groups, it is important to transition to a solution that offers a robust alternative, delivering advanced routing capabilities and comprehensive management tools that are essential for operational excellence.

Ultimately, this project positions the state to meet the increasing expectations of both internal stakeholders and the public, ensuring we are prepared to handle future challenges with agility and innovation.

508 Compliance - Web Content Accessibility Rule

The project about fostering an inclusive digital environment where every resident, regardless of ability, can engage with the government on equal footing and to bring Montana's websites into compliance with the U.S. Department of Justice's (DOJ) final ruling on web content accessibility represents a critical step toward ensuring equitable access to government services for all citizens, particularly those with disabilities. By ensuring that websites and mobile applications meet the Web Content Accessibility Guidelines (WCAG) 2.1, Level AA standards, the project will remove significant barriers that prevent many from accessing essential services such as tax information or mail-in ballots.

This effort aligns with the state's strategic goals of digitization and reducing technical debt by proactively addressing accessibility issues and integrating best practices into the core web development process. It includes conducting an accessibility audit across all websites, remediating identified issues, implementing a sustainable maintenance process to ensure ongoing compliance, and training content creators and developers on accessibility standards. Through audits, remediation, and training for content creators, this project establishes sustainable processes that ensure ongoing compliance, thereby mitigating future risks of legal non-compliance and associated costs.

By positioning SITSD as a leader in digital accessibility, this project enhances the division's role as a business partner. It strengthens its relationship with other state entities by delivering a strategic, compliant, and user-centered digital ecosystem.

Ultimately, the project builds trust with the public by demonstrating a strong commitment to accessible public services. These updates will improve the overall citizen experience and ensure that websites are more navigable, user-friendly, and accessible, improving the overall experience for all users, including those with visual, auditory, cognitive, or motor impairments.

Department of Corrections

The Montana Department of Corrections (COR) promotes and contributes to the success of individuals engaged within the criminal justice system while providing safety and security for victims and Montana communities. COR relies on several key IT systems to manage offender data, victim notifications, facility operations, and staff scheduling.

For the upcoming biennium, COR plans to implement a new cloud-based Offender Management System (Compass), expand surveillance systems across facilities for increased safety and transparency, and enhance educational opportunities for offenders using technology. These initiatives will improve operational efficiency while supporting COR's mission of public safety through rehabilitation.

DEPARTMENT	PROJECTS
Corrections	• Comprehensive Safety and Surveillance Improvements • MCE/Warehouse Enterprise Operations System

LRITP	SSR	FSR	TOTAL
$3,111,000			**$3,111,000**

Comprehensive Safety and Surveillance Improvements

The Department of Corrections is seeking funding to complete critical IT upgrades and enhancements that will significantly improve safety and security within our correctional system. These upgrades include body-worn cameras and updated tasers for Correctional Officers and Probation & Parole Officers and an operations and resource planning software.

Updating the department's cameras is critical to improving safety and security. The introduction of body-worn cameras—which are increasingly common amongst law enforcement professionals—serves as a deterrent to poor behavior and offers a greater degree of transparency into department operations. Body-worn cameras offer a coverage of officer interactions even in situations where a stationary camera may be blocked, and the footage from body-worn cameras serves as an invaluable training tool for new officers.

An operations and resource planning software would replace offender-built, Microsoft Access databases which are not integrated with each other, nor with the state's accounting system. The transition from offender-built Microsoft Access databases to a professional software mitigates security concerns and improves inventory control by integrating with the state's accounting system. Implementing this system will reduce technical debt within the department by replacing the outdated and fragmented systems with robust, integrated solutions.

These items all serve to keep officers safe while performing their job duties. They help to deter poor behavior, prevent and detect the introduction of contraband, increase visibility and staff awareness, and create efficiencies for officers. By modernizing its facilities, the department not only boosts safety and efficiency but also creates a work environment that attracts and retains quality personnel.

MCE/Warehouse/Maintenance Enterprise Operations System

The Department of Corrections is requesting funding to modernize and standardize its operations through the adoption of an advanced operations and resource planning software. This initiative aims to replace outdated, disparate databases—primarily built and maintained by inmates—with a professionally designed, integrated solution that supports billing, estimating, inventory, warehouse, and production management processes across Montana Correctional Enterprises and secure facilities. By doing so, the Department seeks to eliminate inefficiencies,

strengthen internal controls, and mitigate operational risks tied to the current system's heavy reliance on inmate labor.

The existing setup suffers from a lack of integration, forcing staff to perform duplicative data entries, significantly reducing productivity and accuracy. With the new software, staff will have access to streamlined workflows and real-time data, enabling data-driven decision-making and faster processing times. Enhanced internal controls will also mitigate risks of errors or theft, addressing critical concerns that jeopardize the integrity of current operations.

This project supports the strategic theme of reducing technical debt by replacing disparate systems with a unified platform that fosters operational excellence and innovation. Furthermore, it aligns with the Department’s mission to provide inmates with practical, modern technology skills that are relevant in private industry, positioning them for success post-incarceration.

Ultimately, this modernization effort is not just about upgrading technology—it’s about creating a resilient, efficient, and transparent operational foundation. By implementing a cutting-edge software solution, the Department can build a more sustainable future while empowering its workforce to better serve Montana's needs.

Office of the Commissioner of Higher Education

The Office of the Commissioner of Higher Education (OCHE) plays a pivotal role in shaping Montana's higher education landscape, overseeing the Montana University System (MUS) and ensuring that post-secondary education remains accessible, affordable, and of high quality. OCHE is responsible for coordinating policies, managing state funding for colleges and universities, and fostering collaboration between institutions to meet the educational needs of Montana's citizens. By supporting workforce development and research initiatives, OCHE contributes to the state's economic growth and helps prepare Montanans for success in a competitive job market.

Information technology is integral to OCHE's mission, enabling efficient administration, data-driven decision-making, and enhanced educational experiences. Key IT systems support student information management, financial aid processing, and data analytics across MUS institutions. In the upcoming biennium, OCHE will focus on modernizing its IT infrastructure to improve system interoperability, enhance cybersecurity, and support online learning platforms. These initiatives are aligned with Montana's broader goals of digital transformation and operational efficiency, ensuring that OCHE can continue to deliver high-quality education while meeting the evolving needs of students and educators.

DEPARTMENT	PROJECTS
Office of the Commissioner of Higher Education	• CyberMontana - Security Operations Center, Workforce Training Programs, Cyber Policy Clinic • Security Information and Event Management (SIEM) • Enterprise Resource Planning System Replacement

LRITP	SSR	FSR	TOTAL
$10,012,908			**$10,012,908**

CyberMontana Program Expansion

CyberMontana represents a critical initiative for Montana's future, focusing on fortifying the state's cybersecurity defenses through comprehensive education and outreach. As established by the Montana Legislature in 2021, CyberMontana serves as the central hub for cybersecurity education resources, offering minimal-cost training to state, county, and local government organizations, educational institutions, and their workforces.

This funding request is proposed to protect the State from Cybersecurity incidents through "Whole of State" outreach and education resources that build cybersecurity skills for the technical and nontechnical workforce. Its focus is on municipalities, state/local government, higher education, tribal communities, K12 education, and small businesses.

The three projects proposed for funding are: (1) CyberMontana workforce education programs and resources to train the nontechnical and technical workforce. (2) The Security Operations Center which protects vulnerable municipalities in rural regions by monitoring networks while training the workforce and (3) The Rural Policy Clinic which delivers cyber hygiene exercises, asset mapping, and policy review for rural communities, small business, government and nonprofit organizations, and the agricultural community.

Through strategic outreach and education, CyberMontana strengthens the state's defenses and positions itself as a trusted partner to Montana's agencies, guiding them in an increasingly digital world.

Security Information and Event Management

The Security Information and Event Management (SIEM) implementation project for University of Montana and its affiliates, along with operational and enhancement funding for Montana State University campuses, represents a pivotal investment in safeguarding critical institutional assets. By deploying SIEM, the campuses will significantly enhance their ability to detect and respond to security threats, improving uptime and preventing service disruptions caused by security incidents. This project is vital not only for protecting institutional data but also for ensuring public safety, as the ability to thwart potential security intrusions help shield key stakeholders and the broader community from the risks associated with data breaches.

Through the deployment of advanced security monitoring tools, the project enhances efficiency, streamlines threat detection processes, and reduces the potential for costly security breaches. The reduction in incidents directly leads to

minimized operational interruptions, saving resources and allowing the university systems to focus on their core missions of education and research.

Furthermore, the project enhances compliance with federal regulations through robust reporting capabilities, ensuring the institutions remain aligned with critical legal and regulatory frameworks. By prioritizing public safety and data integrity, this initiative sets the stage for the universities to operate more securely and efficiently, ultimately driving operational excellence while reinforcing trust with students, staff, and the public.

Enterprise Resource Planning System Replacement

The Montana Community Colleges are at a pivotal moment in their operational journey, facing the urgent need to migrate from their current Enterprise Resource Planning (ERP) system due to vendor termination. The ERP system, essential for managing Finance, Student Information Systems, Financial Aid, and Human Resources, is at the core of the colleges' ability to serve students and uphold financial integrity.

After years of aligning with the Montana University System (MUS), Banner (the MUS ERP provider) notified both Miles City Community College (MCC) and Dawson Community College (DCC) that they could no longer be hosted by MUS and would have a procure a separate license (which is cost prohibitive compared to other ERP solutions) or find a new ERP provider. This abrupt shift requires a new, independent ERP solution, but the costs associated with both implementation and ongoing annual fees are substantial, posing a financial strain on the colleges.

Miles City Community College, Dawson Community College, and Flathead Valley Community College are each working to implement a modern ERP systems that will ensure the continued secure and efficient handling of critical student and financial data. The total cost of implementation across the institutions exceeds $2.9 million, with annual fees reaching over $1 million—a significant burden, especially as the colleges work to identify sustainable funding solutions for the long-term.

This project is closely tied to the strategic theme of reducing technical debt. By upgrading to more modern, cloud-based systems, the colleges are ensuring that their infrastructure is future-proofed, more secure, and capable of leveraging advanced data analytics to support operational excellence. This ERP modernization is critical to supporting the long-term financial sustainability of Montana’s Community Colleges and their ability to serve Montana’s higher education needs effectively.

Montana Historical Society

The Montana Historical Society (MTHS) founded in 1865 by the Montana Territorial Legislature, pursues the mission to preserve Montana's past, share our stories, and inspire exploration, . to provide meaning for today and vision for tomorrow. The MTHS accomplishes this mission by collecting, preserving, and providing access to art, artifacts, photographs, and documents. The MTHS strives to educate Montanans and visitors through programming, publications, research collections, art and artifact collections, online resources, and exhibits. MTHS also administers the Montana Antiquities Act by overseeing various regulatory and compliance functions as well as providing consultation services and project funding opportunities for historic sites.

Information Technology (IT) is essential to the MTHS's mission of preserving and sharing Montana's history. IT systems support the digitization of archival materials, enabling broader access to historical records through online platforms. Additionally, IT infrastructure facilitates the management of museum collections, educational outreach programs, and public engagement through digital exhibits and virtual tours. In the upcoming biennium, the MTHS will focus on expanding its digital archives and enhancing its online presence to reach a wider audience. By leveraging modern IT solutions, the MTHS ensures that Montana's history remains accessible and preserved for future generations while continuing to serve as a cornerstone of cultural education in the state.

DEPARTMENT	PROJECTS
Historical Society	Museum Systems Operations & Management

LRITP	SSR	FSR	TOTAL
	$947,500		**$947,500**

Museum System Operations & Management

In anticipation of the opening of the Montana Heritage Center in the fall of 2025, the MTHS has identified technological improvements that will increase operating efficiency and ensure customer service consistent with the scale of the new building. The proposed technology solution is centered on a comprehensive museum focused Customer Relationship Management (CRM) suite of applications for managing, tracking, and communicating with members, donors, patrons, visitors, volunteers, educators, students, life-long learners, and customers.

The CRM system has museum-specific integrations, including an online ticketing system for visitation tracking, a secure and automated point of sale (POS) and inventory management platform for retail and other sales, a communication system for sending and tracking correspondence with members and donors, and a reservation system for internally managing rentable spaces.

Additional software applications and associated hardware will be integrated with the CRM, including appointments for research, reserving educational resources, and an event management platform. A new Information Technology (IT) database specialist staff position will provide ongoing operational support for the CRM database, added software applications, and hardware.

By implementing a CRM suite of applications, MTHS will improve operational efficiency by streamlining and automating repetitive tasks and optimizing resources. It will also improve management of customer and visitor relationships, through personalized interactions, tailored communications, and efficient tracking of visitor and patron needs and preferences.

Access to real-time data about public interactions, event attendance, space and resource reservations, and financial transactions enables MTHS leadership to make informed decisions and plan strategically. The improved system will also ensure compliance with State data safety requirements and industry standards, mitigating risks associated with data security breaches, credit card blacklisting privacy violations, and system vulnerabilities.

The proposed technology enhancements align with strategic objectives identified by MTHS, improving operational excellence, customer centered service, fostering innovation, ensuring patron information and collections are managed and secure, and providing a world-class experience to visitors.

Judicial Branch

The Judicial Branch of Montana is responsible for ensuring justice is served fairly and efficiently across the state. It oversees the administration of the court system, including District Courts, Courts of Limited Jurisdiction, the Montana Water Court, and the Montana Supreme Court, providing a framework for resolving legal disputes, protecting individual rights, and upholding the rule of law.

The Office of the Court Administrator (OCA) manages IT services for the entire Judicial Branch, supporting over 1,100 users, including local and state court officials and employees. IT systems are critical to the daily operations of Montana's courts, enabling the efficient management of cases, legal documents, and communications.

In the upcoming biennium, the Judicial Branch will focus on enhancing its digital case management systems, improving cybersecurity measures, and expanding remote access capabilities for court proceedings. These initiatives will ensure that Montana's courts remain accessible, efficient, and secure while meeting the evolving needs of citizens and legal professionals in an increasingly digital world.

DEPARTMENT	PROJECTS
Judicial	Courts Electronic Filing System Architecture and Cybersecurity Refresh

LRITP	SSR	FSR	TOTAL
$1,500,000			**$1,500,000**

Montana Courts Electronic Filing Replacement

The value proposition for upgrading Montana's electronic filing system is driven by the need to ensure long-term stability, security, and operational continuity. In January 2024, Thomson Reuters (TR) informed the Office of the Court Administrator (OCA) that they would discontinue support and maintenance for the current system by June 2027 due to budgetary constraints and the increasing demands of cybersecurity. With over 7,400 users relying on this critical system, it became clear that action was needed to either replace or modernize the system.

JUD explored the possibility of switching to a new electronic filing system in partnership with their case management vendor, Avenu Insights & Analytics. While Avenu's solution offered a proven integration with the courts' current infrastructure, the projected costs of nearly $9.5 million over two years, along with the risks of implementing a new system, raised concerns. The current system's stability and widespread usage by Montana's legal community made stakeholders hesitant to abandon a trusted solution.

Through continued dialogue, TR presented an alternative: maintaining the existing e-filing system under the condition that the Judicial Branch agree to upgrade key system components. This solution not only ensures compliance with evolving cybersecurity standards but also reduces the technical debt accumulated by relying on an aging platform. By modernizing the system architecture, Montana courts can extend the life of the current platform, safeguarding the reliability of a system that serves thousands of users.

This project aligns with the strategic goal of reducing technical debt by optimizing Montana's critical e-filing infrastructure. By pursuing this modernization, Montana courts ensure long-term sustainability and operational excellence while minimizing disruption for users.

Department of Natural Resources and Conservation

The Montana Department of Natural Resources and Conservation (DNRC) manages the state's natural resources, ensuring their sustainable use for the benefit of all Montanans. That involves a broad range of responsibilities, including wildfire management, dam safety, water rights administration, and managing state lands for educational funding. The department also oversees conservation efforts and provides grant funding to support natural resource projects across Montana.

Information technology is integral to DNRC's mission, enabling efficient management of land, water, and fire resources across the state. Key IT systems support geospatial data analysis, water rights administration, trust land management, and wildfire response coordination. In the upcoming biennium, DNRC will focus on enhancing its IT infrastructure to improve data accessibility for both internal users and the public. This includes upgrading geospatial information systems (GIS), modernizing water resource management tools, and strengthening cybersecurity measures. These initiatives will ensure that DNRC can continue to manage Montana's natural resources effectively while providing transparent and accessible services to citizens and stakeholders.

DEPARTMENT	PROJECTS
Department of Natural Resources & Conservation	• Water Rights Information System Enhancements • Geographic Information System (GIS) Migration • Licensing and Permitting System

LRITP	SSR	FSR	TOTAL
$4,965,000			**$4,965,000**

Geographic Information System Migration

The migration of the Geographic Information System (GIS) infrastructure to a professionally managed cloud solution will cut waste, improve reliability, and free staff to focus on real results instead of maintaining systems. This plan is a smart, cost-effective choice for long-term success.

The move to a managed cloud service directly supports the Department of Natural Resources and Conservation's (DNRC) long-term goal of improving the quality and availability of data and services. By moving to the cloud, the department modernize its operations, better serve the public, and align our technology choices with its strategic plans. This approach reduces the risk of critical systems failing during emergencies, ensuring staff and stakeholders can rely on timely, accurate, and accessible natural resource information.

By replacing on-site infrastructure with a scalable cloud platform, DNRC will cut long-term maintenance costs and avoid repeated investments in outdated hardware. With a small team, time is always a constraint. This effort will free up staff time once focused on upkeep, allowing more attention to delivering tangible business outcomes and community outreach. Ultimately, this offers better value for taxpayers' money: improved reliability and easier system updates at a lower total cost over time.

Using a proven industry partner to manage upkeep, security and support, creates accountability, sets clear performance standards, and ensures the state gets the most value from the investment. The predictable pricing structures and reduced risk of unexpected IT expenses is an added benefit to the department.

Although there is an initial cost for the migration, the long-term financial impact is positive. Ongoing expenses become more predictable and manageable, the need to upgrade network equipment is reduced, and DNRC will gain confidence that its budget can be better focused on critical program areas rather than technology replacements.

The project team has a clear transition plan, including staff training and a support framework that ensures a smooth handover. The department will monitor performance closely, track improvements in uptime and user satisfaction, and adjust as needed. This steady, controlled approach lowers the risk of interruptions and ensures that benefits will be realized and maintained.

Water Rights Information System Modernization

Enhancements to the Water Rights Information System (WRIS) respond to recent audit findings and evolving stakeholder needs. The system modernization will result

in several key improvements including digitizing business processes, moving to the system to the cloud, and improving data management. These improvements align with DNRC's long-term strategy by reducing over-reliance on any single staff member, increasing efficiency, reducing operational cost, ensuring compliance, and delivering greater accountability and transparency to the public.

Upgrading outdated, paper-based processes and mitigating single-person dependency strengthens institutional knowledge, mitigates risk, and reduces expenses. Enhanced data management ensures accurate, up-to-date records, while easier public access increases transparency. These changes address legislative findings (21P-01) and reflect the DNRC's commitment to informed, accountable decision-making.

Streamlined workflows and improved data management will increase efficiency and lower operational costs and staff workloads. More accurate, accessible information reduces time spent on manual tasks, error corrections, and responding to inquiries. Fewer delays and mistakes translate directly into cost savings and better long-term value for taxpayers.

Additionally, cloud-based solutions and sound data management will allow DNRC to choose the best services from competitive markets rather than relying on costly, proprietary systems or a single expert's knowledge. Standardizing processes encourages vendor competition, improving service quality and flexibility. This approach ensures fair pricing and makes it easier to adopt future improvements.

Over time, these efficiencies offset the initial investment, ensuring predictable budgeting, sustainable cost savings, and a system that is able to adapt to the quickly evolving needs of modern business.

Licensing and Permitting System Modernization

The Department of Natural Resources and Conservation plans to improve its licensing and permitting processes by implementing a new digital system that includes mapping features. This project supports the state's IT goals by moving away from paper and email-based methods to an automated system. This new system will manage all public licenses and permits, and will integrate approval workflows, streamlining internal operations and greatly reducing overhead costs.

The new system will allow staff and citizens to see the status of applications in real time, making our processes more transparent and improving the experience for our customers with quick updates and clear communications. Additionally, this digital change will reduce the problems caused by our old manual methods, letting our teams focus on more important work instead of paperwork.

Investing in this system will save money in the long run, make operations more efficient, and provide better services to the public, ensuring that taxpayer money is spent wisely. This project is not just a technology update but a smart move that will

lead to better results for the department and the people it serves, making it a wise and forward-thinking investment.

Office of State Public Defender

The Office of State Public Defender (OPD) is committed to ensuring that all Montanans have access to legal representation, regardless of their financial situation. OPD provides constitutionally mandated legal defense services to individuals who cannot afford private counsel in criminal, civil, and juvenile cases. By upholding the right to a fair trial, OPD plays a critical role in maintaining justice and equity in Montana's legal system, ensuring that vulnerable populations receive competent and effective legal representation.

Information technology is crucial to OPD's ability to manage its caseload efficiently and provide high-quality legal services. IT systems support case management, secure communication, and data sharing between attorneys, courts, and clients. In the upcoming biennium, OPD will focus on modernizing its case management system to improve workflow efficiency and enhance data security. Additionally, the agency plans to expand its use of digital tools for remote client consultations and court appearances, ensuring continued access to legal services across Montana's rural communities. These IT initiatives will strengthen OPD's capacity to deliver timely and effective legal defense while maintaining the integrity of Montana's justice system.

Statewide Courthouse WiFi Implementation

The State Secure Wi-Fi project addresses a fundamental need in our state courthouses: the need for reliable and secure internet access for employees from key agencies, including the Office of the Public Defender, the Department of Justice, the Department of Public Health and Human Services, and the Department of Corrections. Currently, these professionals face daily obstacles due to inconsistent connectivity, which not only hampers their productivity but also limits their ability to collaborate efficiently. This project aims to remove those barriers, enabling seamless communication and collaboration between agencies, and thereby improving the overall functionality of courthouse operations.

At the heart of this initiative is the state IT strategic theme of digitization. By introducing State Secure Wi-Fi in courthouses, we are optimizing digital tools and processes, creating a more streamlined and efficient work environment. Employees will be able to access the secure network from anywhere in the courthouse, allowing them to perform their duties without the interruptions caused by poor connectivity. This upgrade is not only about enhancing technical infrastructure; it's about empowering the state's public servants to better serve their communities.

Additionally, this project helps reduce the state's technical debt by addressing a long-standing issue of inadequate digital infrastructure in courthouses. By implementing a secure, modern solution, we are setting the stage for sustained

operational excellence, enabling future innovations while maintaining cost-efficiency.

DEPARTMENT	PROJECTS
Public Defender	State-wide Courthouse WiFi

LRITP	SSR	FSR	TOTAL
$124,135			**$124,135**

Department of Public Health and Human Services

The Department of Public Health and Human Services (DPHHS) is the largest state agency in Montana, dedicated to protecting the health and well-being of all Montanans. DPHHS provides critical services, including healthcare programs, child and family services, public health initiatives, and support for individuals with disabilities. The department works to ensure that vulnerable populations receive the care and support they need, contributing to the overall health and safety of Montana's communities.

Information technology is central to DPHHS's ability to deliver these essential services efficiently and securely. IT systems support a wide range of functions, including eligibility determination for public assistance programs, case management for child welfare services, and the administration of healthcare benefits. In the upcoming biennium, DPHHS will focus on modernizing its IT infrastructure to improve service delivery, enhance data security, and streamline operations. Key initiatives include upgrading legacy systems to improve interoperability between programs and expanding digital services to make it easier for citizens to access benefits online. These efforts will ensure that DPHHS can continue to meet the needs of Montanans while maintaining a secure and efficient IT environment.

DEPARTMENT	PROJECTS
Department of Public Health & Human Services	• Child and Family Services Division – Comprehensive Child Welfare Information System Independent Verification & Validation Services • Child Support Services Division – State Directory of New Hires • Child and Family Services Division – Montana Child Support Enforcement Automated System Replacement Independent Verification & Validation Services • Human and Community Services Division – Secure Data Connections for Montana Benefit Programs • Human and Community Services Division – Public Benefits System Efficiency Modernization • Human and Community Services Division – Improving Timeliness of Public Benefit Recipient Notifications • Senior and Long-Term Care Division – Legacy System Replacements

LRITP	SSR	FSR	TOTAL
$1,830,651		**$6,065,155**	**$7,895,806**

Comprehensive Child Welfare Information System (CCWIS) IV&V Services

The Comprehensive Child Welfare Information System (CCWIS) Replacement Project for the Child and Family Services Division (CFSD) represents a critical investment in Montana's ability to serve its most vulnerable citizens: children and families involved in the child welfare system. This project was originally funded during the FY2025B and is moving into Design, Development, and Implementation (DDI) and Systems Integration (SI) phases. As the project progresses, it is in the State of Montana's interest to procure an Independent Verification and Validation (IV&V) vendor to ensure that the system design and implementation meet agency requirements and comply with federal guidelines.

By engaging an IV&V vendor, Montana is safeguarding the significant financial and human resources being devoted to this system. IV&V plays a pivotal role in maintaining regulatory compliance with federal and state guidelines, which is crucial to securing federal funding for the $31 million project. Without this oversight, Montana risks losing up to 50% of the program's funding, which would have far-reaching consequences for the entire child welfare ecosystem.

IV&V services provide an unbiased, third-party evaluation of the project's progress, processes, and deliverables, ensuring that issues are identified early, reducing costly delays and rework. This proactive approach allows CFSD to meet its deadlines and stay within budget. Additionally, it mitigates risks associated with the system's deployment, enhancing stakeholder confidence by demonstrating the state's commitment to quality and compliance.

By reducing errors and ensuring the system aligns with both agency goals and federal standards, IV&V services optimize the development process and improve the overall quality of the child welfare system. As CFSD moves forward, these services will foster a culture of continuous improvement and strategic partnership, aligning with the state's goals to reduce technical debt and deliver efficient, trusted solutions for its users.

Secure Data Connections for Montana Benefit Programs

The proposed project to upgrade Montana's system for sharing benefits information, such as SNAP and Medicaid, with state and federal partners is essential to ensure the continued security and reliability of these critical programs. Currently, the CHIMES system relies on outdated on-premise technology, specifically the community edition of a technology programming language, which is

no longer compatible with modern technologies and security patches. Without this upgrade, the Department of Public Health and Human Services (DPHHS) faces potential operational disruptions, increased maintenance costs, and heightened security vulnerabilities that could jeopardize its ability to serve Montana's most vulnerable populations.

Upgrading to a modern, scalable programming language will not only provide better monitoring and alert capabilities to prevent downtime but also enhance data security and system performance. This upgrade is vital for ensuring that the system can continue to meet the evolving needs of programs like SNAP, TANF, Medicaid, and LIHEAP, which are essential to supporting Montana families. Moreover, improved monitoring and alert systems will ensure smoother operations, reducing the risk of service outages and the associated costs.

This project aligns closely with Montana's strategic goals of reducing technical debt. By replacing outdated infrastructure with a modern, easy-to-maintain technology stack, the state will optimize its technical resources and reduce the long-term costs associated with maintaining aging systems. The upgraded system will be more reliable and secure, reducing the risks posed by cyber threats and operational failures. Investing in this upgrade will safeguard Montana's benefits programs and support future growth and innovation.

Montana Child Support Enforcement Automated System (SEARCHS) Replacement Independent Verification and Validation (IV&V) Services

The State of Montana's Child Support Services Division (CSSD) is at a critical juncture with the mandated replacement of the SEARCHS system, designated as high-risk by the Federal Office of Child Support Services (OCSS) in February 2024. As a result, Montana is required to procure Independent Verification and Validation (IV&V) services, a crucial step to ensure compliance with federal regulations outlined in 45 CFR 307.15(b)(10). These IV&V services will provide an objective, third-party evaluation of the system's design, development, and implementation, securing both the system's reliability and compliance with federal requirements.

The IV&V services offer significant benefits beyond regulatory compliance. By identifying potential issues early in the development lifecycle, these services minimize costly rework and delays. Moreover, IV&V will enhance the quality of the system by ensuring adherence to best practices and standards, reducing errors, and improving project management oversight. This will result in more accurate decision-making and better control over the project's timeline and budget, further reducing risks associated with the system's deployment.

Furthermore, ensuring ongoing compliance with federal guidelines through IV&V will unlock enhanced federal financial participation (FFP) for the SEARCHS replacement project, securing necessary funding for its successful implementation. Without IV&V, Montana risks losing federal match dollars, compromising the long-term success of the Child Support Enforcement program.

By embracing this initiative, Montana not only mitigates technical and operational risks but also strengthens stakeholder confidence, reinforcing the state's commitment to delivering a high-quality, compliant, and efficient child support system. This strategic partnership between Montana and the IV&V vendor ensures the project's success and paves the way for improved service delivery for Montana families.

State Directory of New Hires

The development of the State Directory of New Hires system is an essential step towards enhancing the efficiency and effectiveness of the Child Support Services Division (CSSD). By improving the ability to locate non-custodial parents and accurately identify their income sources, this system will significantly expedite the distribution of child support payments to custodial families. Timely payments ensure that children receive the financial support they need, contributing to their well-being and stability.

The system's ability to cross-reference and validate employment data across multiple state agencies will also play a pivotal role in reducing public assistance fraud, safeguarding the integrity of vital state programs. The new system will ensure the accuracy and integrity of various state-administered benefit programs such as Medicaid, food stamps, and housing assistance by verifying employment status and income. Ultimately, this system modernization will streamline administrative processes by reducing the need for manual verification and improving data sharing between agencies.

This initiative aligns with the strategic theme of reducing technical debt by streamlining and optimizing data collection and validation processes. The integration of new hire data with existing systems—such as child support enforcement platforms and other agency databases—will not only improve the accuracy of the information but also ensure greater efficiency in handling complex cases. As a result, the Child Support Services Division will be better equipped to fulfill its mission, while ensuring compliance with all federal and state regulations surrounding data security and privacy.

By providing a reliable, secure, and efficient system for collecting and sharing employment data, the division is not just solving an operational challenge but becoming a trusted partner for other state agencies. Through this collaboration, the

state can enhance the effectiveness of its child support enforcement efforts while also addressing systemic issues related to public assistance fraud.

Public Benefits System Efficiency Modernization

The Public Benefits System Efficiency Modernization project is a critical investment in ensuring the continuity and reliability of essential services for families who depend on state support. The Department of Health and Human Services needs to migrate its benefits system, CHIMES, which supports Montana families through programs such as SNAP, TANF, Medicaid, and LIHEAP, to a more modern and cost-effective technology platform. This transition will save the state money on licensing fees and reduce the risk of system failures. Many of the current tools are outdated, and continuing to rely on them will result in higher long-term costs. By migrating now, the Department can prevent service interruptions and avoid costly support extensions for outdated products.

The CHIMES application, which is used for SNAP, TANF, Medicaid, and LIHEAP programs, has two portals: the CHIMES Worker Portal for state case workers and the Citizen Portal for Montana residents. Currently, about 650 case workers and 250,000 residents use both portals to process and request benefits. The application provides essential services that help the Department serve the people of Montana.

Currently, CHIMES operates on-premises using costly licensed products. Migrating to a JBOSS Application Server would reduce product costs and improve reliability, robustness, and agility. Moreover, many current software and tools are approaching the end of their life cycles or will be discontinued by vendors, necessitating replacement. Updating to new versions would prevent CHIMES downtime and avoid the need for the Department to purchase extended support for end-of-life products. Replacing these with less expensive equivalent products will provide a substantial return on investment.

Benefits/Efficiencies: Switching Application servers to more affordable options provide a return on investment by lowering the expenses for licenses and maintenance. Old technology stacks are prone to security risks which would be mitigated by these upgrades.

To handle future expansion and ensure business continuity, the system needs a stronger and more dependable infrastructure. This proactive modernization effort will lower long-term ownership costs, lower expenses for licensing and maintenance, and mitigate security risks posed by end-of-life products, ultimately providing the Department with flexibility through the funds saved.

Improving Timeliness of Public Benefit Recipient Notifications

The CHIMES-EA benefit notice generation system is a critical tool for ensuring that Montana residents receive timely and accurate information about their benefits under SNAP, TANF, Medicaid, and LIHEAP programs. The current version of the OpenText software that powers this system is becoming obsolete, and without an upgrade, there is a significant risk of service disruption or costly extended support. This project will ensure the seamless migration to a new, supported platform that aligns with modern security standards and regulatory requirements.

The CHIMES application, which is used for SNAP, TANF, Medicaid, and LIHEAP programs, has two portals: the CHIMES Worker Portal for state case workers and the Citizen Portal for Montana residents. Currently, about 650 case workers and 250,000 residents use both portals to process and request benefits. OpenText is used to generate correspondence for all residents who use both portals to process and request benefits.

Updating the system will protect the department's ability to deliver essential notices without interruption, maintaining compliance with both state and federal policies. Upgrading also minimizes future operational costs by avoiding support extensions for outdated technology and reducing the likelihood of manual errors, contributing to greater efficiency.

This project supports the State's long-term goal of reducing technical debt. By migrating to a modern, sustainable platform, the department can future-proof the notice generation system, ensuring it remains reliable and secure for years to come.

Senior Long-Term Care (SLTC) Legacy System Replacements

The Legacy Data Systems Replacement project represents a critical modernization effort for the Senior and Long-Term Care Division, addressing inefficiencies in three outdated data systems. These systems are vital for supporting federal programs under the Older Americans Act (OAA), State Health Insurance and Assistance Program (SHIP), Aging Disability Resource Center (ADRC), Area Agencies on Aging (AAA), Long Term Care State Ombudsman Program, and the Legal Services Developer Program.

The project will either develop a unified system or implement three integrated individual systems, depending on the most feasible and cost-effective solution. The systems targeted for replacement include:

- CAPSTONE – OAA ADRC and SHIP Data System
- LEAPS – Ombudsman Data System
- LEAPS – Legal Services Developer Program (LSDP)

The new data collection, grant reporting, and resource management systems will enhance SLTC's operational efficiency, data security, and compliance. These systems will support various federal programs, improving service delivery and ensuring data integrity.

This initiative aligns with the strategic theme of reducing technical debt, as it optimizes the State’s technical infrastructure, replacing aging, inefficient systems with a modern, scalable solution that better supports current and future needs. By replacing these legacy systems, the project will significantly reduce operational burdens and increase service efficiency for Montana’s aging population.

Department of Revenue

The Department of Revenue (DOR) is responsible for administering Montana's tax laws, ensuring the fair and efficient collection of taxes that fund essential public services. DOR plays a critical role in supporting the state's financial health by overseeing a wide range of tax programs, including income, property, and business taxes. The department also manages the state's unclaimed property program and regulates alcoholic beverages, tobacco, and cannabis. By ensuring compliance with tax laws and providing taxpayer education, DOR helps maintain fairness in the tax system while supporting the state's economic stability.

Information technology is fundamental to DOR's ability to manage tax collection and regulatory functions efficiently. IT systems support tax processing, data management, and secure communication with taxpayers and businesses. In the upcoming biennium, DOR will focus on modernizing its core tax systems to improve service delivery and enhance cybersecurity. Key initiatives include upgrading the Integrated Revenue Information System (IRIS), which manages taxpayer accounts, and expanding digital services to make it easier for citizens to file taxes online. These efforts will streamline operations, improve taxpayer interactions, and ensure that DOR can continue to meet Montana's growing needs while maintaining a secure and efficient IT infrastructure.

DEPARTMENT	PROJECTS
Revenue	GenTax to AWS hosted environments

LRITP	SSR	FSR	TOTAL
$500,000			**$500,000**

GenTax System Cloud Modernization

The proposed project to transition all GenTax environments—production, staging, test, and development—from the state data center to the Amazon Web Services (AWS) cloud represents a strategic move that significantly enhances the security, efficiency, and resilience of our tax systems.

First, this transition will substantially reduce the cyber security risk to critical taxpayer data. By leveraging AWS's advanced security infrastructure and protocols, the Department of Revenue can ensure higher levels of data protection.

The cloud environment supports multiple availability zones, ensuring that our systems are resilient and remain operational even in the event of localized outages. This level of redundancy is crucial for maintaining uninterrupted access to tax systems, thereby reducing the risk of service disruptions that could impact taxpayers and state operations.

AWS offers managed services that automate routine maintenance tasks, allowing the IT team to focus on more strategic initiatives that drive innovation and improve service delivery. This move mitigates the risks associated with hardware failures and outdated systems, thus driving operational excellence and cost-efficiency. The cloud environment's inherent scalability and flexibility future-proofs our systems, reducing the long-term technical debt that can hinder innovation and service delivery.

Moving the GenTax environments to the AWS cloud is a forward-thinking initiative that enhances data security, ensures system reliability, and optimizes the use of our technology resources, positioning us to better serve our citizens and meet evolving regulatory demands.

Department of Transportation

The Montana Department of Transportation (MDT) mission is to plan, build, operate, and maintain a safe and resilient transportation system to move Montana forward. MDT is responsible for over 25,000 lane miles and some 2,500 bridges on the state's highway system, along with off-system bridge inspections, fuel tax collection, commercial vehicle enforcement, public transit programs, general aviation planning, traffic safety, and more. MDT' s work contributes to Montanan's quality of life and the economies of Montana communities.

Information technology is essential to MDT's ability to manage its complex operations efficiently. IT systems support a wide range of functions, including project management, traffic monitoring, asset management, and public safety coordination. Key IT systems include those that manage highway construction and maintenance projects, traffic and crash data, and MDT's complex funding programs. In the upcoming biennium, MDT will focus on modernizing its IT infrastructure to improve data integration and enhance decision-making capabilities. This includes upgrading the 511-traveler information road condition reporting system with an integrated Advanced Transportation Management System (ATMS) to enhance safety and mobility for travelers. MDT will also focus on modernizing the motor fuel tax software that is essential for managing the collection, reporting, dispersal, and auditing of fuel taxes. These initiatives will ensure that MDT can continue to provide a safe, reliable transportation system that Montanans expect by leveraging technology to meet the evolving needs of residents and communities.

DEPARTMENT	PROJECTS
Department of Transportation	• 511 Integrated Advanced Transportation Management System • Motor Fuels Tax Distributor System Modernization

LRITP	SSR	FSR	TOTAL
	$7,500,000		**$7,500,000**

511 Integrated Advanced Transportation Management System

The Montana Department of Transportation (MDT) is requesting funding for a new 511 road condition reporting system with an integrated Advanced Transportation Management System (ATMS) to enhance safety and mobility of the traveling public.

The ATMS system utilizes variable messages signs (VMS) on Montana highways to convey information such as traffic incidents, work zones, weather warnings, AMBER alerts, and special event traffic control. The 511 system provides road condition information via telephone, website, and a mobile application. This integrated ATMS will improve the delivery of real-time information to travelers about road conditions, incidents, and other hazards, thereby reducing crash risk and improving overall safety and mobility.

An integrated 511 and ATMS will enable MDT's Transportation Management Center operators to perform many of their functions within one application suite, automating the dissemination of information across multiple platforms, thereby saving critical time and resources. By streamlining operations and ensuring real-time updates, the need for manual interventions is minimized.

This upgrade also eliminates the need for manually changing signs, which can be time-consuming, dangerous to MDT workers, and delays communications to the public. It will also ensure information displayed on VMS is consistent with 511. An integrated ATMS will allow MDT to deploy future Intelligent Transportation Systems, such as automated road closure gates, variable speed limits, and wrong way driver ramp detection and alerts.

This system benefits all Montana residents and visitors by improving the delivery of vital information for managing traffic flow and helping people get to their destinations safely.

Motor Fuels Tax Distributor System Modernization

Montana Department of Transportation's (MDT) motor fuel tax software is essential for managing the collection, reporting, and auditing of fuel taxes. This revenue is vital for construction, maintenance, and repair of Montana's highway infrastructure and transportation system, as well as other agencies' transportation improvements. MDT relies on the current system to process approximately $30 million in motor fuel tax revenues per month. This system is outdated and is increasingly unsustainable due to limitations of IT support and data management, and it isn't keeping pace with growing customer demands and evolving regulations.

One of these growing demands is customer service for entities across the globe who use the system for tax filing. The system offers no after-hours IT support, so the restricted window for assistance to those in other time zones negatively impacts the efficiency and responsiveness of MDT operations. In addition, the processes involved in cross-matching and reconciling tax data are currently done manually, which is extremely resource intensive.

Modernizing MDT's motor fuel tax distributor system will automate many processes, thus improving accuracy and efficiency in data handling. Private business will benefit from this software upgrade due to an improved user interface that reduces the time and effort required to file returns, make tax payments, claim fuel tax refunds, and process refunds. The updated software will improve MDT staff's ability to ensure fuel taxes are properly collected and remitted. Cost savings from these operational improvements can then be invested into the state's highways and bridges.

Lastly, this project is critical to reducing the technical dept that is currently impacting MDT operations. The transportation landscape will continue to change with the rise of electric and autonomous vehicles, as will transportation funding, policies, and user fees. It is imperative that MDT has a modernized software system in place that can rapidly implement these impending changes and allow MDT to adapt processes for the benefit of Montana's transportation fund and those businesses involved in fuel tax collections and remittance.

Glossary of Technical Terms

A

- **AI (Artificial Intelligence):** A branch of computer science focused on creating systems capable of performing tasks that typically require human intelligence, such as decision-making, language understanding, and pattern recognition.
- **Application Modernization:** The process of updating older software applications to modern standards, improving performance, security, and usability.

C

- **Cloud Access Security Broker (CASB):** A security solution that provides visibility and control over data and threats in cloud services, ensuring compliance with security policies.
- **Cybersecurity:** The practice of protecting systems, networks, and data from digital attacks. Montana's cybersecurity initiatives include advanced tools like Endpoint Detection and Response (EDR) and Data Loss Prevention (DLP).

D

- **Data Catalog:** A centralized repository that organizes and provides context information (metadata) about data assets, including their definitions, lineage, and security classifications. It enhances data governance and accessibility.
- **Data Loss Prevention (DLP):** Tools designed to prevent unauthorized access or sharing of sensitive data, ensuring compliance with privacy regulations.
- **Digitization:** The process of converting manual, paper-driven, or analog processes into digital formats to improve efficiency and accessibility.

E

- **Endpoint Detection and Response (EDR):** Advanced security technology that detects, investigates, and responds to cyber threats on endpoint devices like computers or mobile phones.
- **Enterprise Resource Planning (ERP):** Integrated software systems used to manage business processes across departments such as finance, HR, and procurement.

I

- **Identity Proofing:** Techniques such as biometric analysis or document verification used to verify the identity of individuals accessing secure systems.
- **Infrastructure Modernization:** Upgrading IT hardware and network components to improve performance, reliability, and security.

L

- **Legacy Systems:** Older software or hardware systems that are still in use but may be outdated or inefficient compared to modern alternatives. Legacy systems are more susceptible to exploitation due to outdated cybersecurity protocol and can incur additional maintenance expenses compared to modernized systems.

M

- **Metadata:** Descriptive information about data that helps users understand its context, content, and structure.
- **Modernization Fund:** A financial allocation aimed at updating outdated IT systems or processes.

S

- **Secure Access Service Edge (SASE):** A network architecture that combines wide-area networking (WAN) with cloud-based security services to ensure secure access to resources.
- **State Human Resources Management System (PeopleSoft HCM/SABHRS):** An integrated system for managing HR functions such as payroll, recruitment, and employee records.

T

- **Technical Debt:** refers to the future cost and effort required to fix shortcuts taken in technology projects today. Like financial debt, it accumulates over time and becomes more expensive to address the longer it remains unresolved. When agencies choose quick technology solutions to meet immediate needs rather than implementing more thorough long-term solutions, they create technical debt that must eventually be "repaid" through system updates, modernization efforts, and additional resources.

W

- **Web Content Accessibility Guidelines (WCAG):** International standards for making web content more accessible to people with disabilities. Compliance ensures inclusivity in government services.

Glossary Notes:

1. This glossary was composed using Generative Artificial Intelligence (GenAI), in accordance with state policies and guidelines.