



*Serve State Government by Providing Effective, Efficient,
and Customer Driven Solutions to Benefit Montanans*

DEPARTMENT OF ADMINISTRATION

ANNUAL PLAN

FY2025

INTRODUCTION

The Department of Administration is a customer service organization providing essential enterprise services to Montana state agencies and local governments. We enable state agencies to fulfill their missions through our centralized services and support initiatives, cultivating expertise and enhancing cooperative partnerships across state government. Our vision is to transform the delivery and access of government services to benefit all Montana citizens.

DIRECTOR'S OFFICE

The Director's Office provides overall leadership to DOA divisions and support services in legal, human resources, financial management, and communication. The office collaborates and serves as a common connection between DOA divisions, administratively attached boards and commissions, the cabinet, the legislature, and the Governor's Office.

The Chief Data Office program provides expertise and tools to drive the development and deployment of the enterprise data vision and strategies; oversee data management, data analytics, and data governance; ensure data quality, and recommend best practices in establishing agency performance measures.

The Office of Public Information Requests provides enterprise services to support agencies responding to record requests. This program establishes common policies, standards, and procedures for handling requests, provides a centralized intake and output process, and tracks and reports on public information request data for the enterprise.

ARCHITECTURE & ENGINEERING DIVISION

The Architecture and Engineering Division manages renovation, large-deferred maintenance upgrades, and construction of state buildings. Its functions include overseeing the architect/engineer selection process; administering contracts with architects and engineers; advertising, bidding, awarding, and administering construction contracts; and formulating a long-range building plan for legislative consideration.

The division also manages implementation and grant management of all the ARPA and IJA broadband projects through the [ConnectMT Program](#).

DIVISION OF BANKING & FINANCIAL INSTITUTIONS

The Division of Banking and Financial Institutions is responsible for the supervision, regulation, and examination of state-chartered banks, trust companies, savings and loans, credit unions, consumer loan and sales finance companies, deferred deposit lenders, escrow companies, mortgage brokers and loan originators, and mortgage lenders.

GENERAL SERVICES DIVISION

The General Services Division provides operational services to government agencies and the general public. These services include facilities management, central printing facility and mail distribution center, real property and leasing, and surplus property and recycling. The division also coordinates and manages events and functions on the Capitol grounds.

HEALTH CARE & BENEFITS DIVISION

The Health Care & Benefits Division manages the State of Montana Benefit Plan (State Plan) and provides Worker's Compensation Insurance oversight within state government. The State Plan provides competitive, comprehensive benefits for state employees, retirees, legislators, and their families.

RISK MANAGEMENT AND TORT DEFENSE DIVISION

The Risk Management & Tort Defense Division administers auto, aviation, liability, property, and specialty insurance programs. It also provides loss mitigation/risk consultation services, and evaluates, resolves, or adjudicates claims and lawsuits on behalf of state agencies, universities, boards, councils, and commissions.

STATE FINANCIAL SERVICES DIVISION

The State Financial Services Division provides various enterprise services to state agencies, citizens, businesses, and local governments. The division serves as the state treasury—preparing the state’s financial statements, performing treasury and central banking functions, and issuing all payments on behalf of the state. The division maintains enterprise systems for accounting, and budgeting, and administers the Montana Single Audit Act (local government financial reports and audits). Other division functions include enterprise procurement card program, State Social Security, statewide cost allocation, and federal cash management.

STATE HUMAN RESOURCES DIVISION

The State Human Resources Division provides state agencies with various human resources services, including workforce development, salary administration, policy development, workforce planning, employee relations guidance, payroll, and employee assistance programs. The division manages the SABHRS human capital management modules, recruitment and selection system, the performance review and goal setting system, and learning management system.

STATE INFORMATION TECHNOLOGY SERVICES DIVISION

The State Information Technology Services Division is responsible for delivering information technology services and planning, coordinating, implementing, operating, and controlling information resources throughout state government. Information services and resources include computing and storage systems, telecommunication, desktop office products and systems, internet and application systems and capabilities and enterprise security services.

STATE PROCUREMENT SERVICES DIVISION

The State Procurement Services Division is responsible for providing and implementing efficient, effective, and transparent procurement processes and practices in support of all state agencies. The division provides a central location and registration for vendors interested in bidding on state contracts.



Strategic Outcome

#1



Improve Montana’s access to broadband services

The Infrastructure and Investment Jobs Act (IIJA) provides unprecedented funding to close the digital divide in America, including \$42.45B under the Broadband Equity Access and Deployment (BEAD) Program.

On June 26, 2024, NTIA announced the BEAD allocations. The State of Montana has been allocated close to \$629 million under this federal program.

Key Measures	Meet 100% of critical milestones as required in FY 2025 to deploy BEAD funding.
	<ul style="list-style-type: none"> • Receive approval from NTIA on Volume 1, Challenge Process. • Receive approval from NTIA on Volume 2, Grant Process. • Open application portal, accept competitive funding applications from eligible providers. • Select award recipients, negotiate and finalize awards, ensuring connectivity for all unserved and underserved locations. • Submit Montana’s Final Report to NTIA no later than July 1, 2025.

Strategic Outcome

#2





Modernize how and where work is done


Continue implementation of the Remote and Office Workspace Study (ROWS) initiative to achieve the following:


- Reduce the state’s leased real estate through lease termination and consolidation.
- Reconfigure space (e.g., furniture, floorplans) to balance public-facing and administrative hubs, ensuring an efficient layout that ultimately better serves the citizens of Montana.
- Modernize workspaces to make them more appealing, up-to-date, and better fit the needs of workers and the public.

Key Measures	<ul style="list-style-type: none"> • 16% reduction in leased square footage resulting in an annual cost avoidance of \$2.1M. \$56.4M amortized over 20 years.
	<ul style="list-style-type: none"> • Address \$41.3M of deferred maintenance cost through renovation of 72% of the Capitol Complex square footage.

<p>Strategic Outcome</p> <p>#3</p> 	<h3>Modernize workforce strategies</h3>	
	<p>State Employee Pay: modernize and align pay strategies across cabinet agencies and continue to refine enterprise pay policy and update processes to standardize pay practices.</p> <p>Training and Development: continue to leverage and promote the enterprise LinkedIn Learning platform for employee development and continue to deliver executive leadership programs to the state’s leaders across the enterprise.</p> <p>Talent Recruitment: continue to enhance and standardize the state’s internship program with Montana colleges and universities to establish relationships with faculty and student populations focusing on internships and career opportunities after graduation, strengthening our talent pipeline in targeted occupations.</p>	
	<p>Key Measures</p>	<ul style="list-style-type: none"> 90% of Planned Initiatives Implemented in FY 2025 Increase # of LinkedIn Learning courses completed by 5% in FY 2025 Monitor and maintain voluntary turnover at 14.0% or lower. FY 2022: 20.4% FY 2023: 16.1% FY 2024: 13.9% Measure the success of targeted career engagement events to include # of interns hired. FY 2024: 84 hired

<p>Strategic Outcome</p> <p>#4</p> 	<h3>Drive efficiencies in fulfilling public records requests</h3>	
	<p>Drive the implementation of the new centralized model associated with the Office of Public Records Requests (OPIR) and ensure the successful implementation of SB 232 and HB 580.</p> <p>The new centralized model will establish common policies, standards, and procedures for handling public information requests - providing centralized intake and response to requests and implementing an enterprise system in support of this new centralized approach.</p>	
	<p>Key Measures</p>	<ul style="list-style-type: none"> Complete implementation of new ArkCase system and onboard all Cabinet agencies and other smaller agencies (~ 20 agencies) within the scope of the project. Execute reporting requirements as outlined by SB 232 and HB 580. <ul style="list-style-type: none"> Quarterly Reports to LFC beginning July 1, 2024.

<p>Strategic Outcome</p> <p>#5</p> 	<h3>Implement long-range building program</h3>	
	<p>Continue to execute plan to deploy additional \$1.2B in HB5, HB817, and HB872 funds for Long-Range Building Program projects appropriated during the 68th Legislative Session.</p> <p>Prepare for 69th Legislative Session and begin implementation of any new projects appropriated.</p>	
	<p>Key Measures</p>	<ul style="list-style-type: none"> Administrative Phase: 122 of projects initiated; 97% of total appropriations initiated Design Phase: 102 MSP projects; 16 in procurement Construction Phase: 65 of projects bid/awarded <p><i>Note: Data above depicts progress at the date of this report—6/20/24. Data does not include 'supplemental' funded projects already in the pipelines (1 holding, 3 initiated, 9 in design, 30 in construction, 1 complete)</i></p>

<p>Strategic Outcome</p> <p>#6</p> 	<h3>Effectively manage insurance program costs</h3>	
	<p>Implement strategies in the areas of employee benefits, workers' compensation, and risk management (e.g., property, auto, general liability, and aviation) to effectively mitigate risk and result in costs savings where feasible. Manage state insurance brokerage contracts to assure that insurance coverage for state agency/university risks is comprehensive and cost-effective</p>	
	<p>Key Measures</p>	<ul style="list-style-type: none"> HCBD: Spend for medical, prescription, and dental claims at or below national trends. HCBD: Manage contract with Medical Plan TPA and achieve specific multiple of Medicare reimbursements for professional providers and facilities. HCBD: Reduce the number of employee workplace injuries and workers' compensation premium trends FY 2023: 781 total injury claims, \$10.3M paid in premiums FY 2024: 689 total injury claims, \$10.7M paid in premiums RMTD: Spend for auto, aviation, liability, and property insurance programs are at or below national trends. RMTD: number of auto, aviation, liability, and property claims trends.

Strategic Outcome

#7



Improve and modernize the State's procurement processes

Ensure adherence to the Montana State Procurement Act across all agencies. Implement updated procurement processes and practices and ensure they are efficient, effective, and transparent.

- Leverage strategic sourcing and contracting resulting in efficiencies and cost savings.
- Improved overall contract management.
- Enhance procurement skills and knowledge across the enterprise to drive consistency and compliance.
- Provide opportunities for staff to develop skills and knowledge in procurement as part of a larger community of procurement professionals.

Key

- 100% of milestones achieved as outlined in project plan during FY2025

Measures

- 100% of all enterprise procurement staff trained

Strategic Outcome

#8



Be an effective IT business partner and consultant

Act on Customer Feedback: Establish a robust closed-loop feedback mechanism that collects input from stakeholders in a manner that ensures quality feedback.

- Examine the effectiveness of current feedback mechanisms.
- Enable the collection of anonymous feedback from sitsd.mt.gov.
- Create a cross-functional team responsible for analyzing feedback and identifying areas for improvement.

Financial Transparency: Enhance IT cost visibility and financial accountability across the enterprise by implementing budget dashboards at both the agency and enterprise levels. Objective of this initiative include:

- Utilize Enterprise IT Financial Work Group (EITFW) to enable agencies to have input into the dashboard design.
- Provide clear, accessible insights into IT expenditures across all agencies.
- Enable informed decision-making through use of real-time financial data.

Key

- Address 85% of identified issues within 30 days of submission.

Measures

- Successfully implement at least 10 improvement ideas generated from customer feedback by August 1, 2025.
- Implement financial dashboards and complete budget reviews using those dashboards in EITFW by June 1, 2025.

Strategic Outcome

#9



Improve IT efficiency through consolidating key enterprise functions

Consolidate and formalize security and risk management practices across the enterprise. Enhance overall security posture, streamlining risk management processes, and ensuring consistent practices across departments.

- Conduct gap analyses and develop security roadmaps.
- Establish roles and responsibilities for security risk management functions.
- Develop and implement a standardized reporting system to track and analyze risk management key performance indicators (KPIs) across all consolidated agencies.

Key Measures

- Complete 100% of Cabinet agencies Security Risk Management MOUs by June 30, 2025.
- Complete risk management gap analyses and roadmaps by June 30, 2025.
- Implement reporting system by June 30, 2025.

Strategic Outcome

#10



Enable insight-driven decision-making and drive the digitization of workflows creating efficiencies

State of Montana Data Journey

Led by the Chief Data Office (CDO), the Department provides expertise and tools to:

- Drive the development and deployment of the enterprise data vision and strategies.
- Oversee data management, data analytics, and data governance.
- Ensure data quality.
- Recommend best processes in establishing agency performance measures.

The CDO office has created an onboarding roadmap and menu of services to support agencies on their data maturity journey. Specific outcomes of these initiatives include improved customer service, increased efficiencies, enable transparency, empowered agencies, and insight-driven decision-making.

Workflow Digitization / Process Improvement Initiatives

Continue to drive workflow efficiencies internally to state government saving processing time and eliminating manual and paper processes.

Key Measures

- Complete the following enterprise and division activities in FY2025:
- CDO: Onboard 5 agencies to the new SABHRS Data Ingest Process
 - CDO: Ingest data from 3 counties into the Justice Data Warehouse – SB11

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| | | <ul style="list-style-type: none">• CDO: Automate data sharing MOU process with ServiceNow – add at least 5 active agreements• CDO: Implement DLI and OCHE components of P20W• CDO: Identify at least 3 key paper processes and digitize them in FY2025.• SFSD: Collect multiple years of local government budget and financial data in FY 2025 and share on transparency website by June 30, 2025.• SFSD: Begin development of an electronic data reporting process for local government special purpose districts by June 30, 2025.• SFSD: Deliver Montana’s Annual Comprehensive Financial Report (ACFR) by March 31, 2025.• SFSD/SHRD: Implement the Travel and Expense Module in the current SABHRS environment. Complete pilot by December 31, 2024, and begin enterprise rollout in 3rd quarter of FY 2025. |
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