



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

DEPARTMENT OF ADMINISTRATION

ANNUAL PLAN

FY2026

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 (CDO) 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 (OPIR) 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 (A&E)

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 (DBFI)

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, mortgage lenders, mortgage servicers, and title lenders.

GENERAL SERVICES DIVISION (GSD)

The General Services Division provides operational services to government agencies and the general public. These services include space planning and management, facilities operations and maintenance, central printing and mail distribution, and the transfer and repurposing of surplus property. The division also coordinates and manages public safety and incident response for events and activities within the Capitol Complex.

HEALTH CARE & BENEFITS DIVISION (HCBF)

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 (RMTD)

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 (SFSD)

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 State Social Security, statewide cost allocation, and federal cash management.

STATE HUMAN RESOURCES DIVISION (SHRD)

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 (SITSD)

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 (SPSD)

The State Procurement Services Division provides professional procurement services to all State agencies for the acquisition of supplies and services, ensures compliance with all State Statutes and procurement requirements, establishes statewide term contracts for commonly used goods and services, manages the State’s fuel and procurement card programs, and offers procurement training to State agencies. They also provide a central location for vendors interested in bidding on State projects and maintain the State’s registration and notification list for bidders.



Strategic Outcome

#1



IMPROVE MONTANAN'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 \$624 million under this federal program.

On June 6, 2025, new federal program guidance was issued by NTIA. The new guidelines introduced the 'Benefit of the Bargain' philosophy and expanded BEAD rules to include other service options other than fiber, increasing the Montana Broadband Office ability to connect unserved and underserved Montanans. The new program guidance required states to run an additional application round that is technology neutral and submit results by September 4, 2025.

Key Measures

Relaunch the program and meet 100% of critical milestones as required in the new federal guidance within the required 90-day window.

- Serve all 71,975 unserved and underserved locations
- Reopen application portal to accept applications as required by NTIA from eligible providers – open July 7, close July 27
- Application review and finalization – August 20, 2025
- Final Proposal Public Comment Period – August 21 thru August 28
- Submit Montana's Final Proposal – September 3, 2025
- Begin to deploy funding upon NTIA approval – Est. December 2025

Strategic Outcome

#2



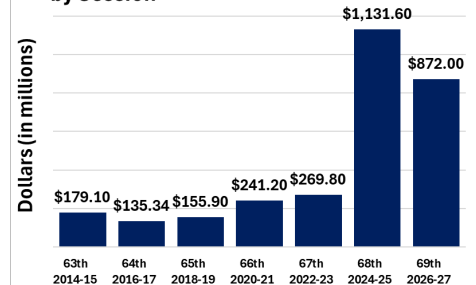
IMPLEMENT LONG-RANGE BUILDING PROGRAM

Execute and deploy an additional \$872M appropriated in the 69th Legislative Session.

As of July 2025, total program equals \$2.2B with 305 total active projects.

The 68th and 69th sessions average appropriations average is 225% higher than the five previous sessions for the program combined, while staffing levels have remained stagnant since 1996.

Long-Range Building Program by Session



Key Measures

- Meet prioritization requirements for Corrections and DPHHS as established by the legislature.
- Prioritize and initiate 100 projects during FY 2026.
- Provide quarterly updates on progress to established project plans.

Visit A&E's interactive status map at <https://architecture.mt.gov> for additional information and project status.

Strategic Outcome

#3



DRIVE EFFICIENCIES IN STATE GOVERNMENT THROUGH CENTRALIZATION OF KEY FUNCTIONAL SERVICES

Implement integrated services across Executive Branch agencies in the areas of information technology, procurement, and human resources.

Centralizing these three functional areas drives the following:

- Improve service quality for agencies
- Increase support for agency-specific needs
- Create consistency in services and policy application
- Reduce legal and compliance risk
- Increase cost efficiency and create better resource utilization
- Improve workforce analytics for strategic decisions
- Create efficiency in talent acquisition and management
- Reduce administrative burden on agencies

Main goals include:

- Policy, procedure, and service level standardization
- Enhance data integrity, reporting, and analytics
- Reduce duplication
- Enable flexible and responsive support statewide

Key Measures

INFORMATION TECHNOLOGY

Streamline enterprise IT operations by consolidating infrastructure, services, and governance under a unified delivery model. Achieve all milestones as outlined in the project plan.

- Complete statewide assessment of agency IT services, staffing, infrastructure, and contracting models.
- Develop roadmaps to guide a phased, prioritized integration strategy aligned to enterprise goals and business needs.
- In coordination with agency business leaders and CIOs, design a governance framework that defines consistent responsibilities, accountability, and service-level expectations across all executive branch agencies.
- Develop a comprehensive financial model that accurately reflects the organizational, operational, and cost changes resulting from the integration of IT functions by June 30, 2026.

PROCUREMENT / HUMAN RESOURCES

- Complete assessment of services and staffing models in each agency by October 1, 2025.
- Develop and recommend centralized organizational structures by January 15, 2026.
- Develop a financial model for both functional areas by April 1, 2026.

Strategic Outcome

#4



MODERNIZE HOW AND WHERE WORK IS DONE

Continue implementation of hybrid workplace methodologies and best practices in space management 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

- Begin implementation of new Integrated Workplace Management System (IWMS) – Launch 'Reserve' Module October 2025.
- The current project scope reduces leased Helena office space by 25%, totaling \$77M of cost avoidance by 2045.
- Address \$41.3M of deferred maintenance in 3 key buildings on the Capitol complex, Metcalf, Walt Sullivan, and Mitchell.

Strategic Outcome

#5



EFFECTIVELY MANAGE INSURANCE PROGRAM COSTS

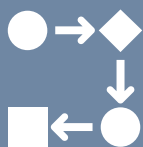
Implement strategies in the areas of employee benefits, workers' compensation, and risk management (e.g., property, auto, general liability, and aviation) to effectively mitigate risk and result in cost savings where feasible. Manage state insurance brokerage contracts to ensure that insurance coverage for state agency/university risks is comprehensive and cost-effective.

Key Measures

- HCBT: Spend for medical, prescription, and dental claims at or below national trends.
- HCBT: Manage contract with Medical Plan TPA and achieve specific multiple of Medicare reimbursements for professional providers and facilities.
- HCBT: Maintain the number of employee workplace injuries and workers' compensation premium trends
FY 2023: 788 total injury claims, \$10.3M paid in premiums
FY 2024: 774 total injury claims, \$10.7M paid in premiums
FY 2025: 735 total injury claims, \$11.0M 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 claim trends.

Strategic Outcome

#6



DRIVE WORK PROCESS IMPROVEMENTS AND EFFICIENCIES

Continue to drive workflow efficiencies in state government saving processing time, creating enhanced data analytics, and eliminating manual and paper processes.

- Implement new enterprise systems that eliminate the need for duplicative systems and create better data analytics for insight-driven decision-making.
- Create streamlined workflows, saving staff time.
- Implement legislation to enhance transparency and create efficiencies in government services.

Key Measures

STATE FINANCIAL SERVICES DIVISION

- Deliver Montana's Annual Comprehensive Financial Report (ACFR) by November 30, 2025.
- Continue implementation of SABHRS Travel and Expense Module. The paperless process brings 50% reduction in staff time and 100% reduction in paper forms to process and audit this business process. Total agencies onboarded by end of FY 2026 = 25.
- Collect multiple years of local government budget and financial data in FY 2026 and share on transparency website by October 31, 2025.
- Begin development of an electronic data reporting process for local government special purpose districts by March 31, 2026.

STATE HUMAN RESOURCES DIVISION

- Implement Standardized Enterprise Offboarding Process in current SABHRS environment by September 30, 2025. This process will collect consistent, actionable workforce data.
- Acquire and begin implementation of new enterprise recruitment system in FY 2026.
- Implement enterprise eVerify process by November 30, 2025.

DIVISION OF BANKING & FINANCIAL INSTITUTIONS

Complete business process analysis and select new tool to allow for integration of data analytics tools to identify and track financial institution risk trends by December 31, 2025.

STATE PROCUREMENT SERVICES DIVISION

- Implement HB 627 which requires enterprise level reporting to the legislature beginning October 1, 2025.
- Acquire and begin implementation of new procurement system in FY 2026. Enhances analytics, reporting, and transparency associated with enterprise procurement activities.

OFFICE OF PUBLIC INFORMATION REQUESTS (OPIR)

Implement HB 100 which standardizes the fee structure for public information requests across 23 agencies beginning October 1, 2025. Processing time has been reduced from 3+ weeks to 12 days on average.

Strategic Outcome

#7



CREATE A CULTURE OF PERFORMANCE AND INSIGHT-DRIVEN DECISION-MAKING

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.
- Be the Center of Excellence on data management, analytics, governance, quality, and artificial intelligence.
- 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 are enhanced customer service, increased efficiencies, greater transparency, and more empowered agencies.

Key Measures

Complete the following in FY 2026.

- **Grow Actionable, Insight-Driven Processes** to 350+ databases, 580+ metrics, 65+ dashboards.
- **Be Montana's Data Center of Excellence:** Establish a compendium of data assets, tools, processes, and training materials adding at least 15 resources. Raise awareness of our mission, success stories, and efforts through creation of our CDO website.
- **Cultivate a Data Sharing Culture:** Expand sharing opportunities to 20 agreements and improve agency accessibility to public data by implementing internal listing functionality.
- **Educate and Collaborate:** Grow the number of data employees who receive CDO services to 17 agencies and 1500+ employees. Expand number of learning opportunities, reaching 200+ employees.