



STATE OF MONTANA · DEPARTMENT OF ADMINISTRATION

State IT Strategic Plan · 2026–2028

Balanced Scorecard · State Information Technology Services Division

Fiscal years covered: FY2027 and FY2028

Vision

To drive the future of digital government in Montana with targeted innovation and dedicated public service, enhance the well-being of our citizens, empower agencies to efficiently achieve their goals, and streamline government operations.

Mission

Deliver unparalleled IT services to enable modern, innovative, secure, and accessible digital government experiences for Montana.

Strategic themes and intended results

Digitization	Reduce Technical Debt	Be Business Consultants	Take Incremental Steps
Standard cloud and AI tools replace manual, paper-based work	Legacy systems retired, consolidated, or modernized	Trusted as agencies' strategic advisor, not order-taker	Smaller, faster releases that agencies adopt and use

Strategic results are drafted for this scorecard and are not yet stated in the source plan.

Core values

Ownership · Transparency · Trustworthiness · Innovation · Service · Teamwork

How to read this scorecard

- **Perspective** — one of the four views the balanced scorecard takes of the organization. Each has its own table, beginning on page 2.
- **Objective** — what the State intends to achieve. Ten objectives sit across the four perspectives. The objective name is the citation key: agency IT plans and HB 10 requests cite objectives by name, and the number shown is a display convenience only.
- **Measure and target** — how progress on an objective is counted, and the value being aimed at. An objective may carry more than one measure, so it appears on one row for each of its measures.
- **Initiative** — the work undertaken to advance the objective. Initiatives are recorded against the objective, not against an individual measure.

Source: *State IT Strategic Plan 2026–2028 (adopted July 1, 2026)*. Objectives are cited by name; the number is a display convenience. Full plan: <https://doa.mt.gov/sitsd>

Objectives, measures, targets and initiatives

Ten objectives across the four balanced scorecard perspectives. Each perspective is reported separately, one row for each objective and measure pairing.

Citizen / Employee

2 objectives · 4 measures · 3 initiatives

Objective	Measure	Target	Initiative
1. Develop Trust by Measuring and Adapting Experiences	On-time change deployment	≥ 95%	Performance dashboards
1. Develop Trust by Measuring and Adapting Experiences	Tier 1/2 perf. dashboards	100% T1 / 75% T2	—
2. Facilitate Great Experiences (Systems that are Adopted and Used)	System adoption rate	≥ 80% in 90 days	UX standards + review gates
2. Facilitate Great Experiences (Systems that are Adopted and Used)	UX satisfaction score	≥ 4.0 of 5.0	Change management & adoption

Financial

2 objectives · 4 measures · 3 initiatives

Objective	Measure	Target	Initiative
3. Maximize Return on Technology Investments	Systems rationalized	10 per year	Portfolio rationalization
3. Maximize Return on Technology Investments	Duplicate buys redirected	50%	Procurement alignment gate
3. Maximize Return on Technology Investments	Alignment gate coverage	100%	—
4. Improve Vendor Management	Vendors under management	100% T1 / 50% T2	Vendor management program

Internal Process

4 objectives · 7 measures · 6 initiatives

Objective	Measure	Target	Initiative
5. Embed Security Stewardship Across People, Processes, and Partners	Cyber training completion	99%	Third-party security risk
5. Embed Security Stewardship Across People, Processes, and Partners	Critical patch time	≤ 7 business days	Security metrics dashboard
6. Become Product / Portfolio Lifecycle Management Focused	Systems w/ owner + roadmap	80% T1 + T2	Lifecycle management model
6. Become Product / Portfolio Lifecycle Management Focused	—	—	Statewide product roadmap
7. Provide Trusted and Meaningful Data	Data steward coverage	100% T1 + T2	Portfolio data foundation
7. Provide Trusted and Meaningful Data	Inventory completeness	100%	—
8. Modernize Software Development with AI	AI tool adoption rate	≥ 90% in 18 months	AI-first SDLC standards
8. Modernize Software Development with AI	Developer throughput	≥ 30% by FY2028	—

Organizational Capacity

2 objectives · 4 measures · 3 initiatives

Objective	Measure	Target	Initiative
9. Become a Proactive Partner	Agency relationship health	≥ 4.0	Office of Agency Experience
9. Become a Proactive Partner	Quarterly business reviews	100% on schedule	—
10. Build a Culture of Ownership	Resolved by first owner	85%	“Own the Call” ownership
10. Build a Culture of Ownership	Cross-team collaboration	≥ 3 per quarter	Matrixed operating model