



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

# DEPARTMENT OF ADMINISTRATION

## ANNUAL PLAN

FY2024

## INTRODUCTION

The Department of Administration is a customer service organization. We provide essential enterprise services to Montana state agencies as well as to local governments. We enable State agencies to meet their missions through the centralized services we provide. We also support initiatives that cultivate expertise and enhance 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 the areas of 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 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 in 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 IIJA 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 as well as 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, 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 a wide variety of enterprise services to state agencies, citizens, business, and local governments. The division prepares the state's financial statements, performs state treasury and central banking functions, and issues all payments on behalf of the state.

The division maintains enterprise systems for procurement, accounting, and budgeting, as well as oversees statewide procurement for goods and services and administers the Montana Single Audit Act (local government financial reports and audits). Other division functions include enterprise procurement card programs, State Social Security, statewide cost allocation, and federal cash management.

## STATE HUMAN RESOURCES DIVISION

The State Human Resources Division provides state agencies with a variety of human resource services including workforce development, salary administration, policy development, workforce planning, employee relations guidance, payroll, and an employee assistance program. The division maintains enterprise systems for human resource management, recruitment and selection, and performance and goal setting system, and learning management.

## STATE INFORMATION TECHNOLOGY SERVICES DIVISION

The State Information Technology Services Division is responsible for the delivery of information technology services and the planning, coordination, implementation, operation, and control of 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.



## 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, 2023, NTIA announced the BEAD allocations. The State of Montana has been allocated \$628 million under this federal program.

#### Key Measures

Meet 100% of critical milestones as required in FY2024 to secure Year 1 Digital Opportunity Funding by the end of the fiscal year.

- Five Year Action Plan (FYAP) Due September 12, 2023.
- Digital Opportunity Plan (DOP) Due December 12, 2023.
- Initial Proposal (IP) Due December 27, 2023.
- Complete All Outreach / Public Comment Requirements by November 2023.
- Submit Digital Opportunity (DO) Capacity Grant Application to receive Year 1 of DO Grant funds from NTIA.

## 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 and ultimately better serve the citizens of Montana.
- Modernize workspaces that are appealing, up-to-date, and fit the needs of workers and the public.


#### Key Measures

- 17% reduction in leased square footage resulting in an annual cost savings of \$1.4M at the conclusion of the project.
- Address \$41.3M of deferred maintenance cost through renovation of 72% of the Capitol Complex square footage.

<p><b>Strategic Outcome</b></p> <p><b>#3</b></p> 	<p><b>Modernize workforce strategies</b></p>	
	<p>State Employee Pay: finalize plan to modernize and align pay strategies across cabinet agencies. Initial phase includes implementation of an enterprise pay policy and updating processes to standardize pay practices.</p> <p>Training and Development: implement new strategies associated with leadership/management development and acquire enterprise LinkedIn Learning licensing offering this platform to all employees.</p> <p>Talent Recruitment: modernize recruitment practices to enhance the candidate experience driving interest in state government employment opportunities. Standardize internship program strategies across agencies to create a greater interest in student participation and strengthening our talent pipeline in targeted occupations.</p>	
	<p><b>Key Measures</b></p>	<ul style="list-style-type: none"> <li>• 80% of planned workforce initiatives implemented in FY2024.</li> </ul>
		<ul style="list-style-type: none"> <li>• Implement enterprise LinkedIn Learning online training by October 15, 2023. Create baseline metrics for measuring success to include participation trends.</li> <li>• Reduce voluntary turnover in cabinet agencies from 22.4% in CY2022 to of 19.0% in CY2023.</li> <li>• Implement enterprise internship program by December 31, 2023. Create baseline metrics for measuring success of program to include number of interns hired — 81 interns were hired in FY2023.</li> </ul>

<p><b>Strategic Outcome</b></p> <p><b>#4</b></p> 	<p><b>Drive efficiencies in fulfilling public records requests</b></p>	
	<p>Drive implementation of the new centralized model associated with the Office of Public Information Requests (OPIR); ensure successful implementation of SB 232 and HB 580.</p> <p>The new centralized model will:</p> <ul style="list-style-type: none"> <li>• Establish common policies, standards, and procedures for handling public information requests.</li> <li>• Provide a centralized intake and response to requests.</li> <li>• Implement an enterprise system in support of this new centralized approach.</li> </ul>	
	<p><b>Key Measures</b></p>	<ul style="list-style-type: none"> <li>• Establish an OPIR website for submission of public information requests by October 1, 2023.</li> </ul>
		<ul style="list-style-type: none"> <li>• Begin required quarterly reporting July 1, 2024, as outlined in SB 580.</li> <li>• % of project milestones reached associated with the acquisition of new system.</li> </ul>

<b>Strategic Outcome</b>  <b>#5</b>  	<b>Implement Long-Range Building Program</b>	
	Execute plan to deploy additional \$1.2B in HB 5, HB 817, and HB 872 funds for Long-Range Building Program projects appropriated during the 68 <sup>th</sup> Legislative Session (a total of 122 projects).	
	<b>Key Measures</b>	<ul style="list-style-type: none"> <li>• Administrative Phase: 102 of projects initiated; 84% of total appropriations initiated.</li> <li>• Design Phase: 13 MSP projects; 109 in procurement.</li> <li>• Construction Phase: 0 of projects bid/awarded.</li> </ul> <p><i>Note: Data above depicts progress at the date of this report—9/1/23. Data does not include 'supplemental' funded projects already in the pipeline (6 initiated, 22 in design, 11 in construction)</i></p>

<b>Strategic Outcome</b>  <b>#6</b>  	<b>Effectively manage insurance program costs</b>	
	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.	
	<b>Key Measures</b>	<ul style="list-style-type: none"> <li>• HCBD: Spend for medical, prescription, dental, and vision claims at or below national trends.</li> <li>• HCBD: Manage contract with Medical Plan TPA and achieve specific multiple of Medicare reimbursements for professional providers and facilities.</li> <li>• HCBD: Reduce the number of employee workplace injuries and workers' compensation premium trends. FY2023: 781 total injury claims, \$10.3 M paid in premiums.</li> <li>• RMTD: Spend for auto, aviation, liability, and property insurance programs are at or below national trends.</li> <li>• RMTD: number of auto, aviation, liability, and property claims trends by agency.</li> </ul>

## 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.
- Improve 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 around procurement as part of a larger community of procurement professionals.

#### Key

- 80% of milestones achieved as outlined in project plan during FY2024.

#### Measures

- 100% of enterprise procurement staff trained.

## Strategic Outcome

# #8



### Improve IT customer service delivery through Information Technology Infrastructure Library (ITIL) best practices

The need to refine our IT service management (ITSM) was defined through customer experience (CX) interviews with the agencies conducted in May/June 2023. These interviews illuminated areas where ITIL (Information Technology Infrastructure Library) processes in ServiceNow could be enhanced to better align with customer needs and expectations.

In response to the input, we are updating our implementation of these processes to:


- Reduce response times.
- Improve first contact resolution.
- Lower the effort required to interact with IT by providing more streamlined services.


#### Key

- Complete initial evaluation for the current ITIL deployment by December 31, 2023.

#### Measures

- Baseline and start reporting on Customer Effort Score (CES) by October 1, 2023.
- Increase Customer Satisfaction Score (CSAT) from 4.57 to above 4.7 by June 30, 2024.

<b>Strategic Outcome</b>  <b>#9</b>  	<b>Redesign IT project &amp; technology approval process</b>	
	<p>Redesign the approval process for approving digital infrastructure to eliminate duplication, ensure secure operations, and modernize technology. Objectives of this initiative include:</p> <ul style="list-style-type: none"> <li>• Improving collaboration with agencies to better foster inter-agency cooperation to ensure that technology selection aligns with organizational objectives.</li> <li>• Improving metrics collection methods to provide data-driven insights to optimize decision-making.</li> <li>• Improving identification and reduction of duplication, along with measures to minimize technical debt.</li> </ul>	
	<b>Key Measures</b>	<ul style="list-style-type: none"> <li>• Implement Customer Effort Score (CES) surveys by December 31, 2023.</li> <li>• Define and start reporting on Return on Investment (ROI) by June 30, 2024.</li> <li>• Develop methodology for measuring and reporting technical debt by January 31, 2024.</li> </ul>

<b>Strategic Outcome</b>  <b>#10</b>  	<b>Improve IT efficiency through consolidating key enterprise functions</b>	
	<p>Continue to drive efficiency in IT services/processes. Examples of these activities include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Centralization of hardware purchase.</li> <li>• Consolidation of IT services (e.g., service desk, security, etc.).</li> <li>• Enterprise IT contracting.</li> <li>• Enterprise workflow strategies.</li> </ul>	
	<b>Key Measures</b>	<ul style="list-style-type: none"> <li>• Complete centralization of PC purchasing by December 31, 2023.</li> <li>• Complete development of consolidation plan by March 31, 2024.</li> <li>• Complete consolidation of security functions by June 30, 2024.</li> </ul>

# Strategic Outcome

# #11



## Enable data-driven decision making

Led by the Chief Data Office (CDO), the Department will provide 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 practices 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. The specific outcomes of this initiative include:

- Improved customer service.
- Increased efficiencies.
- Enabled transparency.
- Empowered agencies.
- Insight-driven decision making.

### Key Measures

- Grow the State’s data lake footprint to 35 datasets.
- Ingest data from 2 counties into the Justice Data Warehouse – SB 11.
- Onboard 3 additional agencies to the Alation Data Catalogue.
- Automate data sharing MOU process with ServiceNow – add at least 5 active agreements.
- Add at least 5 new agency data shares in Snowflake system.
- Identify at least 3 key paper processes and digitize them in FY2024.
- Engage at least 2 key accounting software suppliers to provide more detailed local government data.
- Benchmark at least 2 states’ local government reporting strategies to draft a longer-term strategy for Montana.