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

DEPARTMENT OF ADMINISTRATION

ANNUAL PLAN

FY2027

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.

ConnectMT successfully ran a new application round and was authorized in December 2025 to award >\$300K in subgrants based upon the new June 6, 2025, federal program guidance issued by NTIA. Subgrant awards and agreements have been issued and ConnectMT is in the process of finalizing the few remaining agreements.

ConnectMT received further guidance from NTIA on September 4, 2026, and will be developing and completing a second 'Benefit of the Bargain Round' to fulfill the commitment of serving all unserved locations with a portion of remaining Bead funds.

Key Measures

- Finalize the few remaining subgrant award agreements.
- Continue monitoring performance of the awardees to serve all 71,975 unserved and underserved locations.
- Develop grant application materials in conjunction with other state agencies in alignment with recent NTIA program guidance.

Strategic Outcome

#2



IMPLEMENT LONG-RANGE BUILDING PROGRAM

Continue to execute and deploy the \$2.2B total program appropriations and authorizations. 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.

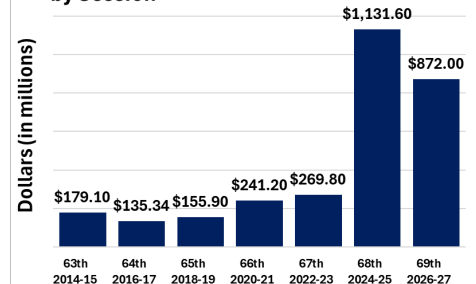
As of July 2026, of 305 total projects, 189 projects consist of 43 in planning, 75 in design, and 71 in construction. The balance of 116 are either pending (27) delegated (14), bidding (5), or in warranty (70).

Prepare and support the LRBP before and during the 70th Legislature as part of the Governor's executive budget proposal (Section F, Volume 3).

Key Measures

- Progress 100 projects from planning/design into construction during FY 2027.
 - 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.

Long-Range Building Program by Session



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:

- **Elevated Agency Support** – enables responsive, flexible, and overall improved service quality for agencies.
- **Cost Efficiencies** – reduces duplication, increases cost efficiencies, and drives better resource utilization.
- **Data-Driven Decision Making** – integrated systems and processes deliver reliable data and real-time insights to support better decision making.
- **Unified Collaboration** – seamless cross-agency knowledge sharing and adoption of best practices. Allows for focus on agency-specific needs and solutions.
- **Operational Efficiencies** – centralized policies, procedures, and tools reduced the administrative burden in the agency and frees up capacity for high-impact strategic work.
- **Consistent Customer Experience** – standardized processes, practices, and messaging ensure the same customer/vendor/employee experience across all agencies.
- **Reduced Risk** – provides for a more proactive approach and reduced legal and compliance risk.

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 November 15, 2026.
- Complete all staff transitions by June 30, 2027.

PROCUREMENT / HUMAN RESOURCES

- Complete all staff transitions by October 15, 2026.
- Finalize KPIs and establish a baseline by June 30, 2027.
- Renew Service Level Agreements with all agencies for FY 2028 by June 30, 2027.

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

- Expand implementation of new Integrated Workplace Management System (IWMS) Reserve Module an additional 200,000 sqft as the Metcalf comes back online in FY 2027.
- 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

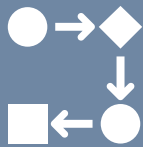
Implement strategies in the areas of employee benefits, workers' compensation, and risk management (e.g., property, auto, general liability, and aviation) to effectively mitigate risk and result in cost savings where feasible. Manage state insurance brokerage contracts to ensure that insurance coverage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

Key Measures

- HCBD: Spend for medical, prescription, and dental claims at or below national trends. Implement tools and strategies to continue to drive costs down.
- HCBD: Manage contract with Medical Plan TPA and achieve specific multiple of Medicare reimbursements for professional providers and facilities.
- HCBD: Maintain the number of employee workplace injuries and workers' compensation premium trends.
FY 2024: 779 total injury claims, \$10.7M paid in premiums*
FY 2025: 818 total injury claims, \$11.0M paid in premiums
FY 2026: 765 total injury claims, \$11.0M paid in premiums
**State Fund recently returned \$3.5M back to the state based on policy performance and focus on improving workplace safety in FY 2024.*
- 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, 2026.
- 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. Onboard nine agencies remaining by May 29, 2027.

STATE HUMAN RESOURCES DIVISION

- Implementation of new enterprise recruitment system in FY 2027.

DIVISION OF BANKING & FINANCIAL INSTITUTIONS

Select new system to allow for integration of data analytics tools to identify and track financial institution risk trends. The new system will eliminate redundant processes, minimize administrative burdens, enhance customer experience, and significantly improve operational efficiency.

- Complete the discovery phase to confirm the upgraded system meets the operational needs of both the Division and its customers by December 31, 2026.
- Complete data migration to the new system and begin initial implementation activities by June 30, 2027.

STATE PROCUREMENT SERVICES DIVISION

- Complete development of the new enterprise ProcureMT requisition system and onboard 20+ agencies in FY 2027.
- Purchase or begin to build new enterprise BidMT system in FY 2027.

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 2027.

- **Grow Actionable, Insight-Driven Processes** to 680+ databases, 830+ metrics, 140+ dashboards.
- **Be Montana's Data Center of Excellence:** Establish a compendium of data assets, tools, processes, and training materials adding at least 50 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 40 agreements and improve agency accessibility to public data by implementing the new Snowflake organizational internal marketplace functionality.
- **Educate and Collaborate:** Grow the number of data employees who receive CDO services to 28 agencies and 1250+ employees. Expand number of learning opportunities, reaching 600+ employees.