IT Integration

MONTANA EXECUTIVE ORDER - IT INTEGRATION

The executive order from Governor aims to transform how technology services are delivered to state agencies and citizens.

Central oversight of all executive branch IT personnel by the State CIO

Creation of the Integration Management Office (IMO) under the Department of Administration (DOA)

Empowerment of DOA to direct integration activities, restructure delivery models, and align budgets.

Bi-Weekly steering committee (Cabinet)

Core Project Objective: Transition from the current decentralized IT environment to an integrated model that enhances efficiency, strengthens cybersecurity, and improves the delivery of digital services

INITIAL SCOPE FOR IT INTEGRATION

Discovery discussions resulted in the following agencies and SITSD divisions being considered in-scope.

16 State Agencies

Department of Administration (DOA)
Department of Agriculture (AGR)
Department of Commerce (COM)
Department of Corrections (COR)
Department of Environmental Quality (DEQ)
Department of Fish, Wildlife and Parks (FWP)
Department of Labor and Industry (DLI)
Department of Livestock (LIV)
Department of Military Affairs (DMA)
Department of Natural Resources and Conservation (DNRC)
Department of Public Health and Human Services (DPHHS)
Department of Revenue (DOR)
Department of Transportation (MDT)
Montana Historical Society (HIS)
Montana State Library (MSL)
Office of Public Defender (OPD)

5 SITSD Divisions

Chief Digital Infrastructure Office (CDIO)
Chief Information Security Office (CISO)
Chief Innovation & Transformation Office (CITO)
Chief Operating Office (COO)
Chief Technology Office (CTO)

WHAT WE HEARD

Over the course of phase 1, Slalom partnered with the IT integration IMO to interview Montana state agency leadership and stakeholders to understand agency strategic objectives and IT service needs, compiled a system inventory, identified IT resources, and gained an understanding of current state IT service delivery capabilities.

16 Agency Interviews and Follow-ups

+60 Stakeholders Engaged
We engaged with over 60 Montana stakeholders through agency questionnaires and interviews across 16 Montana state agencies.

492 Agency Technology Cataloged
Systems and applications were identified across 16 agencies.

59 IT Capabilities Identified
Core business capabilities identified and defined.

678 Current IT Resources Identified
We partnered with HR to identify 678 IT resources across 16 state agencies that support IT services.

SAMPLE QUOTES *(lightly edited)*

Citizen + State Agency Experience

"Meet our business where they are … IT should be an enabler not a dictator."

IT Capabilities, Technology + Data

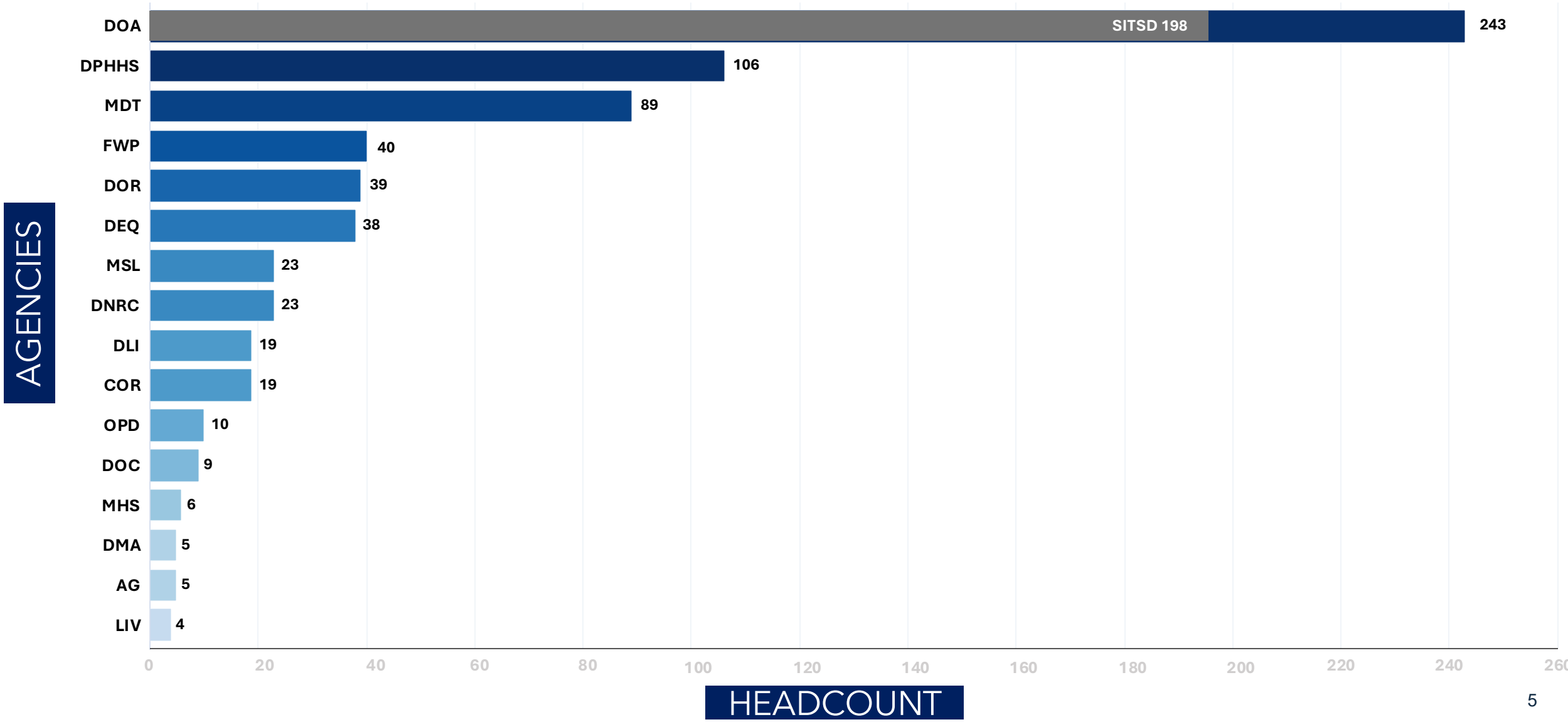
"We've worked hard to change how we do things - and now want to learn from other agencies."

Culture & Change

"Culture has kept me here 22 years - not pay."

IT RESOURCE HEADCOUNT BY AGENCY

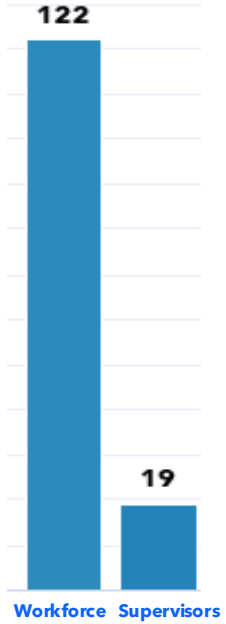
In partnership with DOA and State HR, we have identified **678 IT Resources** across 16 agencies.



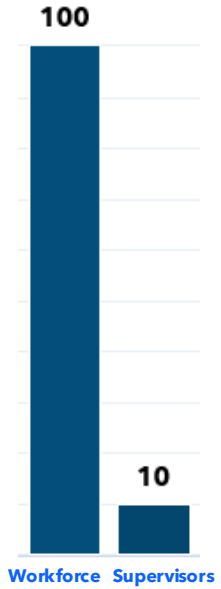
IT RESOURCE HEADCOUNT BY ROLE CATEGORY

The headcount data provided insights into the headcount by role categories across the state.

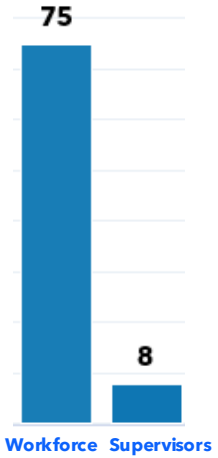
Systems Administrators Headcount: 141



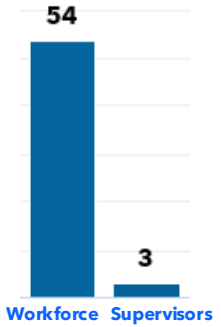
Software Developers Headcount: 110



Systems Analysts Headcount: 83



Systems Support Headcount: 57



GIS Specialists Headcount: 44

Security Specialists Headcount: 44

Database Administrators Headcount: 34

Systems Architects Headcount: 19

Computer and All: 9

Research Analysts: 3

Communications Technologist: 2

Customer Service Assistant: 2

Facilities Specialist: 2

Project Supervisor, Training Supervisor, Trainer: 1 each

Note: This does not include IT Executives, Managers and business classified roles within IT teams

PHASED APPROACH

PHASE 1: DISCOVERY & PLANNING

Analysis & Planning

Weeks 1-7
August 25-October 10

Objective: Establish future state direction and conduct a thorough assessment of the current state IT landscape across in scope agencies.

PHASE 2: DESIGN & GOVERNANCE

Governance, Org. Design & Future State Planning

Weeks 8-27
October 13-February 27

Objective: Design the future-state Montana IT Operating Model that will result in IT priorities supporting the States goals of being a digital-first government.

PHASE 3: EXECUTION & TRANSITION

Execution & Transition Support

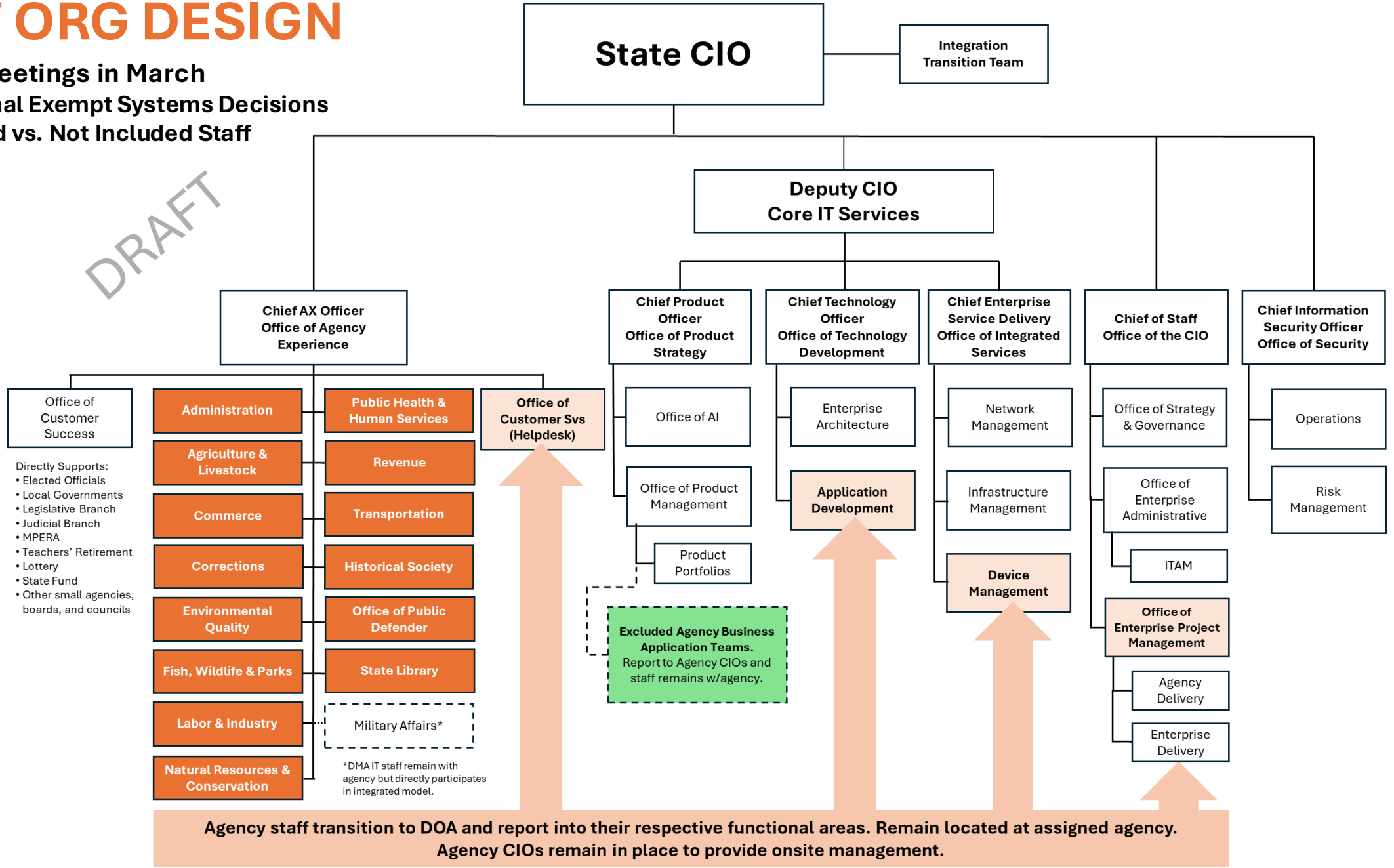
Weeks 28+
February 27-December 31

Objective: Support the state with change management, project management, and CIO advisory support to implement roadmaps and conceptual operating model design.

NEW ORG DESIGN

Agency Meetings in March

- Additional Exempt Systems Decisions
- Included vs. Not Included Staff



WHAT SYSTEMS STAY WITH THE AGENCIES?

EXCEPTION CRITERIA

- Is the system or data regulated?
- Is the system/product scalable to meet multiple agency missions and objectives?
- Is this technology a core agency service?
- How complex is the funding of technology and supporting staff?
- How large is the team supporting the technology?
- How much does this integrate with other state systems?
- How many similar systems exist across the state? (i.e. case management)
- How complex is the system and support model? Does it need enterprise level support.

CURRENT EXEMPTED SYSTEMS

- GenTax
- SEARCHS
- CHIMES
- ALS (FWP)
- Unemployment Insurance (UI)
- SABHRS (Peoplesoft)
- Offender Management
- MES (MPATH)
- PEAKS/CAPS (Child Welfare)
- EBT (SNAP/TANF/WIC)

IT KEY PERFORMANCE INDICATORS (KPIs)

TICKET BACKLOG (UNRESOLVED TICKETS)

Target: Number of Unresolved Tickets (Ticket Backlog)
Target: End-of-day backlog ≤ 10% of average daily ticket volume (service desk)
This metric tracks the number of open, unresolved tickets in the queue at the end of the day, with emphasis on tickets that exceed normal resolution time. A healthy backlog shows that teams are keeping pace with demand and not allowing issues to age out and impact agency operations.

AVERAGE TIME TO RESOLVE HIGH PRIORITY TICKETS

Target: Average time to resolve 8 hours (80%), Not to exceed 24 hours (100%)
This metric tracks the average time from when a high-priority support ticket is opened until it's fully resolved. Faster resolution means agencies spend less time waiting and more time serving Montanans.

CUSTOMER SATISFACTION SCORE (CSAT)

Target: 4.0 or higher (5-point scale)
CSAT measures satisfaction on a 5-point scale through regular surveys. Scores above 4 are considered excellent. Centralization aims to deliver consistent, professional support across all agencies—proving that consolidated IT performs as well or better than the current fragmented model.

CUSTOMER EFFORT SCORE (CES)

Target: 2.0 or lower (7-point scale)
CES measures the effort required to resolve an issue, with higher scores indicating more friction. Currently, employees can face hand-offs between multiple IT teams, unclear escalation paths, and inconsistent service levels. A centralized service desk with end-to-end ownership reduces effort by eliminating these handoffs and creating a single point of contact that sees issues through resolution.

IT COST PER USER (IMPACTED AGENCIES)

Target: TBD (Need Enterprise Benchmark to Set)
This metric divides total IT expenditures by the number of users supported. Centralization should drive this number down through economies of scale—consolidated purchasing power, elimination of duplicate systems, shared infrastructure, and standardized service delivery models.

OUTDATED/DUPLICATE SYSTEMS RETIRED

Target: Retire 10 outdated, end-of-life, or duplicative systems annually
Centralized governance enables comprehensive portfolio management—identifying duplicate systems and systems that no longer deliver value, consolidating scattered applications, and migrating agencies to shared platforms. Retiring 10 outdated systems annually tracks the steady reduction of technical debt and unnecessary spending.

IT KPIs (continued)

PROJECTS DELIVERED ON TIME

Target: At least 90% of projects are delivered on or before their approved baseline end date.

This metric measures the percentage of completed projects that are finished on or before the approved baseline schedule. Higher on-time delivery indicates effective planning, realistic estimating, and disciplined schedule management across the project portfolio, helping agencies receive value when promised and reducing disruption to business operations.

PROJECTS DELIVERED ON BUDGET

Target: At least 90% of projects are completed within 10% of their approved budget.

This metric measures the percentage of completed projects whose actual total cost remains within a defined variance (for example ±5%) of the approved baseline budget. Strong on-budget performance reflects mature cost estimation, scope discipline, and financial controls, demonstrating responsible stewardship of taxpayer funds and predictable financial performance across the IT portfolio.

SYSTEM AVAILABILITY (UPTIME)

Target: 99.9% availability for critical enterprise systems

This metric tracks the percentage of time that critical systems are available and functioning as expected. Reliable technology is essential for agencies to deliver services to Montanans without interruption. Centralized IT operations improve availability by standardizing infrastructure, proactively monitoring, coordinating incident response, and maintaining consistent practices across agencies.

SECURITY AWARENESS TRAINING COMPLETION RATE

Target: 100%

Percentage of state workforce that completed required cybersecurity awareness training within the defined cycle (for example annually or quarterly).

PATCHING COMPLIANCE RATE (CRITICAL UPDATES)

Target: At least 95% of in-scope systems meet the State's standards for applying critical security updates within the required timeframes.

This metric measures the percentage of eligible assets that are compliant with patching policies for critical vulnerabilities within defined time windows. Higher compliance reduces the window of exposure to known vulnerabilities and lowers the likelihood that attackers can exploit unpatched systems.

PHISHING SIMULATION CLICK-RATE TREND

Target: Reduce employee susceptibility to simulated phishing emails to below 10% in the near term, with a long-term goal of sustaining rates under 5%.

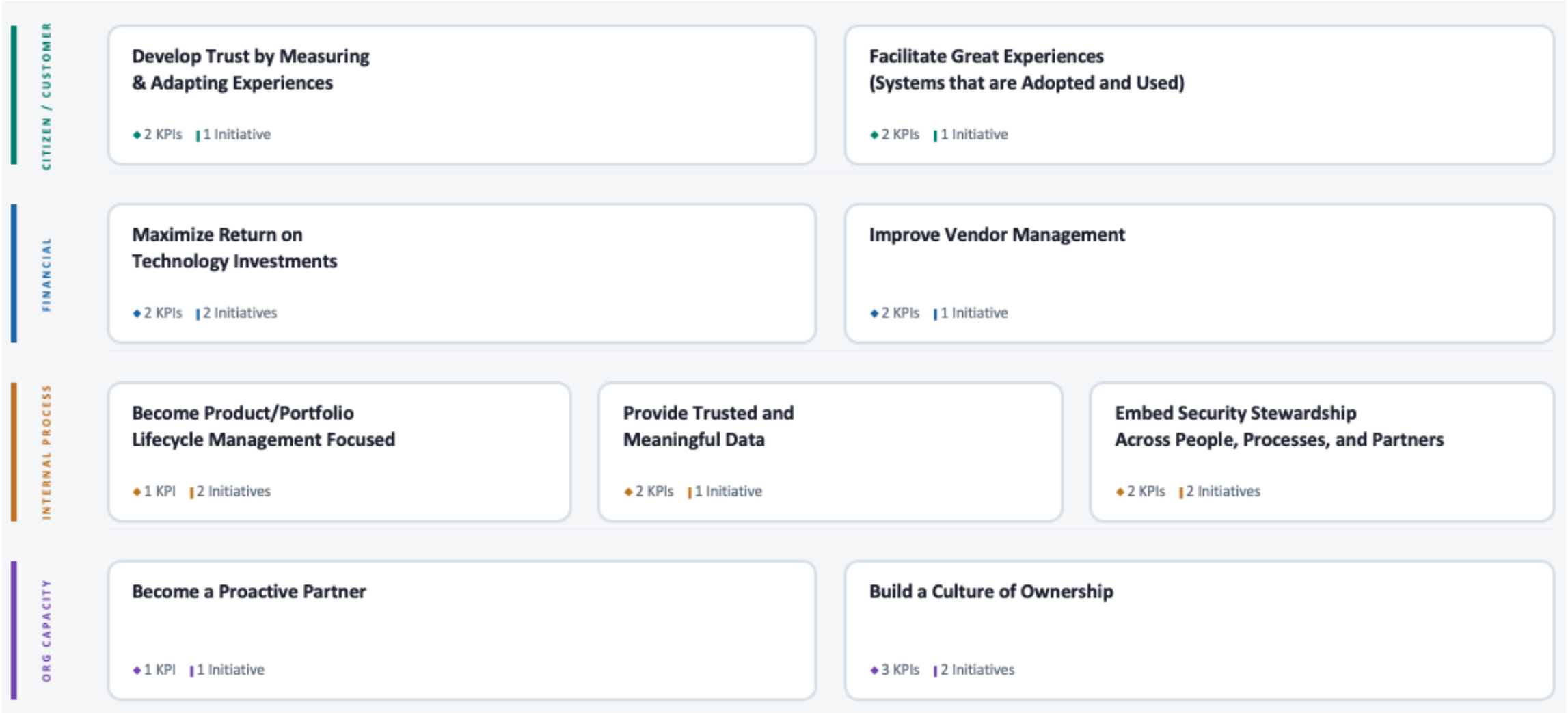
This metric tracks the percentage of users who click on or otherwise engage with simulated phishing messages during controlled security exercises, reported as a trend over time. Lower click rates demonstrate increased user vigilance and the effectiveness of ongoing security awareness efforts in reducing the risk of successful phishing attacks.

State Strategy

Strategic Themes

- **Digitization** — Promote standard, cloud-based digital tools and artificial intelligence to improve the efficiency of essential government services.
- **Reduce Technical Debt** — Retire antiquated custom systems and replace them with cloud-based, COTS solutions to improve operational excellence, innovation, and cost efficiency.
- **Be Business Consultants** — Become trusted strategic business advisors by seamlessly aligning technical solutions with agency objectives.
- **Take Incremental Steps** — Pursue progress by focusing on needs and avoiding overly complex solutions.

KPI Chart


CITIZEN / CUSTOMER
Develop Trust by Measuring & Adapting Experiences
2 KPIs
1 Initiative
Facilitate Great Experiences (Systems that are Adopted and Used)
2 KPIs
1 Initiative
FINANCIAL
Maximize Return on Technology Investments
2 KPIs
2 Initiatives
Improve Vendor Management
2 KPIs
1 Initiative
INTERNAL PROCESS
Become Product/Portfolio Lifecycle Management Focused
1 KPI
2 Initiatives
Provide Trusted and Meaningful Data
2 KPIs
1 Initiative
Embed Security Stewardship Across People, Processes, and Partners
2 KPIs
2 Initiatives
ORG CAPACITY
Become a Proactive Partner
1 KPI
1 Initiative
Build a Culture of Ownership
3 KPIs
2 Initiatives

Customer Perspective

- **Develop Trust by Measuring & Adapting Experiences —** State IT has historically lacked consistent, data-driven visibility into how well its systems serve users. This objective establishes performance dashboards and defined adaptation workflows so that user feedback and performance gaps translate into deployed improvements within 30 days. The impact: agencies will see that Montana IT listens, measures, and responds—building the trust required for a centralized service model to succeed.
- **Facilitate Great Experiences (Systems that are Adopted and Used) —** Technology investments only deliver value when people actually use them. This objective sets clear adoption and satisfaction targets—80% system adoption within 90 days of launch and a 4.0+ user experience score—backed by statewide UX standards and formal change management support. The impact: the state stops deploying systems that sit idle, and agencies get tools that are accessible, intuitive, and designed around their workflows.

Financial Perspective

- **Maximize Return on Technology Investments —** Across the executive branch, agencies have independently procured overlapping systems for years. This objective attacks that directly—targeting 10 redundant or end-of-life systems retired annually and a 90% redirect rate on duplicate procurement requests through an AI-driven portfolio alignment gate. The impact: taxpayer dollars shift from maintaining duplicative technology to funding high-value modernization, and the IT Board gains transparent reporting on where technology dollars go.
- **Improve Vendor Management —** The state spends significant resources on technology vendors but has no standardized framework for holding them accountable. This objective establishes a formal vendor management function with tiered performance scorecards and scheduled review cadences—starting with 100% coverage of Tier 1 vendors. The impact: the state moves from passive contract administration to active performance management, ensuring vendors deliver on commitments and pricing remains competitive.

Internal Perspective

- **Become Product/Portfolio Lifecycle Management Focused** — Montana IT currently manages systems project-by-project, with no unified view of what happens after launch. This objective shifts to a product management model where 80% of Tier 1 and Tier 2 systems have an assigned product owner and a documented 12-month roadmap. The impact: technology decisions become forward-looking and coordinated across agencies rather than reactive and siloed, and IT leadership gains a statewide roadmap that aligns investments with agency mission priorities and legislative budget cycles.
- **Provide Trusted and Meaningful Data** — Every other objective on this scorecard depends on knowing what Montana IT owns, operates, and is responsible for. This objective builds the Enterprise IT Portfolio Data Foundation—a single, authoritative inventory of all technology assets with complete metadata, assigned data stewards, and defined update cadences. The impact: lifecycle management, security tracking, vendor management, ROI analysis, and BSC reporting all operate from a common, trusted data source instead of fragmented spreadsheets and institutional memory.
- **Embed Security Stewardship Across People, Processes, and Partners** — Cybersecurity is not a standalone function—it must be woven into how the organization operates. This objective targets 99% training completion for state IT staff, critical vulnerability remediation, and a structured third-party security risk assessment program for all IT vendors. The impact: security becomes an organizational habit rather than a compliance exercise, and the state's risk posture improves across its people, its processes, and the partners it relies on.

Organizational Capacity Perspective

- **Become a Proactive Partner** — Under the integrated model, agencies need to experience IT as a partner that understands their mission—not a shared service that processes tickets. This objective launches the Office of Agency Experience and Success, assigning dedicated resources to each agency and measuring relationship health through quarterly satisfaction surveys targeting a 4.0+ score. The impact: each agency has a named point of contact who owns the relationship, anticipates technology needs, and coordinates Montana IT resources on their behalf.
- **Build a Culture of Ownership** — The single biggest cultural shift required by centralization is moving from a hand-off mentality to end-to-end ownership. This objective targets 85% of issues resolved by the originally assigned owner and at least 3 active cross-functional initiatives per quarter, supported by an "Own the Call" program and a matrixed operating model that lets expertise flow to where it is needed. The impact: agencies experience faster, more accountable service, and IT staff operate as a flexible, cross-functional workforce where no single team becomes a bottleneck.

QUESTIONS?