State of Montana
Information Technology

State Strategic Information Technology Plan

2026–2028

Prepared under 2-17-521, MCA

Department of Administration
State Information Technology Services Division

July 2026

Foreword

This document is prepared under the authority of the Montana Information Technology Act (MITA). The state strategic information technology plan is required by 2-17-521, MCA and is distributed as provided in 2-17-522, MCA.

Openly communicating goals, priorities, and performance outcomes engages all interested parties, builds consensus, and demonstrates ethical conduct and responsible resource stewardship. The plan guides digital transformation, improves performance, and supports long-term sustainability. Developed with agency chief information officers and state IT leaders, it sets the strategic direction for how state agencies develop and use information technology resources, and it is intended for use by all state agencies regardless of mission or complexity.

The plan provides

- Direction and focus — the State's IT mission, vision, and values, stated transparently.
- Alignment — a common set of themes and objectives that agency plans conform to.
- Resource allocation — a basis for fair and informed investment decisions.
- Risk management — early engagement of leaders in preparing for uncertainty and change.
- Performance measurement and accountability — defined indicators and targets that allow progress to be tracked.
- Engagement and participation — input and commitment from agencies, empowering ownership of implementation.
- Public trust and confidence — transparency about what the State intends and what it achieves.

Montana strategic plans for information technology are published at https://doa.mt.gov/sitsd. Questions or comments may be directed to the SITSD Communications Office, 406.444.2700, DOASITSDCommunications@mt.gov.

This plan is adopted July 1, 2026 by Kevin Gilbertson, State Chief Information Officer, State of Montana.

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Message from the State Chief Information Officer

I am honored to present the 2026–2028 State IT Strategic Plan, which sets a clear direction for how we will strengthen digital government in Montana through targeted innovation, disciplined stewardship, and dedicated public service. This plan reflects our commitment to delivering modern, secure, accessible, and reliable technology services that help agencies achieve their missions and better serve the people of Montana.

This biennium's plan is closely aligned with the Governor's Executive Order integrating information technology resources and establishing an enterprise IT governance approach across the executive branch. That order recognizes that centralizing IT governance, management, and support under the Department of Administration will streamline planning, procurement, security, and support, reduce duplication, and enable standardization across agencies to improve service delivery and efficiency. The strategic plan provides the roadmap for turning that direction into measurable outcomes for agencies and citizens.

The 2026–2028 strategic plan emphasizes measurable performance, responsible investment, stronger vendor and portfolio management, improved user experience, and a culture of ownership across our organization. These priorities will help us remain accountable, adaptable, and transparent as we carry this work forward together.

I am proud of the collaboration that shaped this plan and of the professionals across state government who will help bring it to life. With continued partnership, shared accountability, and a clear focus on service, I am confident we will build a stronger, more integrated, and more effective technology environment for Montana.

Kevin Gilbertson
State Chief Information Officer, State of Montana

Statutory Basis, Scope, and Plan Period

Authority and required content

2-17-521, MCA requires the Department of Administration to prepare a state strategic information technology plan. The plan must reflect the policies set forth in 2-17-505, MCA and accord with the statewide policies, framework, controls, standards, procedures, and guidelines established by the department; establish the statewide mission, goals, and objectives for the use of information technology, including goals for electronic access to government records, information, and services; and establish the strategic direction for how state agencies will develop and use information technology resources to provide state government services.

Scope

This plan applies to all state agencies under 2-17-505 et seq., MCA, and to the legislative and judicial branches under 2-17-517, MCA, subject to the exemptions in 2-17-516 and 2-17-546, MCA. Under 2-17-524(1)(b), MCA each agency information technology plan must explain how the agency's objectives support and conform to this plan, and under 2-17-527(2), MCA conformity to this plan is the primary basis for evaluating agency plans.

Plan period

The planning cycle in 2-17-522 and 2-17-527, MCA is anchored to even-numbered years. Updates to the state plan are provided to the Governor by March 1 of each even-numbered year and distributed to all state agencies by April 1 of each even-numbered year with instructions and schedules for updating agency plans. Agency plans must then be approved no later than June 30 of that same even-numbered year.

This plan was therefore developed during calendar years 2025 and 2026, distributed to agencies in spring 2026, and is active from adoption until the next scheduled update in spring 2028. The two state fiscal years falling wholly within that active period are State Fiscal Year 2027 and State Fiscal Year 2028.

Element	Period
Development	Calendar 2025 – spring 2026
Distribution to agencies	By April 1, 2026 — 2-17-522(3), MCA
Agency plan approval	By June 30, 2026 — 2-17-527(1), MCA
Active period	Adoption 2026 until the next update, spring 2028
Fiscal years covered	State Fiscal Year 2027 and State Fiscal Year 2028
Next update to the Governor	By March 1, 2028 — 2-17-522(2), MCA

Strategic Foundation

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

- 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 AI-built and AI-maintained solutions or cloud-based, commercial off-the-shelf 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.

Core values

Ownership · Transparency · Trustworthiness · Innovation · Service · Teamwork

Strategy Map

The Montana IT strategy map provides a single, visual view of how technology investments, internal processes, and organizational capabilities work together to improve experiences for citizens and employees. It aligns four perspectives and shows the cause-and-effect relationships between objectives at each level. Each level is supported by the objectives at the level below; all objectives ultimately serve Montana's citizens and the employees who serve them.

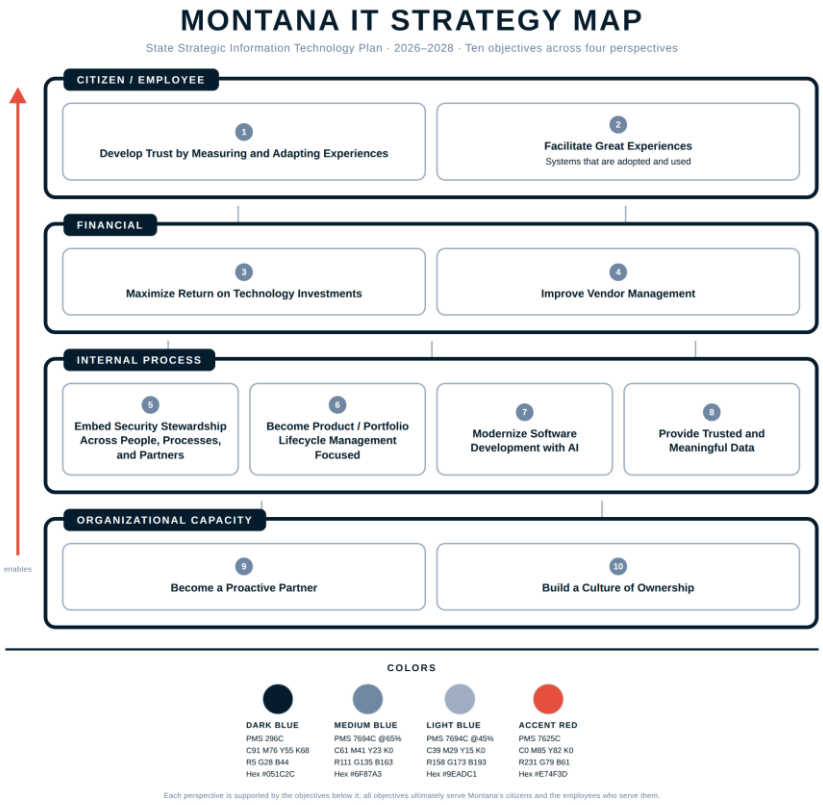


Figure 1. Montana IT Strategy Map, 2026–2028.

Montana IT Strategy Map, 2026–2028 — described in text

The strategy map shows ten objectives in four stacked perspectives. An upward arrow on the left, labeled "enables," runs from the bottom perspective to the top, indicating that each level is enabled by the level below it.

Organizational Capacity, at the bottom, holds Objective 9, Become a Proactive Partner, and Objective 10, Build a Culture of Ownership.

Internal Process holds Objective 5, Embed Security Stewardship Across People, Processes, and Partners; Objective 6, Become Product / Portfolio Lifecycle Management Focused; Objective 8, Modernize Software Development with AI; and Objective 7, Provide Trusted and Meaningful Data.

Financial holds Objective 3, Maximize Return on Technology Investments, and Objective 4, Improve Vendor Management.

Citizen / Employee, at the top, holds Objective 1, Develop Trust by Measuring and Adapting Experiences, and Objective 2, Facilitate Great Experiences — systems that are adopted and used.

Perspectives and Objectives

The balanced scorecard approach organizes objectives into four perspectives: Citizen/Employee, Financial, Internal Process, and Organizational Capacity. This section is organized by perspective and includes a description of each strategic objective, the measures and targets used to track progress, and the related initiatives.

Citing objectives. The objective name is the authoritative identifier; the number is a display convenience. Cite both — for example, "Objective 7, Provide Trusted and Meaningful Data" — so that a reference remains readable if numbering changes in a future edition. Objectives are not renumbered during a plan period; objectives added later are appended within their perspective.

Each objective is designated either Statewide Direction, meaning agencies are expected to reflect it in their own information technology plans, or Enterprise Delivery Commitment, meaning the Department of Administration is accountable for it on the State's behalf. Agencies are not expected to restate enterprise delivery commitments as agency objectives, though they will participate in their execution.

Citizen / Employee

Understanding and meeting the needs and expectations of the public and of state employees.

Objective 1 · Develop Trust by Measuring and Adapting Experiences — Statewide Direction

This objective focuses on strengthening trust with citizens, partners, and employees by making service performance visible and using objective data to guide improvements. By consistently measuring how well systems perform and how reliably changes are delivered, the State can proactively identify issues, respond more quickly, and demonstrate that feedback leads to tangible action.

Measures and targets

Measure	Target	How it is measured
On-Time Change Deployment Rate	≥ 95% of changes deployed on or before deadline	Changes deployed to production on or before the committed date, divided by all changes approved through the standard governance process, reported quarterly.
Percentage of Systems with Active Performance Dashboards	100% of Tier 1 systems; 75% of Tier 2 systems	Count of state IT systems with live dashboards tracking usage, performance, and user satisfaction, divided by total managed systems by tier.

Initiative · System Performance Dashboard Program

Deploy live, standardized operational and user experience dashboards for all Tier 1 state IT systems, using a consistent toolset. Establish an adaptation workflow that incorporates feedback loops to address findings and inform system improvements.

Objective 2 · Facilitate Great Experiences (Systems that are Adopted and Used) — Statewide Direction

This objective is centered on ensuring that state technology solutions are available and used effectively by the people they are designed to serve. By focusing on adoption and user experience, the State seeks to deliver systems that are intuitive, accessible, and aligned with real business and citizen needs.

Measures and targets

Measure	Target	How it is measured
System Adoption Rate	≥ 80% of intended users actively using the system within 90 days	Active users, defined as logged in within the past 30 days, divided by total licensed or intended users, tracked per system and aggregated.
User Experience (UX) Satisfaction Score	≥ 4.0 out of 5.0	Average score from standardized post-interaction or periodic user satisfaction surveys administered across state IT systems.

Initiative · User Experience (UX) Design Standards and Review Process

Develop statewide UX design standards and require UX review gates for all new and substantially updated state systems. Include accessibility compliance (ADA and Section 508) as a core standard to ensure systems are usable by all citizens.

Initiative · Change Management and Adoption Support Program

Expand the formal organizational change management and technology adoption support service that partners with agencies during system launches. The result will be higher user adoption through targeted training, communication, and early engagement, ensuring smoother transitions and increased utilization of new systems.

Financial

Effective and responsible management of the State's technology investments.

Objective 3 · Maximize Return on Technology Investments — Statewide Direction

This objective focuses on using portfolio-level insights to ensure IT funding is directed toward the highest-value systems and services. By rationalizing redundant and end-of-life systems, standardizing procurement review, and routing new requests through a portfolio alignment gate, the State can lower long-term operating costs while freeing resources for modernization, cybersecurity, and citizen-facing improvements.

Measures and targets

Measure	Target	How it is measured
Number of IT Systems Rationalized	10 systems retired, consolidated, or migrated annually	Counted against the baseline system inventory in the Enterprise IT Portfolio Data Foundation; reported annually to the State Chief Information Officer.
Procurement Duplication Redirect Rate	50% of flagged duplicate procurement requests redirected	A request is flagged when the portfolio alignment gate identifies functional overlap with an existing system or shared service; redirect outcome recorded at disposition; reported quarterly.
Portfolio Alignment Gate Coverage	100% of new procurement requests routed through the alignment gate	Tracked via procurement intake records as requests passing through the gate divided by all new technology procurement requests.

Initiative · Technology Investment Portfolio Review and Rationalization

Conduct a comprehensive audit of current state IT investments across agencies to identify redundant systems, underutilized licenses, and consolidation opportunities. Deliverables include an investment inventory dashboard, a tiered portfolio classification of invest, maintain, or retire, and a prioritized rationalization roadmap.

Initiative · IT Procurement Duplication Review and Portfolio Alignment Gate

Develop an AI-driven alignment review stage within Montana's existing IT procurement request process that checks every new technology request against the Enterprise IT Portfolio Data Foundation. Requests that duplicate existing capabilities are flagged for redirection to the appropriate existing solution, shared service, or consolidated procurement track. Flagged duplicates are reviewed to determine whether a redirect is appropriate; some duplication is necessary to meet agency-specific needs. Deliverables include an AI duplication screening criteria framework, integration of the portfolio alignment check into the procurement intake workflow, and a cross-agency visibility mechanism to identify and consolidate similar requests.

Objective 4 · Improve Vendor Management — Enterprise Delivery Commitment

This objective is centered on treating major technology vendors as actively managed strategic partners rather than passive suppliers, aligning contract outcomes with business needs, and addressing service issues earlier. Consistent vendor management data will also improve forecasting, renewals, and negotiations, demonstrating that ongoing contract spend is actively monitored and optimized on behalf of Montana taxpayers.

Measures and targets

Measure	Target	How it is measured
Number of Vendors Under Active Performance Management	100% of Tier 1 and 50% of Tier 2 vendors	Count of vendors with documented performance scorecards and scheduled review cadences,

Measure	Target	How it is measured
		segmented by spend tier.

Initiative · Vendor Management Program Launch

Establish a vendor management team that coordinates with procurement, legal, security, and portfolio management to ensure contracts, renewals, and projects are aligned with statewide standards and the Enterprise IT Portfolio Data Foundation. Deliverables include vendor tiering criteria, standard performance scorecards, a quarterly vendor review cadence, and a single view of vendor performance.

Internal Process

Optimizing and streamlining internal operations to improve efficiency, quality, and outcomes.

Objective 5 · Embed Security Stewardship Across People, Processes, and Partners — Statewide Direction

This objective emphasizes that cybersecurity is a shared responsibility that must be integrated into everyday behavior, procedures, and third-party relationships. By monitoring training completion, vulnerability remediation timelines, and vendor security posture, the State can demonstrate due diligence in protecting citizen data and critical systems while meeting statutory risk management requirements.

Measures and targets

Measure	Target	How it is measured
Cybersecurity Training Completion Rate	99% of state IT staff	Tracked via the learning management platform's enrollment and completion records; reported quarterly.
Average Time to Remediate Critical Security Vulnerabilities	Critical patches within 7 business days	Using enterprise security tooling, the average number of calendar days between identification of a known, exploitable vulnerability and remediation.

Initiative · Third-Party and Vendor Security Risk Assessment Program

Develop and operationalize a structured security risk assessment process for all IT vendors, managed service providers, and intergovernmental partners. Deliverables include a vendor risk tier classification model, standardized security questionnaires, contractual security requirement language for procurement templates, and an annual reassessment schedule.

Initiative · Security Stewardship Metrics and Reporting Dashboard

Build an executive-facing security performance dashboard that aggregates indicators across people, process, and partner dimensions. Deliverables include a defined indicator library, a reporting tool integrated with existing IT data sources, and quarterly briefing reports to the State Chief Information Officer.

Objective 6 · Become Product / Portfolio Lifecycle Management Focused — Enterprise Delivery Commitment

This objective is about shifting Montana IT from project-by-project delivery to a product and portfolio mindset, where systems are actively managed throughout their full lifecycle. By assigning product owners, defining lifecycle stages, and maintaining forward-looking roadmaps, the State can make clearer decisions about when to invest, maintain, or retire systems, and ensure that changes are timed with budget cycles and agency business priorities.

Measures and targets

Measure	Target	How it is measured
Percentage of Systems with Defined Product Owner and Roadmap	80% of Tier 1 and Tier 2 systems	Systems with an assigned product owner and a documented 12-month roadmap divided by total Tier 1 and Tier 2 systems.

Initiative · Product/Portfolio Lifecycle Management Model Implementation

Establish a standardized, Montana-specific product and portfolio lifecycle management model to guide the planning, delivery, operation, and retirement of the State's IT systems. The model defines lifecycle stages, governance gates, decision criteria, and expectations for how systems move between stages. Deliverables include lifecycle stage definitions, governance gates, product owner role requirements, and roadmap templates.

Initiative · Statewide IT Product Roadmap Program

Develop and maintain a statewide IT product roadmap that provides a unified, forward-looking view of Montana's IT systems. The roadmap, in conjunction with the Enterprise IT Portfolio Data Foundation, aligns technology decisions with statewide and agency-level priorities and budget cycles. Deliverables include a roadmap governance framework, a product owner assignment matrix, a roadmap template and taxonomy, an agency input process, and an accessible roadmap view for agency directors and other stakeholders.

Objective 7 · Provide Trusted and Meaningful Data — Statewide Direction

This objective centers on building and sustaining a single, authoritative data foundation that decision-makers can rely on. By assigning data stewards, standardizing metadata, and integrating inventory information into reporting, the State ensures that leaders, project sponsors, and oversight bodies share a common view of what IT assets exist, how they are used, and where risks and opportunities lie. This trusted data layer underpins lifecycle governance, security management, vendor oversight, and financial reporting, turning portfolio information into a strategic asset rather than a one-time inventory effort.

Measures and targets

Measure	Target	How it is measured
Portfolio Data Stewardship Coverage Rate	100% of Tier 1 and Tier 2 systems with an assigned data steward	Tracked via portfolio management system role assignments; reported monthly to IT leadership.
IT Portfolio Inventory	100% of known IT assets	Inventoried assets compared against

Measure	Target	How it is measured
Completeness Rate	and applications with complete records	discovery tool findings and agency-reported systems; gaps flagged for remediation and reported quarterly.

Initiative · Enterprise IT Portfolio Data Foundation

Establish and maintain a single, authoritative source of truth for Montana's executive branch IT portfolio. This initiative creates the data foundation that powers every other objective on the scorecard. Deliverables include an IT asset and application inventory, a standardized data taxonomy and classification schema, integration with performance reporting, defined data stewardship roles, data update cadences, and a governance policy ensuring inventory accuracy is maintained as a standing operational obligation.

Objective 8 · Modernize Software Development with AI — Enterprise Delivery Commitment

This objective focuses on incorporating AI-assisted tools and practices into the software development lifecycle to increase delivery speed, quality, and consistency. By assuming AI assistance as the default for in-house development, updating standards to recognize AI-authored code, and defining clear review and security expectations, Montana IT can increase developer throughput while maintaining strong oversight and auditability. This supports faster implementation of legislative and agency priorities and reduces backlog.

Measures and targets

Measure	Target	How it is measured
AI Tool Adoption Rate	≥ 90% of state developers within 18 months of standard adoption	Percent of state developers actively using approved AI development tools, measured from tool licensing and usage telemetry.
Developer Throughput Uplift	≥ 30% improvement by the end of State Fiscal Year 2028	Percent change in delivered work items compared with a State Fiscal Year 2026 baseline. Reported annually; a multi-biennium trajectory continues past this plan period.

Initiative · AI-First SDLC Standards

Refresh the State's software development standards, code review gates, and security review process to assume AI-assisted authorship as the default for in-house development. Deliverables include updated coding standards that recognize AI-generated and AI-assisted code, revised code review checklists, prompt and model attribution practices, security review guidance for AI-authored code, and an approved tools list.

Organizational Capacity

Investment in employees and in the culture of the organization.

Objective 9 · Become a Proactive Partner — Enterprise Delivery Commitment

This objective focuses on deepening relationships with agencies so that IT is engaged early as a strategic advisor rather than solely as an operational service provider. A proactive partnership builds trust, reduces surprises during sessions and budget development, and ensures that IT investments reflect shared priorities rather than isolated requests.

Measures and targets

Measure	Target	How it is measured
Agency Relationship Health Score	≥ 4.0 out of 5.0	Measured via a quarterly agency satisfaction survey administered by Customer Success Managers, aggregated across assigned agencies.
Proactive Engagement Cadence	100% of assigned agencies with on-schedule quarterly business reviews	Tracked via Customer Success Manager engagement records against the scheduled review calendar.

Initiative · Office of Agency Experience Launch

Establish the Office of Agency Experience as the unified service delivery starting point for all executive branch IT engagement. The Office brings together IT supervisors, Customer Success Managers, and a unified help desk under a single organizational structure designed to deliver consistent, relationship-driven service. Each agency is assigned dedicated relationship managers who own the agency relationship, understand its mission priorities, anticipate technology needs, and coordinate Montana IT resources on its behalf.

Objective 10 · Build a Culture of Ownership — Enterprise Delivery Commitment

This objective reinforces end-to-end accountability for service outcomes, ensuring issues are owned, communicated, and resolved without unnecessary hand-offs. By adopting a single-owner model for incidents and requests and supporting a matrixed operating structure, the State encourages staff to take responsibility for results while drawing on expertise across teams. This culture of ownership improves agency confidence, reduces friction in service delivery, and supports the broader aim of operating as one Montana IT organization serving all partners.

Measures and targets

Measure	Target	How it is measured
Issue Resolution Without Ownership Transfer Rate	85% of tickets resolved by the originally assigned owner	Comparison of intake owner to resolving owner at ticket closure in the service management system; reported monthly.
Cross-Team Collaboration Index	≥ 3 cross-functional initiatives active per quarter	Count of active projects or working groups with participation from three or more organizational units, tracked in the portfolio system.

Initiative · Own the Call — End-to-End Issue Ownership Program

Establish an owner model for all IT service requests and incidents, with one team member accountable for each issue from initial contact through resolution. Anchored in the Service Desk, each issue owner serves as the employee-facing point of contact, coordinates cross-team involvement, proactively communicates status, and ensures no issue falls through the cracks. Deliverables include ownership protocols that address authority gaps, owner selection criteria at intake, escalation paths when resolution stalls, cross-team engagement standards, and staff recognition for ownership behaviors.

Initiative · Matrixed Operating Model Implementation

Complete, implement, and adapt a matrixed organizational structure for executive branch IT that enables staff to contribute specialized expertise across multiple teams and initiatives simultaneously, without siloed reporting constraints, to create a flexible, cross-functional workforce where ownership is shared, expertise flows to where it is needed, and no single team becomes a bottleneck. Deliverables include an approved operating model document, an agency communication and transition plan, role clarity guides for matrixed staff, and a governance structure that supports cross-team engagement at scale.

Electronic Access to Government Records, Information, and Services

2-17-521(2)(b), MCA requires this plan to establish goals for electronic access to government records, information, and services. 2-17-532, MCA directs the department to establish and maintain electronic access systems that provide direct access to information and services by citizens, businesses, and other government entities, and specifies categories of information agencies must publish through those systems. 2-17-505, MCA further directs that government entities conduct business through open, transparent processes; that information technology provide access to information through simple and expeditious procedures; that state systems accommodate electronic transmissions between the State and its citizens, businesses, and other government entities; that state systems embrace the economics of digitized records; and that electronic record creation, management, storage, and retrieval processes deliver professional records management experiences for the citizens of Montana.

Montana has pursued these ends across successive plans — consolidated access to government information and services on any device, a redesigned citizen-facing digital presence, and the My.MT.Gov citizen services portal. This plan continues that direction and, for the first time, states goals for electronic access to government records alongside information and services.

Goal A · Consolidated access, on any device

Provide consolidated electronic access to government information and services anywhere, anytime, on any device, through a common front door rather than agency-by-agency navigation. Continue to expand the services available through the State's citizen services portal and reduce the number of separate destinations a citizen must find in order to complete a transaction with the State.

Goal B · Electronic access to government records

Provide simple, expeditious electronic access to public records. Maintain a statewide public information request capability with online submission, transparent status, and a publicly searchable reading room that publishes requests and the records released in response, consistent with 2-6-1006, MCA. Reduce the time and cost of fulfilling requests by digitizing records and by publishing frequently requested records proactively so that a request is not required to obtain them.

Goal C · Statutorily required information published by default

Ensure the categories of information named in 2-17-532, MCA are published through the State's electronic access systems and are current: agency functions and contact information, program services, environmental assessments, rulemaking notices, board vacancy notices, statutorily mandated agency reports, requests for bids and proposals, and public meeting notices and agendas.

Goal D · Electronic transactions end to end

Enable citizens, businesses, and other government entities to complete their business with the State electronically from start to finish, including submission, payment, status, and receipt of the resulting record, without a required in-person or paper step where an electronic path is feasible.

Goal E · Accessible and usable by every Montanan

Design and maintain public-facing systems to statewide user experience standards and to accessibility conformance under the Americans with Disabilities Act and Section 508. Accessibility is a design standard applied before release, not a remediation performed afterward.

Goal F · Access measured, not assumed

Measure electronic access as a service outcome. Report adoption and satisfaction for public-facing digital services under Objectives 1 and 2 of this plan, and treat a service that is available but not used, or not usable, as unfinished.

> These goals satisfy the content requirement of 2-17-521(2)(b), MCA. Agency information technology plans should identify the agency's own public-facing services and records, and state how the agency will advance these goals within its mission.

Strategic Direction for State Agencies

Under 2-17-521(2)(c), MCA this plan establishes the strategic direction for how state agencies will develop and use information technology resources. Prior editions described the plan as an umbrella strategy intended to inform agency planning. This edition states direction, because 2-17-527(2), MCA makes conformity to this plan the primary basis on which agency plans are approved. Agencies are asked to reflect the following.

- Align agency objectives to the four strategic themes and to the statewide-direction objectives in this plan. Alignment to individual state initiatives is not required.
- Identify legacy and end-of-life systems and state a retirement or modernization path for each.
- Prefer standard, cloud-based, and commercial off-the-shelf solutions over new custom development, and state the basis for any exception.
- Maintain accurate agency records in the enterprise technology portfolio, including application ownership, business criticality, and user counts.
- Assign a named product owner and maintain a current roadmap for each Tier 1 and Tier 2 system.
- Apply enterprise security requirements to agency systems, vendors, and intergovernmental partners, including access review and vulnerability remediation.
- Design new and substantially updated public-facing systems to statewide user experience and accessibility standards, and advance the electronic access goals in this plan.
- Express objectives using the SMART method, with measures and targets that can be reported without manual reconstruction.

Implementation and Governance

Fifteen initiatives carry this plan into execution. The Department of Administration owns every initiative in this plan. Each initiative is assigned to a division leader with a target date and a reporting cadence, recorded in the department’s implementation register and reported to the State Chief Information Officer. "DOA" in the table below is the Department of Administration; the individual accountable for each initiative is named in the implementation register.

Initiative	Objective	Owner
System Performance Dashboard Program	1	DOA
User Experience (UX) Design Standards and Review Process	2	DOA
Change Management and Adoption Support Program	2	DOA
Technology Investment Portfolio Review and Rationalization	3	DOA
IT Procurement Duplication Review and Portfolio Alignment Gate	3	DOA
Vendor Management Program Launch	4	DOA
Third-Party and Vendor Security Risk Assessment	5	DOA

Initiative	Objective	Owner
Program		
Security Stewardship Metrics and Reporting Dashboard	5	DOA
Product/Portfolio Lifecycle Management Model Implementation	6	DOA
Statewide IT Product Roadmap Program	6	DOA
Enterprise IT Portfolio Data Foundation	7	DOA
AI-First SDLC Standards	8	DOA
Office of Agency Experience Launch	9	DOA
Own the Call — End-to-End Issue Ownership Program	10	DOA
Matrixed Operating Model Implementation	10	DOA

Accountability

The State Chief Information Officer is accountable for this plan and for its execution. Agency-facing changes to planning and reporting instruments are reviewed with agency chief information officers through the CIO Roundtable before they are issued. Progress against the objectives and indicators in this plan is reported to the State Chief Information Officer and included in the department's report on information technology activities, on the cadence the department establishes.

Advice of the Information Technology Board

Advice on the plan's development was sought from the Information Technology Board as provided in 2-17-521(1), MCA. The draft was before the Board at its meeting of May 21, 2026, and the department has retained the record of that request.

2-17-521(1), MCA requires that the department seek the advice of the board. It does not require that the board render advice. This plan does not state that the Board advised on it.

Planning and development of information technology resources are conducted in conjunction with budget development and approval, consistent with 2-17-505(4)(g), MCA.

Data Quality and Limitations

This edition is published with known limitations in the underlying data, disclosed here rather than omitted. Naming them establishes the baseline against which this plan will be measured.

- Server and storage figures reported by agencies are not comparable, because reporting definitions do not distinguish agency-owned capacity from capacity the department hosts on an agency's behalf.
- Enterprise application cost is not available. No cost record exists for any of the 855 applications in the enterprise inventory.
- Cost records cannot be resolved to individual projects or systems. No project-level identifier currently links financial records to specific capital projects.
- Information technology staffing is reported on differing bases across agencies, and a single statewide figure is not yet defensible.
- Life-cycle and multi-biennium cost projections required by 2-17-524(1)(e) and 2-17-524(2), MCA were not requested by the 2026-2028 agency plan instrument and are absent from agency plans.

End-user device counts and replacement values covering 28 agencies, and statewide information technology expenditure by agency, are the most reliable data available for this biennium. Remediation of each limitation above is scheduled in the 2028 planning and reporting cycle.

Statutory Conformity Crosswalk

Requirement	Citation	Location in this plan
Reflect the policies in 2-17-505 and accord with statewide policies and standards	2-17-521(2)(a)	Statutory Basis, Scope, and Plan Period; Strategic Direction for State Agencies
Establish the statewide mission, goals, and objectives for the use of information technology	2-17-521(2)(b)	Strategic Foundation; Strategy Map; Perspectives and Objectives
Establish goals for electronic access to government records, information, and services	2-17-521(2)(b)	Electronic Access to Government Records, Information, and Services
Establish the strategic direction for how state agencies will develop and use IT resources	2-17-521(2)(c)	Strategic Direction for State Agencies
Seek the advice of the Information Technology Board	2-17-521(1)	Implementation and Governance — advice sought; record retained
Distribute the plan as provided by statute	2-17-522	Transmittal — pending adoption
Serve as the primary basis for evaluating agency information technology plans	2-17-527(2)	Strategic Direction for State Agencies; Agency Plan Conformity Criteria

Requirement	Citation	Location in this plan
Electronic access systems and required published information	2-17-532	Electronic Access — Goals A and C

Agency Plan Conformity Criteria

How agency information technology plans are assessed for conformity to this plan under 2-17-527(2), MCA. Applied from the 2028 cycle forward. For the 2026-2028 cycle, conformity is measured and reported without penalty, because the instrument agencies were given did not request several of the elements below.

Criterion	Basis	Evidence in an agency plan
Agency objectives reference the state strategic themes	2-17-524(1)(b)	Named theme linkage in the agency scorecard
Agency objectives map to statewide-direction objectives	2-17-524(1)(b)	Stated mapping, one to three objectives per perspective
Legacy and end-of-life systems identified with a path	This plan	Named systems with retirement or modernization approach
Measures and targets stated and quantifiable	2-17-524(1)	Populated measure, target, and initiative per objective
Portfolio records maintained	This plan	Application ownership, criticality, and user counts current
Baseline profile of resources and capabilities	2-17-524(1)(c)	IT resources narrative and hardware summary complete
Deficiencies and obsolescence evaluated	2-17-524(1)(d)	Stated capability gaps and their consequences
Life-cycle and six-year cost projection	2-17-524(1)(e); (2)	Initial, maintenance, and replacement cost across three bienniums
Electronic access advanced	2-17-521(2)(b); 2-17-532	Agency public-facing services and records identified with planned improvement

References

- 2-6-1006, MCA — Public information requests; reading room
- 2-17-505, MCA — Policy
- 2-17-512, MCA — Powers and duties of department
- 2-17-516 and 2-17-546, MCA — Exemptions
- 2-17-517, MCA — Application to legislative and judicial branches
- 2-17-521, MCA — State strategic information technology plan; report
- 2-17-522, MCA — State strategic information technology plan; distribution
- 2-17-523, MCA — Agency information technology plans; policy
- 2-17-524, MCA — Agency information technology plans; form and content; performance reports
- 2-17-527, MCA — Agency information technology plans; review and approval; updates
- 2-17-532, MCA — Electronic access systems; establishment
- Montana Operations Manual — Information Technology Planning and Reporting Policy
- Montana Operations Manual, Policy 316 — Expense Account Categories
- Executive Order integrating information technology resources and establishing enterprise IT governance