

# WHAT QUESTIONS DO YOU HAVE?

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# Information Technology Symposium All Hands Meeting

*January 23, 2026*

# Before We Begin - An Update on IT Integration

With **IT Integration progressing**, we are moving through **our design process** for building our future IT organization. As you will see today, we have made progress on **identifying our overall structure** to the new IT!

2025

2026

## Phase 1

### Discovery & Planning

Gather insights on what's working, what's not, and what's possible.

## Phase 2

### Governance & Design

Co-create the future-state design and governance model.

## Phase 3

### Execution & Transition

Implement our new design while maintaining service continuity.



# How Far Along are We in the Current Phase?

## Phase 2: Governance & Design

**Timeline:** November to March



We are here

### 1. Integrated IT Capabilities Map

"Which capabilities does IT need to support the business?"

### 2. Integrated IT Op Model

"How should we work in IT to deliver on what we promise?"

### 3. Integrated IT Org Design

"What offices and roles will bring this model to life?"

### 4. Workforce Mapping

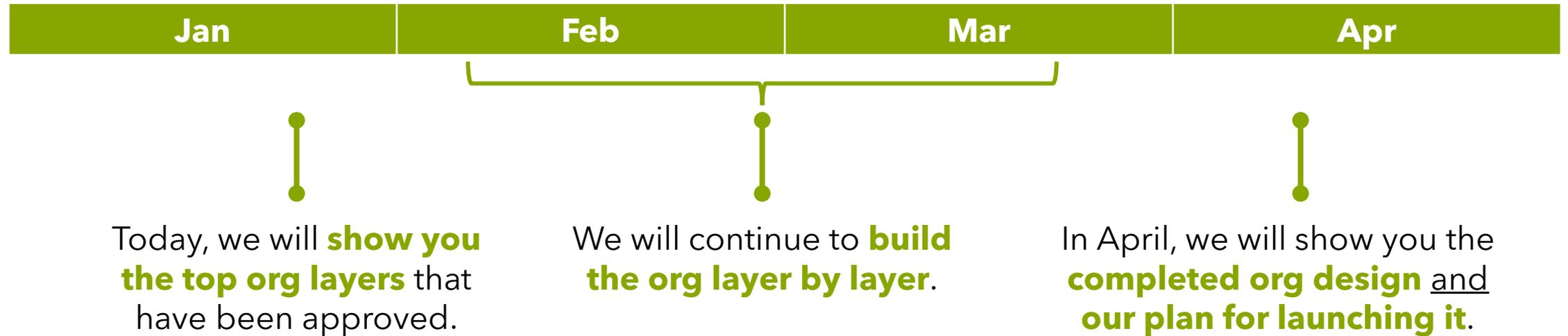
"Where can our talent fit into IT to deliver successfully?"

### 5. Planning for Transition

"How do we prepare and plan when we transition?"



# How are We Preparing & Planning When to Transition?



To support a **phased approach to implementation**, we are assessing **priority areas that will shift first** and areas that can wait until later.

**So ... April 1<sup>st</sup> is not our end date -  
it's really the start of implementation of our new IT design.**





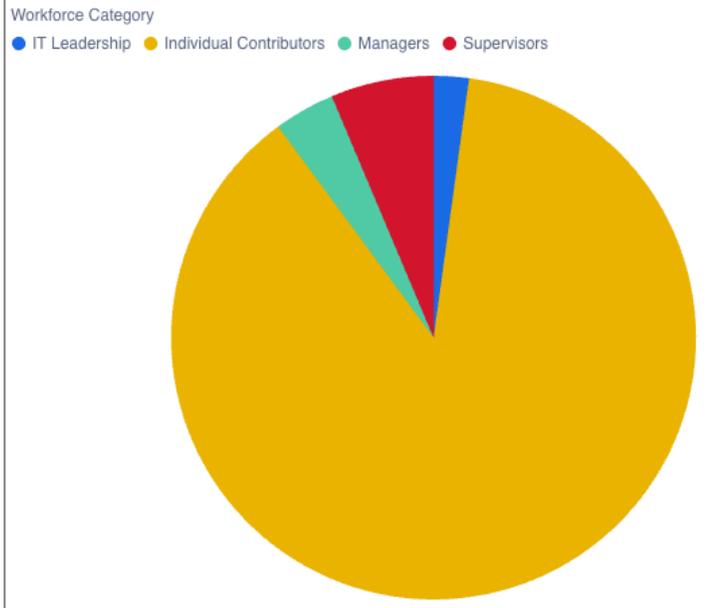
# R&R Survey Executive Summary

IT Integration

# WORKFORCE SUMMARY

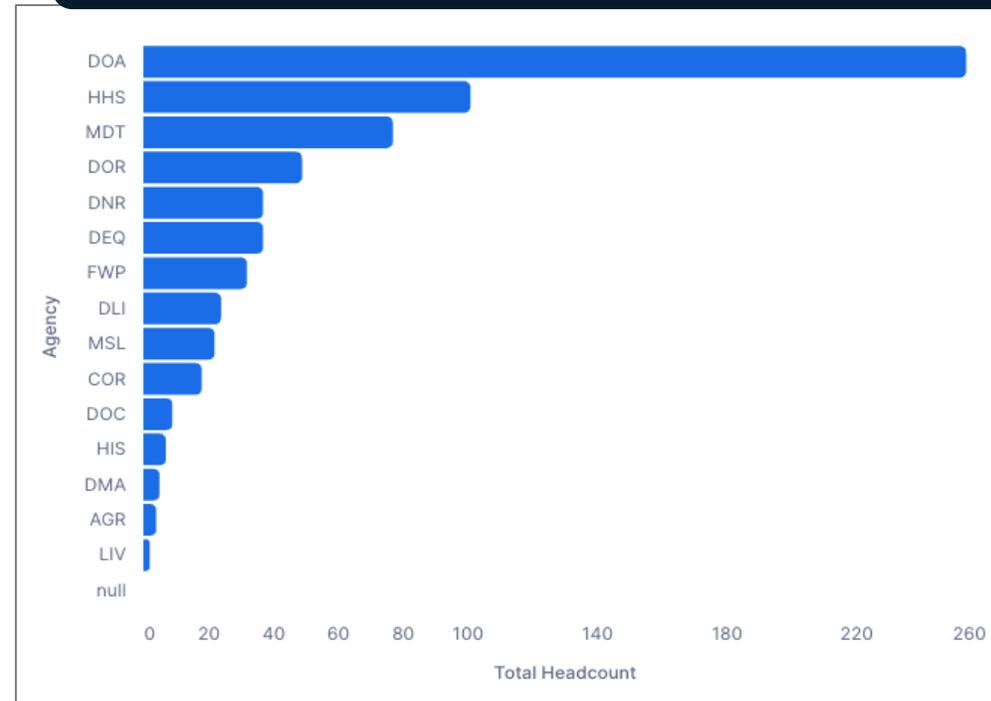
Below is a snapshot of the workforce who were administered the Roles and Responsibilities Survey.

## Workforce Category Breakdown



- Individual Contributors: 609 employees (87.7%)
- Supervisors: 44 employees (6.3%)
- Managers: 26 employees (3.7%)
- IT Executives: 15 employees (2.2%)

## Headcount by Agency



AGENCY	TOTAL STAFF
DOA	254
HHS	101
MDT	77
DOR	49
DNR	37
DEQ	37
FWP	32
DLI	24
MSL	22
COR	18
DOC	9
HIS	7
DMA	5
AGR	4
LIV	2

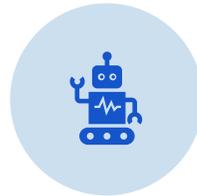


# Key Themes - Growth Mindset

## Overview of opportunities for ....



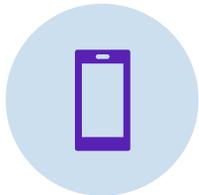
Existing strong culture of continuous, self-directed learning



Demand for AI training and governance



Focus on cybersecurity and compliance



Need for targeted upskilling in modernization technologies



Desire for specialized role based and tailored learning and development paths



Opportunity to enable and formalize an enterprise IT learning strategy



# Workforce Readiness

## Existing Certifications

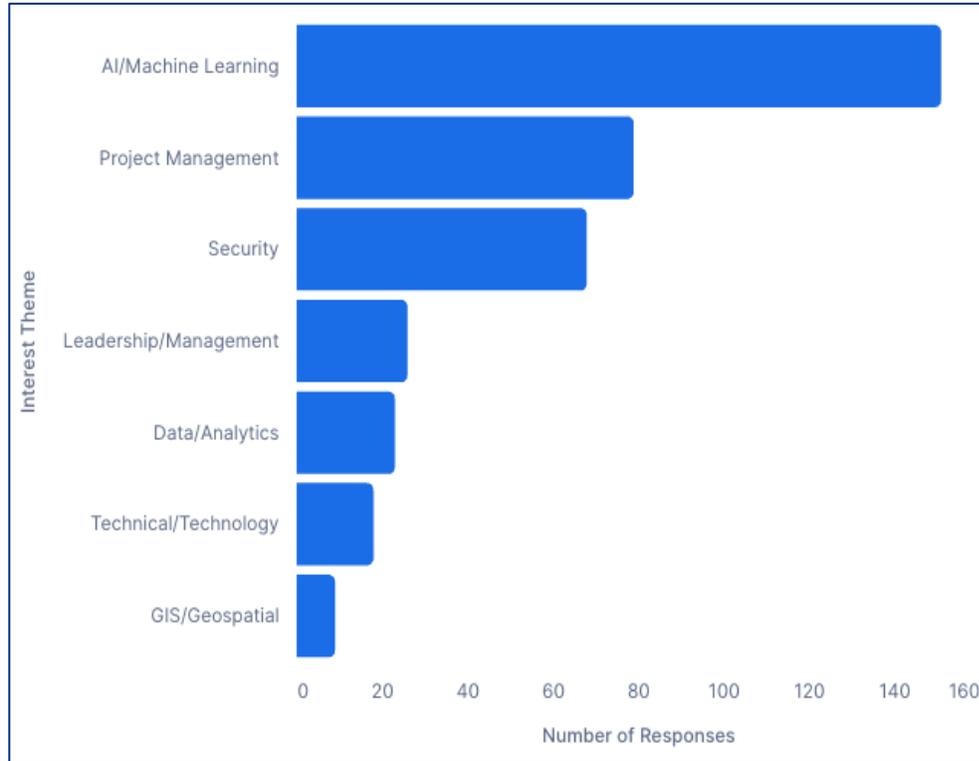
- **Cybersecurity & Risk Management (Most Prevalent)**
  - CompTIA Security+
  - CISSP
  - GIAC (GSEC, GCFE, GCIH)
  - ISC2 credentials.
  - Advanced security expertise with multiple SANS certifications.
- **Cloud & Modern Infrastructure**
  - AWS
  - Azure
  - Snowflake certifications.
  - Several employees hold containerization (Kubernetes) and DevOps -related credentials, showing adaptation to modern IT delivery models.
- **Project Management & Agile Practices**
  - PMP
  - Scrum Master
  - SAFe
  - Six Sigma certifications
  - Advanced agile credentials
  - Change management credentials.
- **Platform-Specific Expertise**
  - ServiceNow
  - Oracle
  - Microsoft
  - Many employees have invested in platform-specific training that directly supports current state operations.

## Training Needs

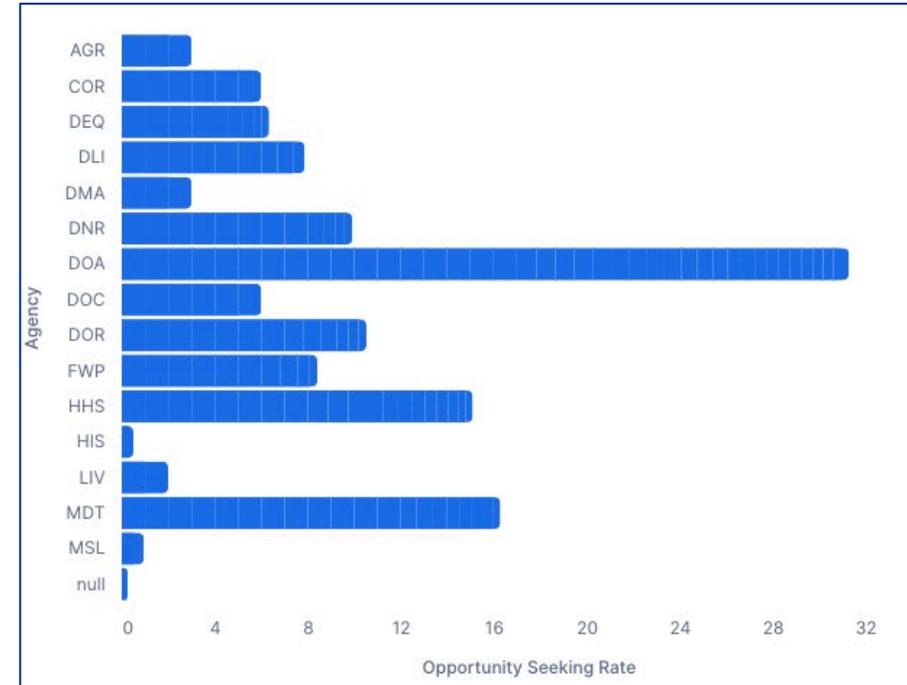
Cloud Technologies  
Database And Development  
**Artificial Intelligence**  
Process And Methodology Training  
Security And Compliance  
Specialized Systems  
Platform And Systems  
Network And Infrastructure  
Project Management

# Career Interests

## Career Interest Themes



## New Career Interests by Agency



- **63% of employees are interested** in new career opportunities within the statewide IT organization
- **37% are not interested** in new roles, citing diverse reasons from job satisfaction to retirement planning
  - **Key themes:** Content with current roles, strong team relationships, specialized expertise, and mission alignment
  - Many employees who aren't interested in exploring new roles, still express willingness to help with projects or learn new skills within their current roles

# Next Steps in Survey Synthesis

In-progress are the 3 key outputs currently being synthesized from the R&R survey assessment

1

Workforce Talent Mapping  
to new IT Offices

2

Business Continuity & Transition  
Planning (IT to Agency hand-offs)

3

Employee Experience and  
Mobility (EX)





# Integration Status

*January 22, 2026*

# FIRST: THANK YOU!!!

- Chris Powell, DNRC
- Bob Finstad, DOR
- Carrie Albro, DPHHS
- Erin Weisgerber, DNRC
- Karol Ann Davis, State HR
- Chris Bacon, DOA
- Michelle Hauer, MDT
- Michele Snowberger, SITSD
- Chris Santucci, SITSD
- Jason Harlow, GOV OBPP
- Janna Williams, DOA
- Evelyn Davis, GOV OBPP
- Jess Plunkett, FWP
- Amy Sassano, GOV OBPP
- Kristin Reynolds, DOA
- Kim Aiken, DPHHS
- Kayla Novak, DOA
- Jay Phillips, DLI
- Natalie Smitham, DPHHS
- Elle Arrendondo, SITSD
- Shannon Voss, SITSD
- Chris Tarabochia, SITSD
- Angie Miller, DOC
- DJ Howell, DEQ
- Rawlin Richardson, SITSD
- Continued Support from Directors, Deputy Directors and many others.

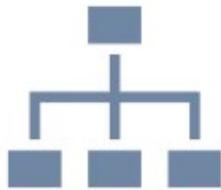


# Montana Executive Order - IT Integration

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



**Integration, not just centralization** - Unite distributed IT teams under a common vision while preserving agency flexibility.



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.



Monthly steering committee (Cabinet) led by the Governor

**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



# GOALS OF THE EXECUTIVE ORDER

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- **Streamline Operations** — Centralize IT governance and management to reduce duplication and streamline planning, procurement, and security.
- **Strengthen Security** — Standardize IT tools, policies, and security practices across agencies to reduce risk and enhance the state's overall security posture.
- **Achieve Cost Efficiency** — Create economies of scale through integrated IT support and improve accountability in how public funds are used.
- **Enable Better Data Sharing** — Improve information sharing, system compatibility, and coordinated investment across executive agencies.
- **Support Core Services** — Free up agency resources to focus on their core missions rather than IT administration.



# 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)
  - Office of Public Defender (OPD, DOA-A)
- 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)



## 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)



DISCOVERY

# 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.

### 680 Current IT Resources Identified

We partnered with HR to identify 680 IT resources across 16 state agencies that support IT services.



Note: Data collected as of 11/5/25 for the initial 16 agencies in-scope

#### 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."*

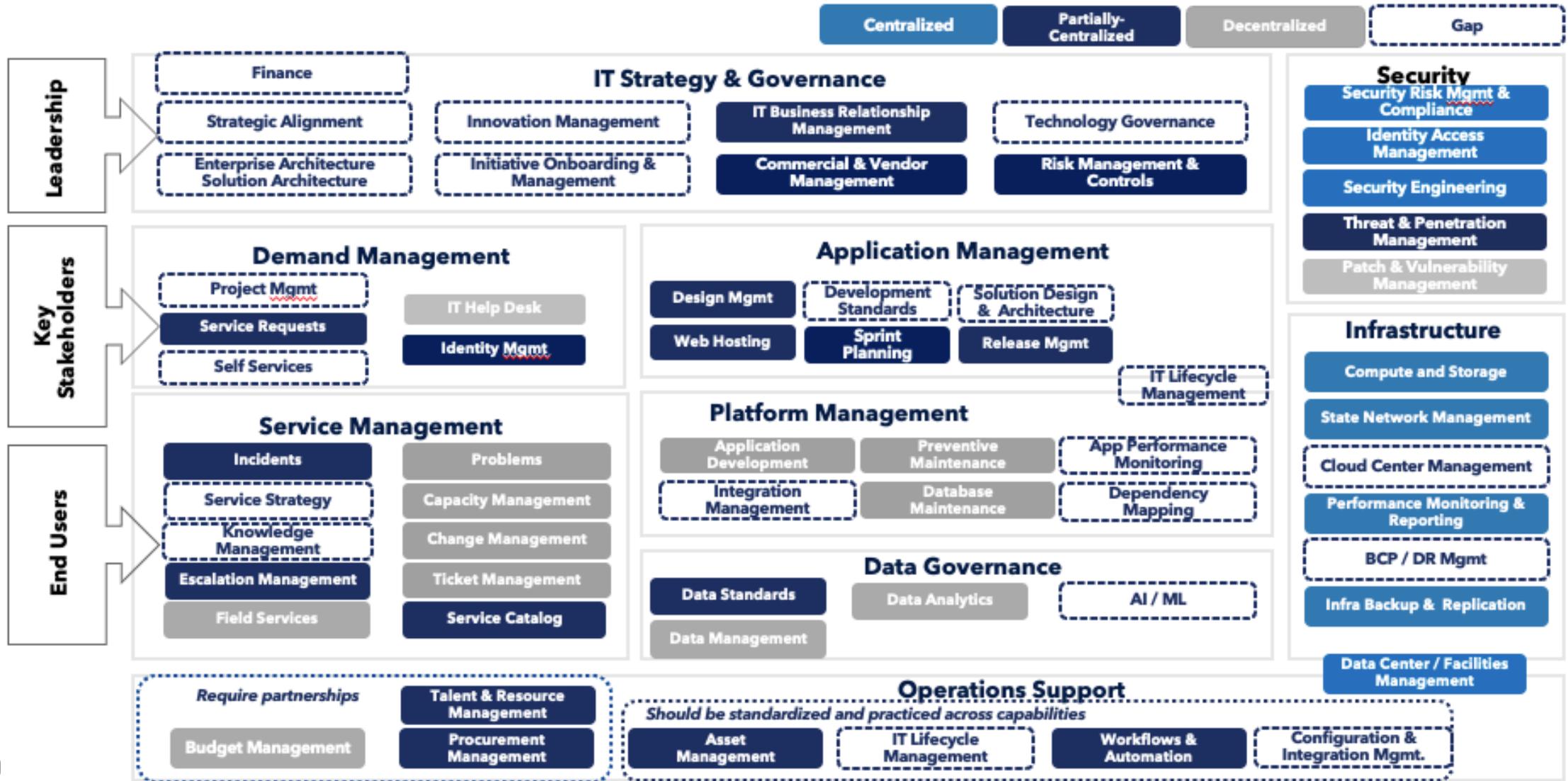
# IT Integration Alignment

The project IMO worked through a series of discussions to develop the impact statements that we aspire to create for stakeholders, the IT organizational design guiding principles, and how we will initially define and measure success.



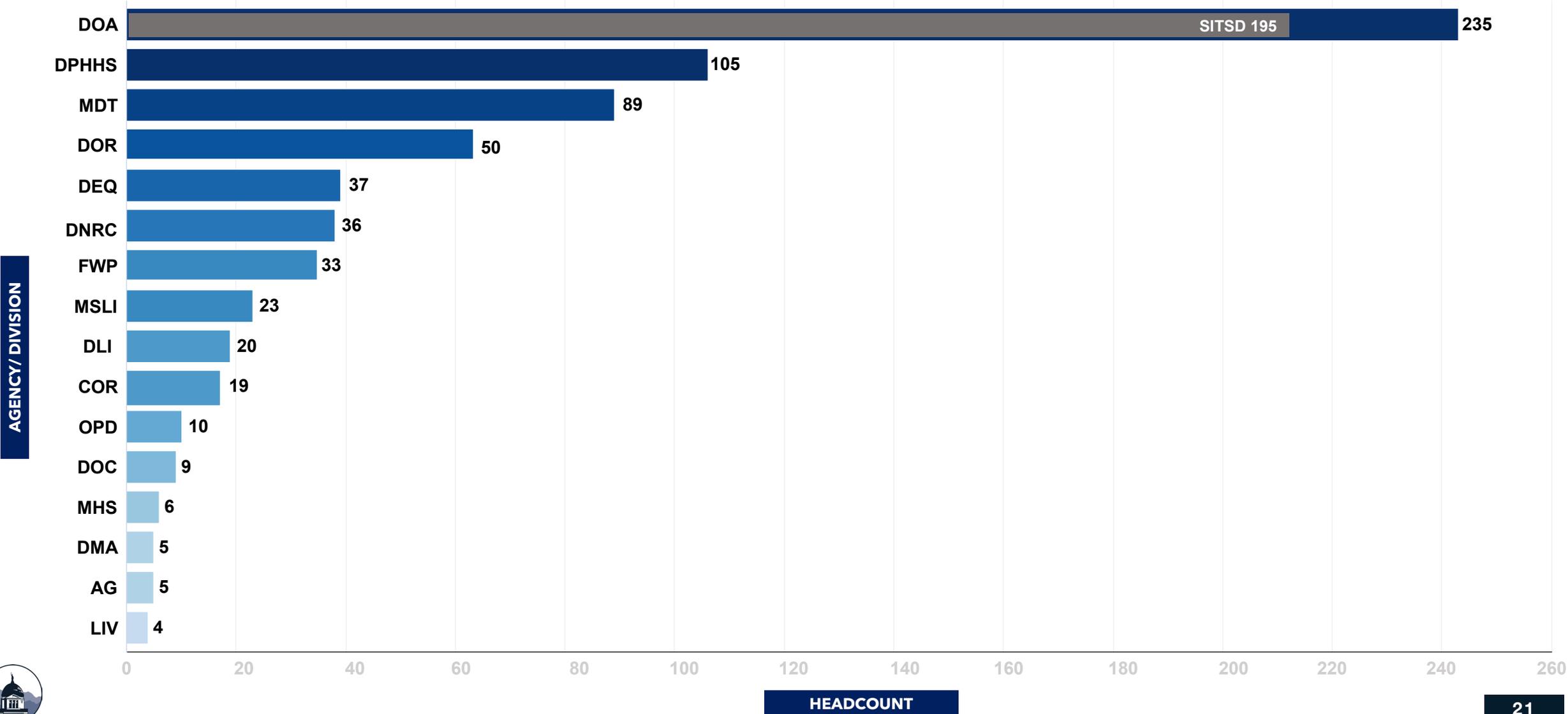
# IT Capability Mapping

Slalom evaluated Montana IT capabilities to identify where current capabilities land on a spectrum of centralized to decentralized service delivery.



# IT Resource Headcount By Agency

In partnership with DOA and State HR, we have identified **680 IT Resources** across 16 agencies.



Note: Data collected as of 11/5/25 for the initial 16 agencies in-scope. This is based on job classification, not working titles.



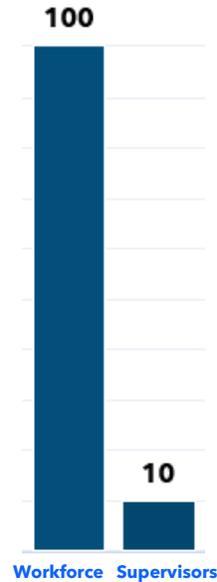
# IT Resource Headcount By Role Category

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

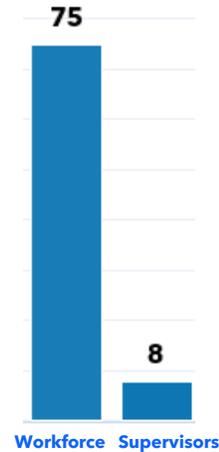
**Systems Administrators**  
Headcount: **141**



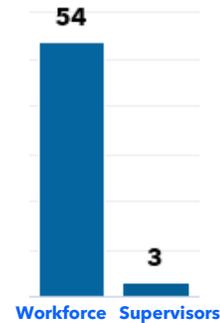
**Software Developers**  
Headcount: **110**



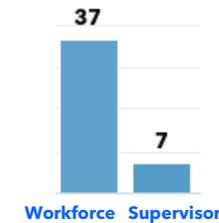
**Systems Analysts**  
Headcount: **83**



**Systems Support**  
Headcount: **57**



**GIS Specialists**  
Headcount: **44**



**Security Specialists**  
Headcount: **44**



*Active Role & Responsibility Survey will Confirm Current IT Resource Duties & Tasks*

**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: Data collected as of 11/5/25 for the initial 16 agencies in-scope. This is based on job classification, not working titles. This does not include IT Executives, Managers.



# Agency One-Pager Example



## Department of Fish, Wildlife & Parks



### Agency Overview

#### Mission

- Stewardship of Montana's fish, wildlife, and parks through science-based management
- Education and enforcement of regulations
- Maintaining public access to natural resources

#### Leadership

- Director:** Christy Clark
- Deputy Director: Jeff Hindoiien
- CIO:** Jess Plunkett

#### Priorities

- Modernize automated licensing system
- Implement data governance for science-based decisions
- Enhance digital services and accessibility
- Maintain legislative compliance
- Expand mobile capabilities

#### Customers

- Residents and non-residents seeking licenses
- Park visitors and recreational users
- 400+ license providers statewide
- Outfitters, guides, and access program partners
- Advisory councils, board/commission members

#### Structure

- 7 regional administrative offices with tech support
- One of only three states combining fish, wildlife AND parks
- Dispersed workforce (parks, hatcheries, field offices)

#### Funding Sources - 2027

**General:** 0%      **State Special:** 76.6%      **Federal Special:** 23.4%

**Notes:** Hunting/fishing licenses, camping fees, bed tax; non-resident fees are major revenue sources for the agency. Some federal grants.

#### Definition of Success for Integration

- Zero service disruption for customers
- Improved IT response efficiency
- Modernized user experience
- Preserved connection to agency mission



### IT Structure & Services

#### Current IT Capabilities & Services

- Custom application development
- Infrastructure and off-network field support
- GIS services and scientific data management
- Law enforcement technology support
- License provider technical assistance
- Mobile app development
- Fleet vehicle software & logs, hands-on maintenance

#### Current Systems, Tools & Apps

- 80+ internally developed applications
- Automated licensing system (core business function)
- Wildlife/fisheries information systems
- MyFWP portal and mobile app
- ServiceNow, GitLab, Zabbix, Microsoft Project
- Vendor partnerships (DOJ SmartCop, Kalkomey, Aspira)
- FASTER fleet vehicle software

#### Workload, Capacity, & Performance

- Seasonal peaks (licensing periods, hunting seasons)
- On-call support requirements
- Most IT functions under-resourced
- High public visibility with no room for failure
- Legislative-driven workload spikes

#### IT Org Structure & Workforce

- Agency consists of 750 FTEs + 750 seasonal staff
- 40 FTE IT staff identified across IT and Business roles (Includes open positions)
- Staff comprises specialized roles combining IT with domain expertise
- Staff is distributed regionally across the state
- Shadow IT positions exist with agency-specific knowledge

#### CIO and TSD administration:

- Leadership roles under CIO:
  - GDS Bureau Chief
  - Projects Bureau Chief
  - CTO
- CTO has these direct reports and teams:
  - DevOps Bureau Chief and team
  - Network Services Bureau Chief and team
  - Applications Development Bureau Chief and team



### High-Level Assessment

#### Strengths & Opportunities

- Deep institutional knowledge (20+ year tenured staff)
- Strong mission alignment and domain expertise
- Established agency partnerships
- Effective project prioritization processes
- Specialized skills (biology + IT combinations)
- Potential for improved security and efficiency

#### Potential Risks, Challenges or Roadblocks

- Risk of losing critical institutional knowledge
- Maintaining agency-specific expertise
- Complex funding streams requiring specialized understanding
- Aggressive legislative implementation timelines
- Preserving "superb" internal IT support reputation
- Concerns about disconnection from agency mission

#### Jump List for Design & Execution

- Preserve critical agency partnerships and domain knowledge
- Maintain uninterrupted service delivery
- Develop transition plan for specialized IT roles
- Create clear governance for agency vs. enterprise decisions
- Establish robust communication protocols
- Plan for seasonal workload management
- Design approach for maintaining specialized capabilities
- Balance efficiency gains with mission-critical requirements



# Agency Summary

Through questionnaires and interviews with Agency leaders, we identified these common themes across Agencies.

## Definition of Success for Integration

- **Maintain or improve current service** levels and responsiveness
- **Preserve agency-specific expertise** and dedicated IT support
- Enable access to enterprise tools while retaining unique agency capabilities and needs
- **Ensure predictable and transparent IT cost structures**
- Establish clear communication and governance models
- **Enhance collaboration and proactive support** across IT and agency business units
- Support continuity of operations for mission-critical systems

## Potential Risks, Challenges or Roadblocks

- **Loss of autonomy, personalized support, and agency-specific knowledge**
- Decreased responsiveness or delays due to centralization
- **Complex regulatory and compliance requirements** (e.g., CJIS, HIPAA, federal audits, etc.)
- Technical debt and legacy system transitions
- **Unclear service boundaries and ownership** leading to support gaps - need for clear roles and responsibilities
- **Fear of diminished agency voice** and priority representation
- Inadequate staffing or skill gaps during and after transition
- Challenges with onboarding, training, and remote workforce support

## Jump List for Design & Execution

- Clarify roles, responsibilities, and support boundaries
- Define clear SLAs and service expectations across agencies
- Develop cost models and transparent funding mechanisms
- Establish governance structures to preserve agency input and priorities
- Outline transition plans to ensure continuity of service
- Address technical debt and standardize enterprise tools and platforms
- Create change management and training plans for staff and leadership
- Implement meaningful KPIs and performance metrics
- Ensure continuity of operations for specialized and mission-critical systems



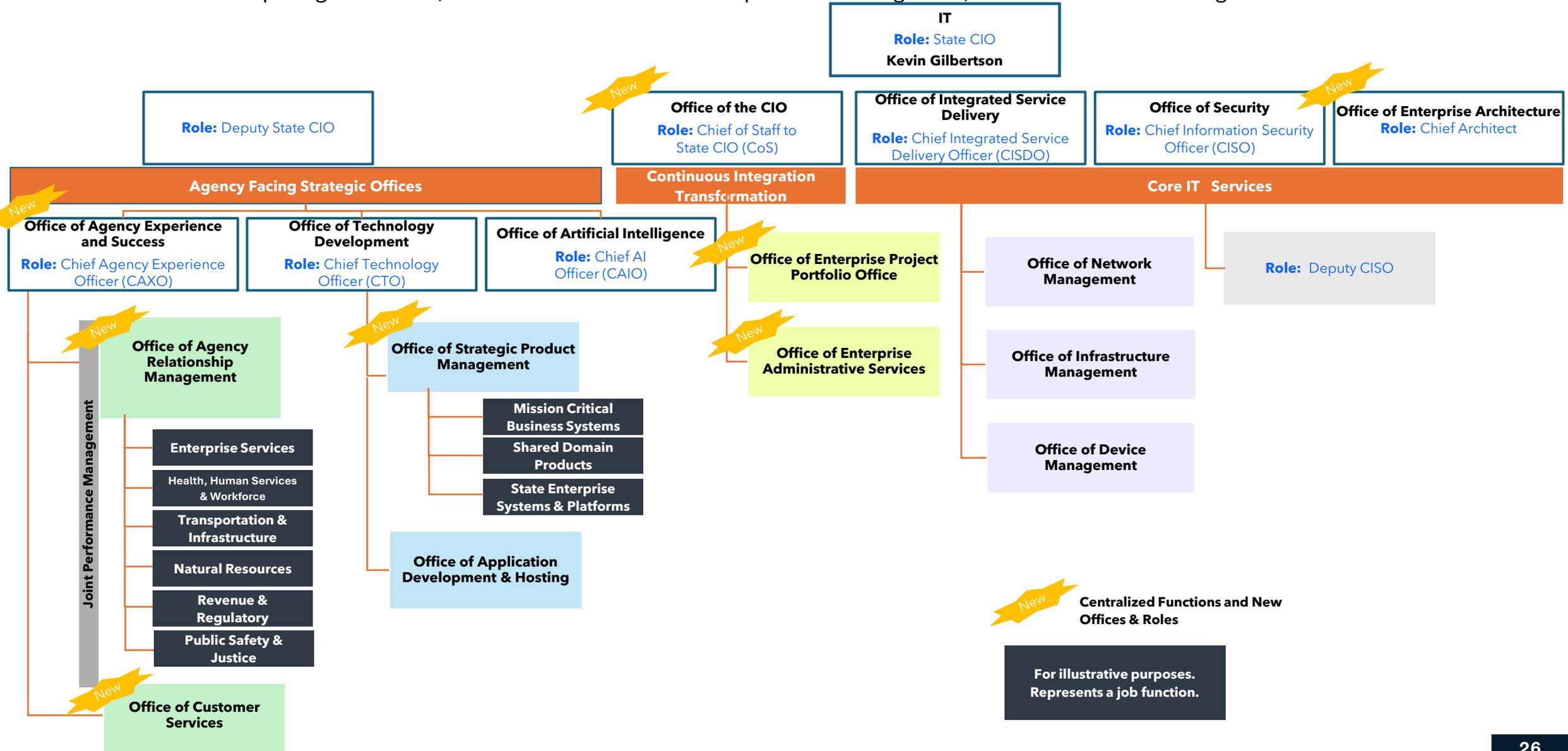


# Organizational Structure

## IT Integration

# Integrated IT Office Design (as of 1/6/2026)

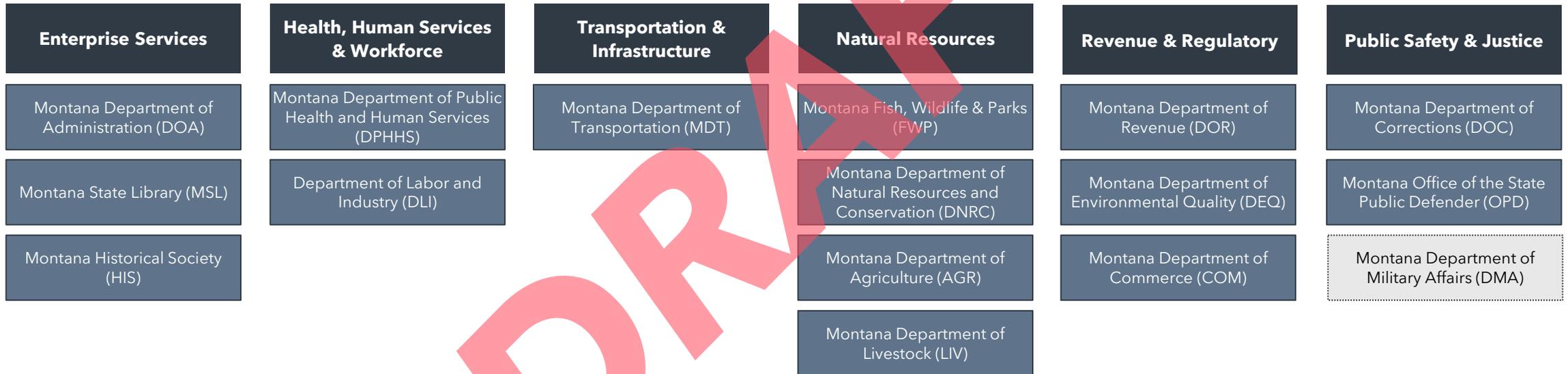
Create Offices which put Agencies first, are scalable and sustainable post initial integration, and focused on maturing services



# Agency Support Grouping by Mission Domain (as of 1/22/2026)

## Proposed model for organizing IT support around shared mission and service needs

- Each agency will be supported by a dedicated Agency IT Support Team aligned to its mission and service needs.
- This approach ensures centralized IT services remain closely connected to agency priorities while delivering consistent, enterprise-wide standards.



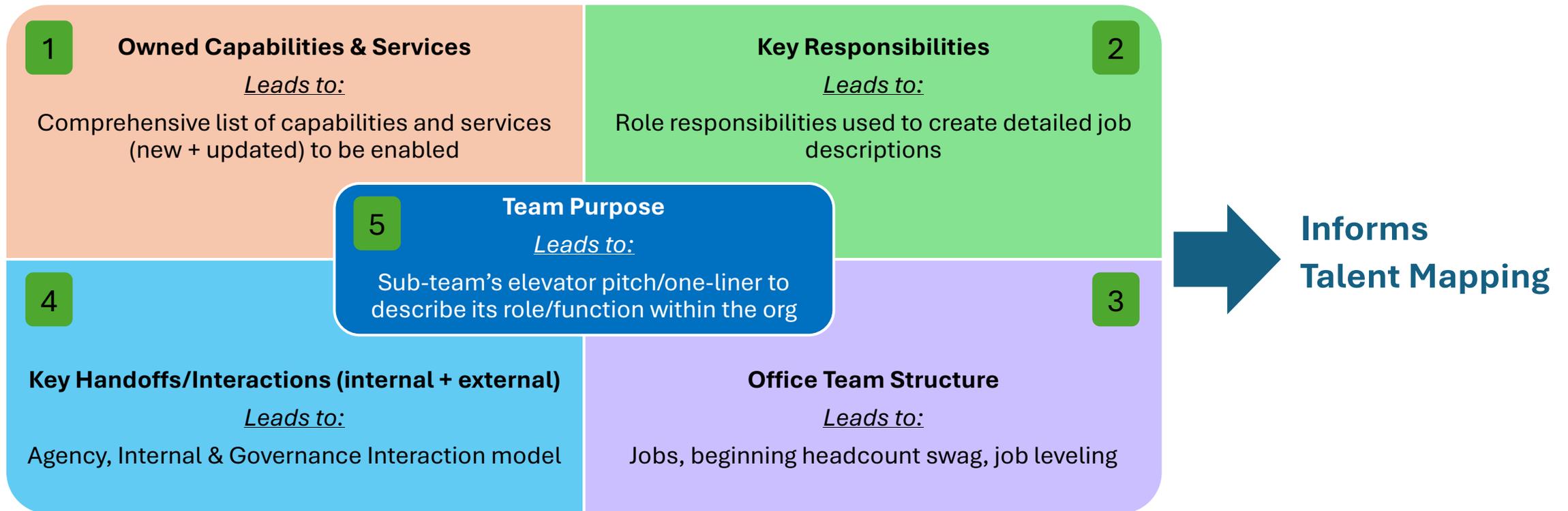
**Integrated**

**Participating**

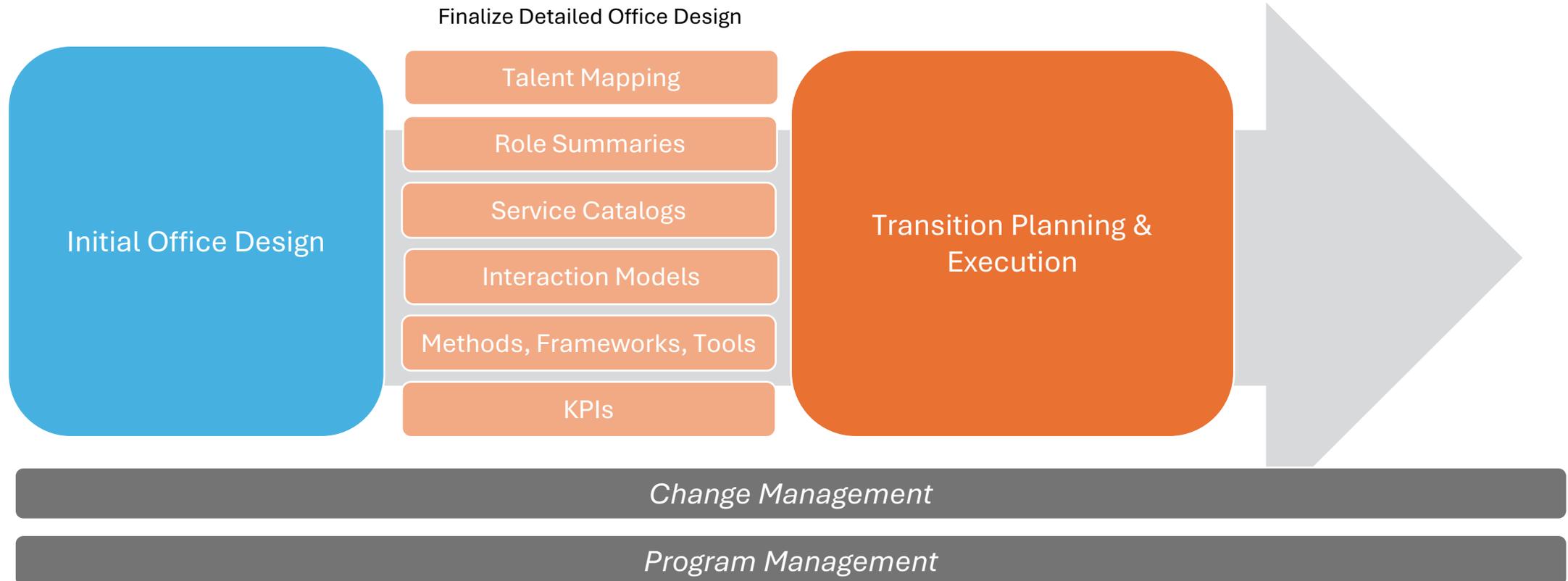


# Organizational Design Approach

Our organizational design approach define what each office does, what roles it needs, how it is organized and levels, and how it interacts with other teams.

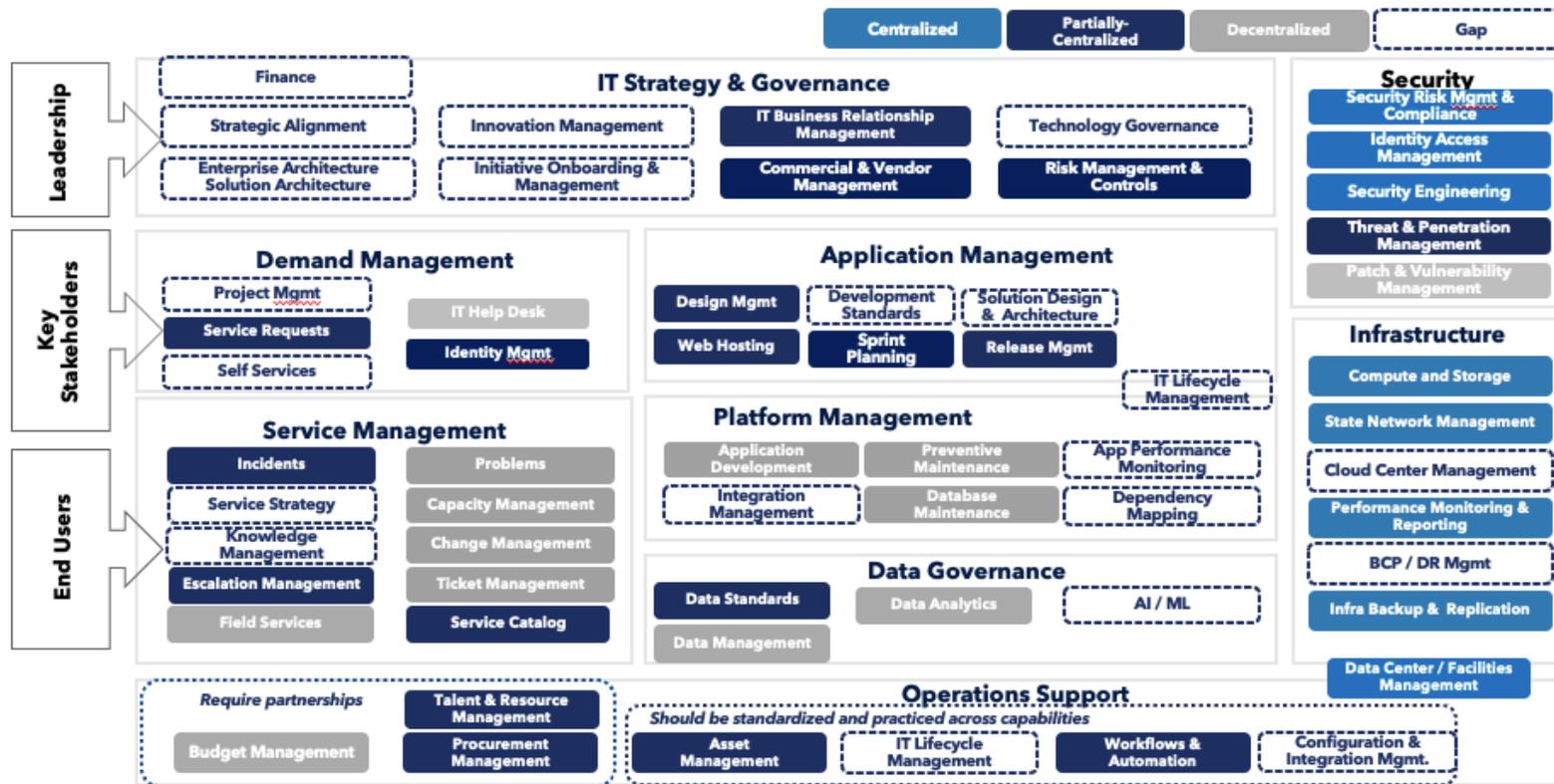


# Office Design to Ready for Transition



# Owned Capabilities & Services (as of 1/6/2026) **DRAFT**

**Capability Model** of current and new capabilities that enable services and drive primary responsibilities of the office



## Capabilities:

- Inward looking, what IT is able to do, used for planning and design
- Example: Identity Access Management

## Services:

- External facing, what IT offers and delivers to customers
- Example: Single Sign-on Service

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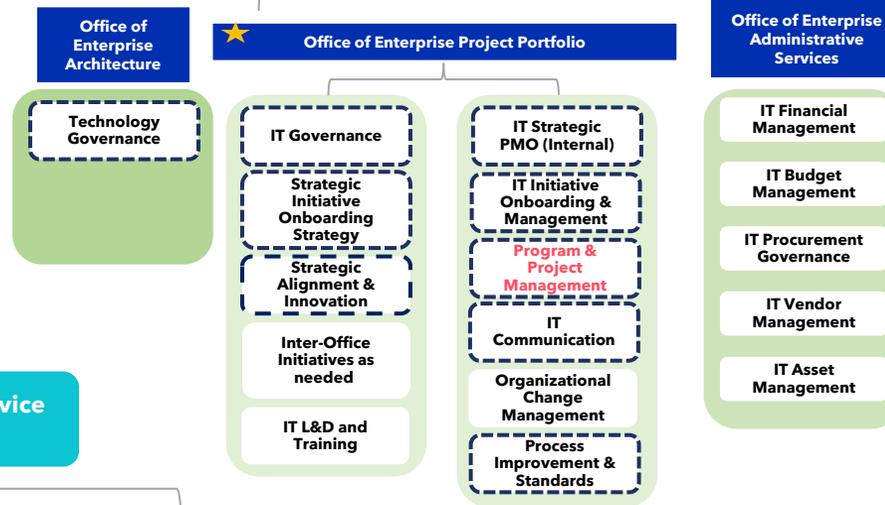
# Original Future State Integrated IT Capability Offices

(as of 1/14/2026)

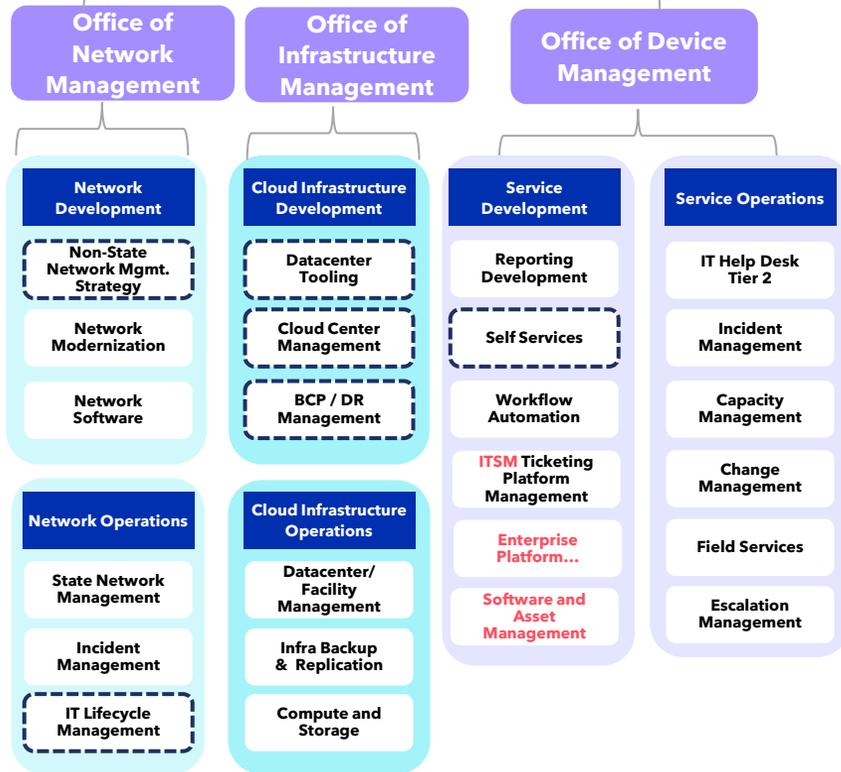
**DRAFT**



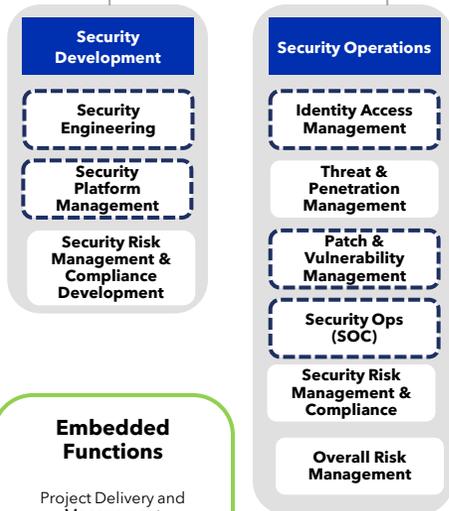
## Office of the CIO



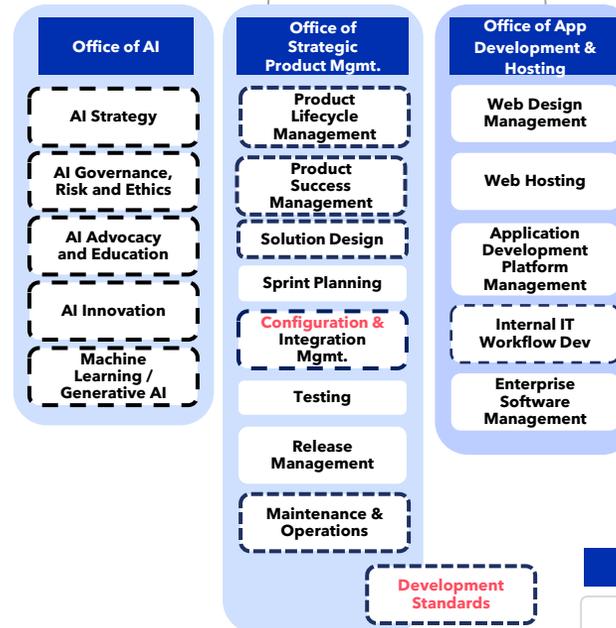
## Office of Integrated Service Delivery



## Office of Security



## Office of Technology Development



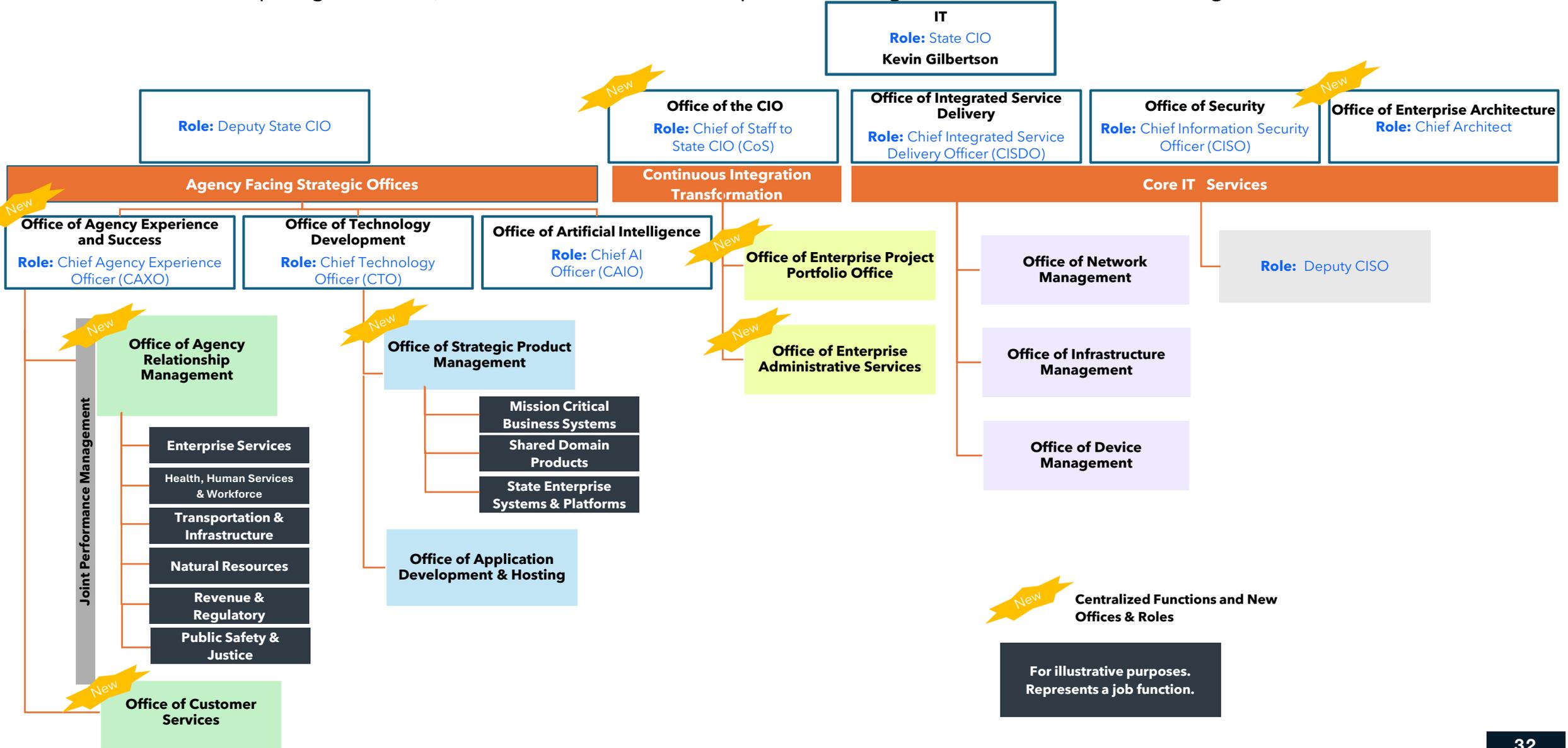
## Office of IT Agency Experience & Success



★ Scale up to independent offices in the future

# Integrated IT Office Design (as of 1/6/2026)

Create Offices which put Agencies first, are scalable and sustainable post initial integration, and focused on maturing services



## Office of Agency Experience and Success

**Office Description:** Agency facing office that ensures IT systems, services, and modernization investments produce measurable value, strengthen agency partnerships, and advance the State’s “One State IT” vision

### L3 - Office of IT Customer Success and Relationship Management

- Acts as Agency Executive Engagement leads for IT Delivery centers strategic projects, product development, IT services ensuring timeliness and quality of delivery.

### L3 - Office of Customer Services

- Agency facing inbound service requests to ensure inbound request quality and follow through. Owns service desk support tickets and end to end resolution coordination.

## Office of Technology Development

**Office Description:** Oversees Agency product and application development projects as well as web-hosting while focusing on delivery quality and maturity.

### L3 - Office of Strategic Product Management

- Strategic Product teams maintain a dedicated focus toward agency specific products, as done today within an agency.

### L3 - Office of Web Hosting & Application Development

- Manages CMS, web hosting and application development outside of Agency specific products.

## Office of AI

**Description:** Leads statewide AI strategy, governance, and enablement to ensure responsible, secure, and value-driven use of AI across state government.

- Establishes AI governance, policies, and standards.
- Prioritizes, designs, and delivers AI use cases in partnership with agencies.
- Provides AI education, enablement, and advisory services to support adoption and workforce readiness.



# Office Overview & Primary Responsibilities (2 of 2)

DRAFT

## Office of the CIO

**Description:** Manages internal inter-office initiatives and services such as budget, vendor management, IT programs.

### L3 - Office of Project and Portfolio Office

- Orchestrates SAFe standards and ceremonies, Stands up IT governance and Portfolio manages Inter-IT initiatives such as IT KPIs, Technology rationalization, etc..

### L3 - Office of Enterprise Administrative Services

- Manages technology procurement management, vendor management, budget, funding, and invoicing management.

## Office of Integrated Service Delivery

**Office Description:** Design and operate IT assets of network, compute, devices, cloud with improved efficiency and with compliance to standards and customer requirements.

### L3 - Office of Network Management

- Operating and securing the state's network infrastructure to ensure reliable connectivity, performance monitoring and compliance across all executive branch agencies.

### L3 - Office of Infrastructure Management

- Operates compute, storage, cloud, and data-center facilities to deliver resilient, scalable infrastructure services.

### L3 - Office of Device Management

- Centrally governs the lifecycle (Inventory, procurement, ownership, compliance and retirement) of statewide devices/assets to ensure cost control and security.

## Office of Security

**Office Description:** Safeguards the state's IT assets by developing and enforcing cybersecurity policies, monitoring threats, and ensuring compliance to protect data and systems across all agencies.

- Operationalize monitoring threats, and ensuring compliance with regulations.
- Drive regulatory compliance for state government.
- Provide security guidance and risk management to agencies.
- Enforce statutes and coordinate enterprise-wide incident response.

## Office of the Enterprise Architecture

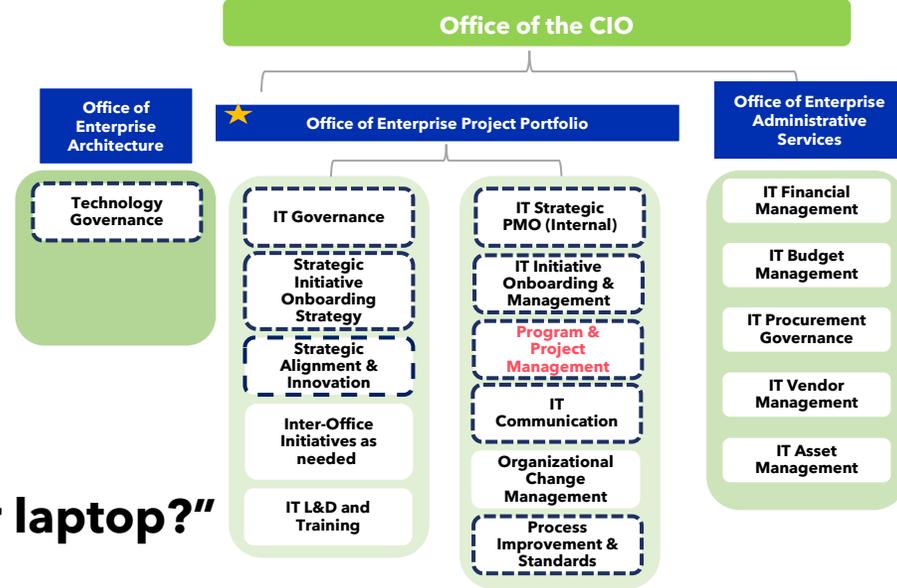
**Description:** Defines and governs the enterprise architecture that aligns business, data, application, and technology domains with State of Montana strategic outcomes.

- Maintains current and target-state enterprise architecture, roadmaps, and reference standards.
- Partners with Agency Experience on technology selection, solution design, and reuse to reduce duplication and technical debt.
- Partners with agencies and IT offices to ensure architectures support "One State IT" capabilities.



# Scenario: Application Troubleshooting

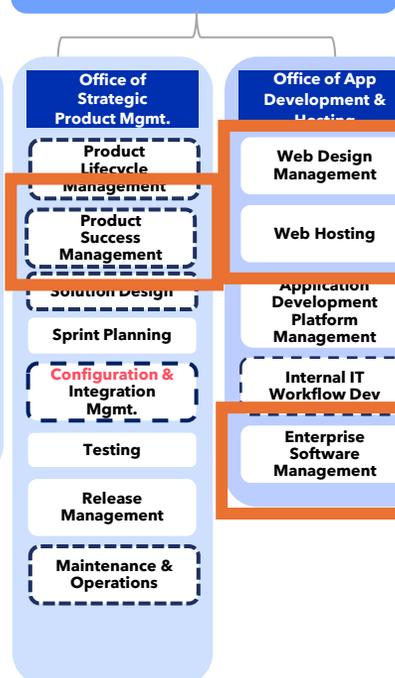
1 "Did you try rebooting your laptop?"



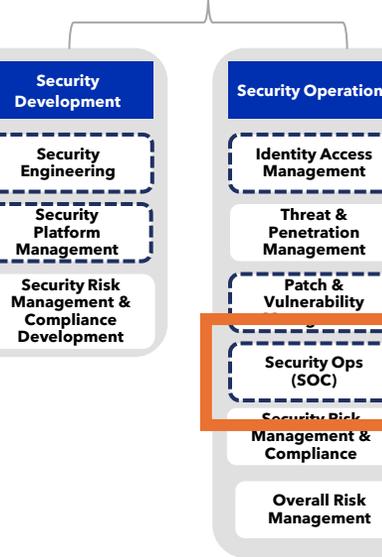
## Office of IT Agency Experience & Success



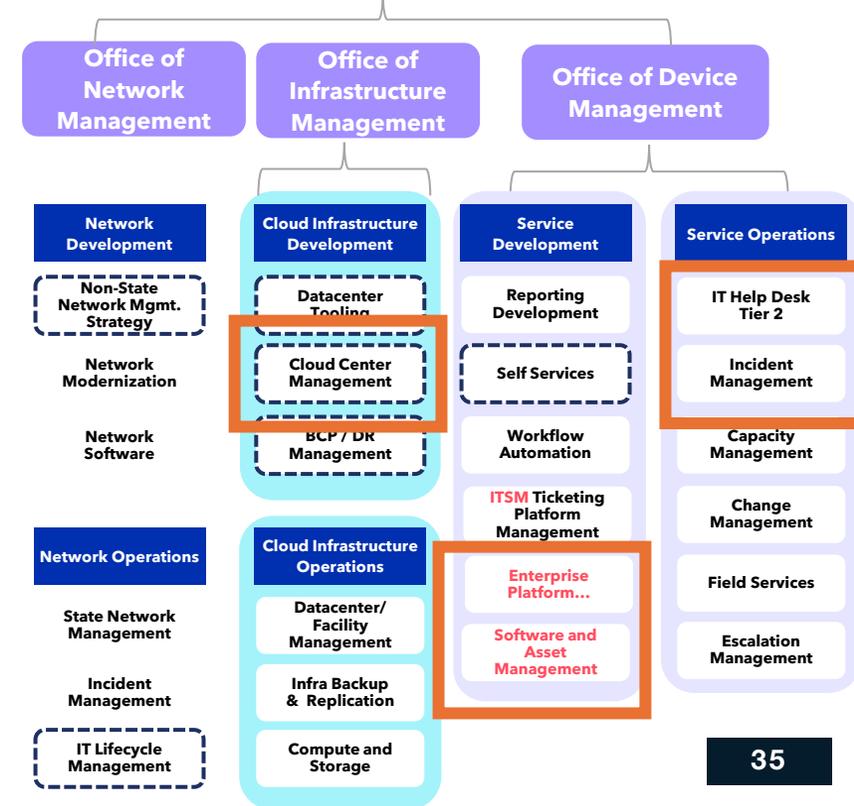
## Office of Technology Development



## Office of Security



## Office of Integrated Service Delivery



# SERVICE LEVEL AGREEMENT

## SERVICE LEVEL AGREEMENT

There will be an SLA for IT services for each agency.

- Defines the scope of IT services provided by Enterprise IT to the agency.
- Describes the operating relationship between Enterprise IT and the agency.
- Outlines the roles, responsibilities, and expectations of the parties.

Individual agency meetings will be scheduled to work through and finalize the SLA.





Looking Ahead

# CURRENT IT INTEGRATION PRIORITIES

## IMMEDIATE PRIORITIES:

- Confirm IT job roles and position mapping with agencies
- Finalize initial transition list (will be phased)
- Finalize agency service level agreements (SLAs)
- Finalize organizational structure and working titles
- Recruit Office Leaders
- Determine funding model with OBPP
- Finalize transfer details
- Define Agency-IT Scenarios

## TRANSITION PRIORITIES:

- Develop onboarding plan
- Establish enterprise priorities for standardization
- Establish a process for agency IT engagement on standardization initiatives
- Ensure Governance – NOT Control
- Create an ongoing feedback channel for agency IT and agency leadership with Enterprise IT
- Finalize Transition Plan and Phasing Details





Q&A

# Q&A: WHAT QUESTIONS DO YOU HAVE?

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