

# IT Strategic Plan

2024-2026 Biennium



**Office of Information Technology**  
Department of Natural Resources and Conservation

**Our Mission:** Help the DNRC achieve greater success by providing exceptional service and technology that improves how we all work together.

**Core Values:** Integrity • Empathy • Communication • Stewardship • Ownership

## Introduction

The mission of the Department of Natural Resources and Conservation (DNRC) is **“Serving Montanans first through natural resource management.”** As the Department’s Office of Information Technology (OIT), our purpose is to leverage technology to empower the agency to fulfill that mission.

This Strategic Plan outlines how we intend to do that. It’s broken out into the following parts:

- **Objectives:** Broad areas of focus that describe what we are trying to achieve.
- **Goals:** Individual, related goals that align with objectives.
- **Strategies:** Projects and initiatives that will be implemented to achieve the goals.
- **Measures:** Describe how we’ll know if we’re on track.

These objectives, goals, strategies, and measures were created to support the [DNRC’s annual goals](#) while aligning with the [State of Montana’s IT Strategic Plan](#). This guide establishes our direction and reflects our philosophical approach to delivering service. It prioritizes high-impact, high-value work that propels the agency forward while emphasizing accountability, transparency, and the importance of building strong relationships.

The ideas and priorities presented here create a shared vision distilled from hundreds of hours of dedicated work by OIT staff and many others throughout the DNRC. Work that crosses divisions and business units, dissolving artificial boundaries in pursuit of acting as “One DNRC.” I am extremely grateful to serve such a fantastic team, and I look forward to continuing our work together to achieve our collective goals and make a lasting impact.

Chris Powell, CIO  
Montana DNRC

## Objectives, Goals, Strategies. And Measures:

### **OBJECTIVE: Deliver Modern, Human-Centered Digital Experiences**

*Technology can provide a massive increase in efficiency, but will fail to gain traction if the user experience is poor. We aim to raise the bar, expanding access to data, updating legacy applications, and providing modern, user-friendly solutions that internal and external users expect and deserve.*

<u>GOALS</u>	<u>STRATEGIES</u>	<u>MEASURES</u>
<i>Expand public access to data and services</i>	Develop a centralized public customer portal.	Initial version in production by December 2025.
<i>Digitize existing processes to reduce paper processing</i>	Implement electronic document management systems.	Fully digitize DNRC's top 10 complex, high-impact end-to-end processes, including signatures and payments, by December 2026.
<i>Deliver modern, consumer-grade digital experiences</i>	Implement user feedback loops.	Establish benchmarks for the number of feedback submissions and implemented changes.
<i>Reduce technical debt and overall application portfolio</i>	Conduct a comprehensive audit of existing applications.	Reduce the number of legacy applications by 25% by December 2026.

### **OBJECTIVE: Ensure IT Drives Agency Success**

*The primary purpose of IT is to achieve business outcomes, so IT resources must be aligned to that purpose. By estimating the expected business value of each project, we can focus on projects with the highest ROI. Additionally, IT needs to actively help guide the agency toward process improvement and risk mitigation.*

<u>GOALS</u>	<u>STRATEGIES</u>	<u>MEASURES</u>
<i>Be business consultants and partners to the agency</i>	Implement a business relationship management (BRM) framework	Increase BRM maturity level to at least "Trusted Advisor," preferably "Strategic Partner"
<i>Align IT initiatives with business goals and priorities</i>	Create a joint IT-business steering committee.	100% of IT projects are reviewed and approved by the committee.
<i>Ensure delivery of business outcomes and measure value</i>	Use a value realization framework	100% of projects tracked on delivering expected business value.
<i>Enable data-driven improvements and decision making</i>	Implement data governance policies.	Compliance rate with data governance standards.

## OBJECTIVE: Improve Efficiency, Accountability, and Service Delivery

*Making the simple complex is the default, so it's our duty to make the complex simple. Cut out unnecessary steps. Standardize and automate where possible to increase speed and consistency. Increase transparency around finances and output. Communicate these efforts and changes to minimize surprises. That's service.*

<u>GOALS</u>	<u>STRATEGIES</u>	<u>MEASURES</u>
<i>Streamline procedures and processes</i> <i>Improve and standardize operations, reporting, and communications</i> <i>Improve financial management and transparency</i> <i>Commit to innovation and continuous improvement</i> <i>Provide security by design</i>	Conduct regular process audits.	Number of process improvements identified and implemented.
	Implement standardized reporting tools and templates.	100% compliance rate with reporting standards.
	Deploy a financial management information system.	New system in production by September 2025.
	Use crowdsourcing for innovation ideas.	Number of ideas submitted and implemented.
	Conduct regular security audits.	Number of audit findings and corrective actions taken.

## OBJECTIVE: Maintain a People-First Culture

*Everything we want to accomplish revolves around people. When we create an environment where people want to work, we become an organization people want to work with. Improve the experience for everyone – internal and external. That's how we win.*

<u>GOALS</u>	<u>STRATEGIES</u>	<u>MEASURES</u>
<i>Provide a flexible work environment</i> <i>Invest in training and continuing education</i> <i>Attract and retain top talent</i> <i>Prioritize exceptional service and relationships</i>	Develop a remote work toolkit.	Number of employees using the toolkit.
	Have managers cooperate with staff to create personalized training suggestions	100% completion rate of suggested trainings.
	Conduct regular employee engagement surveys.	Increase in employee engagement scores.
	Implement Customer Satisfaction Score (CSAT) surveys	Scores of 4.75/5 or higher, contact 100% of respondents who rate service <4