

**Department of Administration
Director's Office Goals and Objectives
2011 Biennium**

Mission: To serve and satisfy our customers.

Goal 1: Provide effective leadership of the Department of Administration, as established in Section 2-15-112, MCA.

Objectives:

1. Provide administrative, financial, legal and policy guidance to all divisions and programs.
2. Serve as liaison to the public, Governor's Office, legislative branch, tribal nations, federal and local governments, and private business.
3. Emphasize customer satisfaction and efficiency as the department's primary focus in delivering programs and services.
4. Promote long-term financial stability of department's programs and services by effective budget management and improved internal controls.
5. Promote efficient use of department resources by expanding energy conservation measures and the use of technology.

Goal 2: Create and maintain a professional, diverse and responsive workforce that accurately reflects the labor force in Montana.

Objectives:

1. Promote a healthy and safe working environment for employees to experience job satisfaction in their achievements and contributions to the agency's mission, and have their job performance based on meaningful performance measures and standards.
2. Promote professional growth and development opportunities through an improved employee recruitment, selection and retention process.
3. Promote a workforce training and development program to maintain a highly qualified and diverse workforce.

**Department of Administration
State Accounting Division Goals and Objectives
2011 Biennium**

Mission: To serve and satisfy our customers

Accounting Bureau

Goal 1: Produce accurate and reliable financial statements for the State of Montana.

Objective: Provide timely financial information is effectively and efficiently provided to the public in accordance with Generally Accepted Accounting Principles (GAAP).

Goal 2: Maintain a cost-effective, efficient, and stable warrant writer and electronic payment process for the State of Montana.

Objectives:

1. Accurately input bank information received from agencies into the State's vendor tables within 24 hours of receipt.
2. Expand and promote the most effective and efficient payment processes for the State.
3. Process all forms of payment by the State daily.

Goal 3: Provide accurate and updated accounting policy and support for state agencies in an effective and efficient manner.

Objectives:

1. Continue to incorporate management memos that have supplemented accounting policy for 30 years into Volume II of the Montana Operations Manual (MOM) in accordance with the GAAP.
2. Review previously written accounting policy for accuracy and update as needed.
3. Upload completed MOM Volume II accounting policy to the Department of Administration website.
4. Research and implement new pronouncements from the Governmental Accounting Standards Board (GASB).
5. Provide input into the GASB standard setting process.
6. Provide accounting technical education and assistance to agency personnel.
7. Approve, reconcile, and monitor all non-university system or inter-entity loans.

8. Monitor the General Fund cash flows to determine if short-term borrowing is necessary to maintain an adequate cash balance.
9. Assist agencies in the development of agency accounting internal controls.

Goal 4: Manage the State's Statewide Cost Allocation Plan (SWCAP) and Cash Management Improvement Act (CMIA) programs.

Objectives:

1. Coordinate the preparation, negotiation, distribution, and billing of the SWCAP.
2. Coordinate the development and operation of the statewide implementation of CMIA regulations.

Goal 5: Provide timely, accurate SABHRS system user support and technical assistance.

Objective: Agency users receive a prompt, accurate response to questions.

Treasury Unit

Goal 1: Provide accurate and timely cash reconciliation between SABHRS and the State of Montana's 60+ bank accounts.

Objectives:

1. Monitor and enforce the cash policy that requires agencies enter only one SABHRS document per deposit, and work with agencies whose processes cause cash reconciliation issues.
2. Reconcile the state bank accounts on a timely basis and report to management monthly on the status of cash reconciliation as required to facilitate internal controls.

SABHRS Finance and Budget Bureau

Goal 1: Position state managers and legislators to make informed, effective and efficient, business decisions by providing timely and accurate financial information.

Objectives:

1. Partner with ITSD to ensure that SABHRS technical environment is stable and provides reliable and efficient system performance and access.
2. Promote efficient and effective business processes by providing systems that reduce data entry time, minimize the possibility of errors occurring, and provide optimum access to state employees, officials, vendors, customers, and the public within an appropriately secured environment.

Goal 2: Ensure that Montana has a reliable, stable, and cost effective management information system environment.

Objectives:

1. Stay current, applying software fixes and updates to the SABHRS as appropriate. Strive to implement newer releases of the applications as resources will allow, taking advantage of functionality that promotes efficient business processes.
2. Partner with state agency representatives, process owners, and other organizations to ensure that the SABHRS training program and help desk operation meet users' requirements.

Goal 3: Position the State of Montana to benefit from future technological advances as applicable to the information management system environment.

Objectives:

1. Strive to strengthen Montana's alliance with Affinity Global Solutions and Oracle to insure that the State's interests are represented as application enhancements are planned and implemented, and to provide the State with greater insight into future product developments. Participate in user groups and customer conferences as appropriate.
2. Strive to implement newer releases of the applications, as resources will allow, taking advantage of functionality that promotes other efficient business processes.
3. Partner with ITSD to identify and implement new technologies, including wireless communications.

Local Government Services Bureau

Accounting and Management Systems Program Goals and Objectives

Goal 1: Serve as a primary and effective resource to local governments in the areas of governmental accounting, budgeting and financial reporting.

Objectives:

1. Maintain a current uniform accounting system and chart of accounts for local governments.
2. Provide useful training opportunities for local government officials and finance personnel.
3. Keep local governments informed of changes in methods and procedures brought about by external influences.

4. Provide timely and expert technical assistance and consultation to all local governments.

Goal 2: To serve as an effective liaison between local governments, other state agencies, and other statewide organizations, associations and committees.

Objectives:

1. Provide assistance and guidance in records management.
2. Coordinate the collection of State revenues by local governments in cooperation with the Department of Revenue.

Audit Review Program Goals and Objectives

Goal 1: Through the audit process, ensure that all local government entities properly account for and report all financial activities and adhere to all applicable laws and regulations.

Objectives:

1. In conjunction with the Accounting and Management Systems Program, receive local government annual financial reports and ensure that all Montana local government entities file such reports each year.
2. Determine from the financial information in the annual financial reports, and from financial information regarding school districts provided by the Office of Public Instruction, which local government entities are required to be audited under the provisions of the Montana Single Audit Act and notify those entities that they are required to be audited.
3. Approve all local government entity audit contracts and receive all local government entity audit reports to ensure that all the local government entities required to be audited under the Montana Single Audit Act arrange for and have the audits completed within the statutorily prescribed time.
4. Review audit findings and recommendations, and the entities' responses or corrective action plans to ensure that the local government entities take appropriate action to correct the audit findings and adopt appropriate audit recommendations.
5. Refer to State agencies any audit findings relating to programs that they administer so that they are aware of the findings and can take appropriate action.
6. Provide technical assistance to Montana local governments in the areas of auditor selection, resolution of audit findings, legal compliance requirements, and accounting and budgetary matters.

Goal 2: Develop and implement policies and procedures to ensure the quality of local government audits and that they meet the needs of the various report users.

Objectives:

1. Review local government audit reports and audit working papers to ensure that the audits are conducted and reported in accordance with applicable standards.
2. Develop and maintain a compliance supplement manual in order to provide independent auditors with current information regarding statutory and regulatory compliance requirements that apply to Montana local governments.
3. Act as a liaison between independent auditors conducting local government audits and state agencies.
4. Provide technical assistance to independent auditors conducting audits of Montana local government entities.
5. Refer complaints, concerns, or allegations received from the public or government agencies regarding a local government entity to the auditor for the local government for review during the audit.

**Department of Administration
Architecture and Engineering Goals and Objectives
2011 Biennium**

Mission: To serve and satisfy our customers.

Goal 1: Present a single, comprehensive and prioritized plan for capital construction, repairs and alterations of state-owned facilities.

Objectives:

1. Assist agencies in monitoring major repair and maintenance needs of state-owned facilities through the Long-Range Building Program process.
2. Advise the executive and legislative branches on adequate funding levels to maintain state facilities in reasonable condition.

Goal 2: Provide agencies with sustainable, fiscally responsible environments that support their mission and work needs.

Objectives:

1. Design buildings to meet current and anticipated user functionality and comfort needs.
2. Administer the design process to ensure buildings and renovations enhance energy efficiency, durability, functionality and maintainability.
3. Implement cost-effective sustainable designs when determined to be cost-effective.

Goal 3: Administer construction in a fair, proactive, effective and efficient manner.

Objectives:

1. Utilize a team-based approach with agencies, architects/engineers and contractors to maximize communication and efficiency.
2. Manage contracts to ensure projects are delivered with the specific quality and within schedule and budget.

Goal 4: Provide high-quality services to agencies, consultants and contractors in an efficient manner.

Objectives:

1. Process all payment requests with statutory and contractual limits.
2. Review appropriations annually to ensure authority is reverted to the appropriate fund balance in a timely manner.
3. Review the warranty list on a quarterly basis to ensure that project completion reports are processed in a timely manner.

**Department of Administration
General Services Division Goals and Objectives
2011 Biennium**

Mission: To serve and satisfy our customers.

State Procurement Bureau

Goal 1: Attract a larger pool of vendors to increase competition on bids and proposals.

Objective: Design the Division website to provide e-mail notification to interested vendors about state procurement opportunities.

Goal 2: Participate in cooperative procurement opportunities through the Western States Contracting Alliance in order to reduce the costs of supplies and services for state agencies.

Objective: Review each contracting opportunity for possible additional participation in cooperative purchasing.

Facilities Management Bureau

Goal 1: Promote energy conservation and green procurement on the Capitol Complex.

Objective: Reduce the energy consumption on the Capitol Complex by 20% by the end of 2010.

Goal 2: Prepare facility condition inventory reviews on Capitol Complex buildings.

Objective: Prioritize short and long-term maintenance projects by building on a two-year cycle and resolve as budget allows through the 2011 biennium.

Print and Mail Services Bureau

Goal 1: Provide cost effective Print Services products for state agencies to help them meet their program goals.

Objective: Increase print-on-demand digital and variable data printing while continuing to provide traditional commercial printing in a timely and cost-effective basis.

Goal 2: Guide state agencies through the recent changes required by the US Postal Service for “intelligent mail processing.”

Objective: By the USPS deadline of May 1, 2009, upgrade our sorting/bar code equipment to meet the state “intelligent barcode standards” in order to continue to receive discounted postal rates from the USPS

Property and Supply Bureau

Goal 1: Provide, timely, and cost-effective office supplies, office equipment and janitorial supplies to state agencies, with an emphasis on “green” products.

Objective: Continue to promote the online vendor supply website functionally to all agencies to reduce costs and increase the amount of “green products” sold.

Goal 2: Change the funding of the Surplus Program.

Objective: Encourage the legislature to appropriate procurement rebate revenue to fund operations of the Surplus Program to operate on a break-even basis by FYE 2011.

**Department of Administration
Information Technology Services Division Goals and Objectives
2011 Biennium**

Mission: To serve and satisfy our customers.

Goal 1: Create quality jobs and a favorable business climate.

Objective: Expand Montana's SummitNet Network.

Goal 2: Develop IT Resources in an organized, deliberative and cost-effective manner.

Objectives:

1. Implement best practices.
2. Implement new technologies.
3. Provide stable funding.
4. Implement workforce planning development plan.

Goal 3: Improve the quality of life of Montana citizens.

Objective: Improve public safety communications.

Goal 4: Protect individual privacy and the privacy of information contained within information technology systems.

Objective: Improve enterprise security and identify management.

Goal 5: Improve government services.

Objectives:

1. Expand eGovernment services.
2. Expand geographic information technology services.
3. Expand business continuity and disaster recovery planning.

**Department of Administration
Division of Banking and Financial Institutions Goals and Objectives
2011 Biennium**

Mission: To serve and satisfy our customers.

Goal 1: Protect Montanans who enter into short term, high rate loans with lenders from abuses that occur in the credit marketplace.

Objectives:

1. Examine deferred deposit, title, and consumer lenders to ensure compliance with Montana and federal law.
2. Issue licenses to entities who meet the requirements of law.
3. Provide Montanans with a consumer complaint process involving any licensed entity that violates the law.

Goal 2: Protect Montanans who enter into residential mortgage loans with mortgage brokers and lenders from abuses that occur in the credit marketplace.

Objectives:

1. Examine mortgage broker and lender licensees to ensure compliance with Montana and federal law.
2. Issue licenses to entities and individuals who meet the requirements of law.
3. Provide Montanans with a consumer complaint process involving any mortgage licensee that violates the law.

Goal 3: Provide Montanans with a safe and sound system of state-chartered financial institutions.

Objectives:

1. Examine state-chartered financial institutions to assure their operations are in accordance with law and sound financial institution practices.
2. Coordinate the supervision of financial institutions with federal regulatory agencies.

Goal 4: Promote the dual regulatory system that allows state and federal governments to act independently to charter, regulate and supervise financial institutions for the good of Montanans.

Objectives:

1. Address the needs of banks and credit unions, the local communities and Montanans while assuring safe and sound banking practices.

2. Authorize state-chartered banks and state-chartered credit unions to engage in any activity in which the bank or credit union could engage if it were operating as a national bank or federal credit union as provided by law.

Goal 5: Improve the dissemination of information and services through web-based tools.

Objectives:

1. Offer updated information including press releases, consumer alerts, lists of regulated financial institutions, and forms through www.banking.mt.gov.
2. Provide electronic licensing of mortgage brokers, loan originators and residential mortgage lenders.
3. Offering to email information, forms, or documents to financial institutions and consumers whenever possible in lieu of mailing or faxing the materials.

Goals and Objectives

Montana Lottery Mission Statement

The mission of the Montana Lottery is to maximize the transfer of its net revenue to the state's General Fund by providing products that meet the expectations of consumers and the state of Montana while adhering to the highest standards of security and integrity, which is critical to maintaining public confidence in the agency and its products.

Enterprise Fund

The Montana Lottery is an enterprise fund, which means that its operations are financed and operated in a manner similar to private enterprise where the intent is to provide goods or services to the general public. That is, the Lottery receives no funding from the state of Montana but rather generates money for the state General Fund.

As with any business, the Lottery's net revenue-its "profit"-is defined as the excess of revenues over expenses. That "profit" is transferred to the state's General Fund.

Goals for Fiscal Years 2010-2011

1. To continue to maximize the transfer of net revenue to the General Fund

- **\$11 million** in Fiscal Year 2010
- **\$12.0 million** in Fiscal Year 2011

This will be accomplished through the introduction of new games, changes to existing games, and the control of operating expenses.

2. To maintain public trust in Lottery games and products

The Montana Lottery has established and maintains an extensive security system that governs all aspects of the games it offers. This system is under continuous review, and upgrades are instituted whenever appropriate.

3. To provide excellent service to players and to retailers who sell our products

The Montana Lottery will continue to offer games that players want to play and to maintain convenient locations for ticket purchases. The Lottery works closely with its retail outlets to provide point-of-sale and display materials, inventory control, and technical assistance.

**Department of Administration
Health Care and Benefits Division Goals and Objectives
2011 Biennium**

Mission: To serve and satisfy our customers.

Goal 1: Maintain financial stability of the state employee health benefits fund.

Objective: Maintain combined medical and pharmacy trend for active employees and non-Medicare retirees at or below national trends.

Goal 2: Reduce the number of loss time injury claims by Early Return to Work (ERTW) placements.

Objective: Increase ERTW placements by ten percent each year of biennium.

**Department of Administration
State Human Resources Division Goals and Objectives
2011 Biennium**

Mission: To serve and satisfy our customers.

Goal 1: Become a strategic partner in managing Montana state government.

Objectives:

1. Appoint a permanent policy-level task force.
2. Represent the Governor's goals and interests in all collective bargaining matters.
3. Help agencies develop their workforces by developing and delivering relevant training.

Goal 2: Provide value-added leadership for HR in Montana state government.

Objectives:

1. Promote and support agencies' strategic use of the broadband pay plan.
2. Provide professional expertise to agencies in the areas of classification and compensation.
3. Develop a model performance management system.
4. Establish a workplace diversity program.
5. Develop a communications and marketing plan.
6. Establish and promote collaborative labor-management in state government.
7. Recruit, retain and develop expert-level human resources, labor relations and professional development staff.
8. Support and promote statewide professional development in human resource management.
9. Routinely review, revise and develop administrative rules and employment policies and guides for relevance and value in Montana state government.

Goal 3: Lead and support Montana state government's efforts to attract, develop and retain a highly-skilled workforce.

Objectives:

1. Design and implement a workforce development model.
2. Measure agencies success recruiting and retaining employees.
3. Create and support a statewide on-line employment application and job website.

Goal 4: Sound HR policy will drive HRIS technology.

Objectives:

1. Provide state-of-the-art HR technology resources for collecting and deploying HR data and information.
2. Identify environmental efficiencies that minimize or reduce document storage.
3. Improve and enhance the ability of non-technical staff to retrieve data from SABHRS.

**Department of Administration
Risk Management and Tort Defense Division Goals and Objectives
2011 Biennium**

Mission: To serve and satisfy our customers

Goal 1: Provide effective and efficient legal defense for claims and lawsuits filed against the state under the Montana Tort Claims Act.

Objective: Investigate, analyze, and evaluate claims and lawsuits, determine those with merit, and resolve them consistent with the evaluation. For cases not resolved, prepare them for dismissal or resolution at trial. This is to be accomplished in consultation with the client.

Goal 2: Maintain financial stability of the state property/casualty insurance fund.

Objectives:

1. Establish funding for auto insurance at a level where reserves are 4 times the estimated claims payable by the end of the 2011 biennium.
2. Establish funding for general liability insurance at a level where estimated claims payable are less than or equal to 1.5 times reserves by the end of the 2011 biennium.
3. Attain reserves for property insurance sufficient to cover 10 self-insured claims of \$250,000 per occurrence by the end of the 2011 biennium.

Goal 3: Provide comprehensive, cost-effective property/casualty insurance solutions for Montana state government.

Objectives:

1. Obtain favorable insurance terms and conditions.
2. Maintain fair, consistent insurance premium levels.

Goal 4: Promote the development of risk management principles and techniques through consultation, training, and communication with state agencies.

Objectives:

1. Conduct loss prevention inspections at key state properties each year of the biennium to reduce losses.
2. Establish effective loss prevention strategies within state government to reduce losses.

**State Tax Appeals Board
Goals and Objectives
2011 Biennium**

State Tax Appeal Board:

Goal 1: To timely hear and make decisions on tax appeals filed with this board, in accordance with relevant state and federal law.

Goal 2: To provide independent review for taxpayers, and/or for the Department of Revenue when they are dissatisfied with the decision of a county tax appeal board (in property tax matters); for taxpayers dissatisfied with the decision of the Department of Revenue in matters involving income taxes (Section 15-30-147, MCA), corporate taxes (Section 15-31-532, MCA), severance taxes, centrally assessed property, and new industry (Section 15-2-302, MCA), tobacco taxes (Section 16-11-149 and 15-2-302, MCA), and applications for tax exemption and property tax assistance (Section 15-2-302, MCA); for taxpayers dissatisfied with the decision of the Department of Transportation on dyed diesel fuel taxes (Sections 15-70-111 and 15-2-210 (3), MCA) or motor fuels taxes (Section 15-2-302, MCA); and taxpayers dissatisfied with the decision of the Department of Justice on motor vehicle taxes (Section 15-2-301, MCA).

Goal 3: To train and prepare the 56 county tax appeal boards to timely hear and make decisions on taxpayer appeals of the Department of Revenue's assessment of their property, in accordance with relevant state and federal law.

County Tax Appeal Boards

Goal: To provide independent local review of Department of Revenue real and personal property assessments (Section 15-15-101(3), MCA).