

DEPARTMENT OF COMMERCE

SCOTT OSTERMAN
DIRECTOR

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commerce.mt.gov

December 2023



HB2: 52.55
 SA: 40.5
 NAPROP: 79.33
 Total: 172.38

Modified: 25.5
 Overall Total: 197.88

GOVERNOR

DIRECTOR
 Department of
 Commerce
 Scott Osterman

SA: 31.5 FTE
 Modified: 2.5 FTE

Modified: 13 FTE

HB2: 6
 NAPROP: 58.33
 Modified: 1 FTE

Deputy Director
 Mandy Rambo

HB2: 4.35 FTE
 NAPROP: 21 FTE
 Modified: 1 FTE

HB2: 26.70 FTE
 Modified: 3 FTE

HB2: 15.5 FTE
 SA: 9 FTE
 Modified: 2 FTE

Modified: 3 FTE

0 FTE
 FTE is encompassed
 in Business MT
 Division

Destination MT
 Division
 Administrator
 Jenny Pelej

ARPA Housing MT
 Program Executive
 Melissa Higgins

Housing MT
 Division
 Administrator
 Cheryl Cohen

Director's Office
 Centralized
 Services

Community MT
 Division
 Administrator
 Galen Steffens

Business MT
 Division
 Administrator
 Liane Taylor

Business Attraction
 Manager
 Frederick Van Den
 Abbeel

International Trade
 Office
 Chief Protocol Officer
 Katie Willcockson

Operations

Film Office

Office of Tourism

Emergency Rental
 Assistance (MERA)

Homeowner
 Assistance Fund
 (HAF)

Multi-Family

Homeownership

Mortgage Servicing

Rental Assistance

Operations

Community
 Housing

Office of Legal
 Affairs
 Chief Legal
 John Semmens

Office of Human
 Resources
 HR Manager
 Sarah Green

Finance Office
 CFO
 Ingrid Mallo

Budget Office
 Budget Manager
 Craig Woods

Research & Info
 Services
 RIS Manager
 Mary Craige

Office of IT
 CIO
 Angie Miller

Communications,
 Marketing & Public
 Information
 Chief Marketing
 Officer
 Mitch Staley

Community
 Resources
 Development

Planning Program

Community
 Economic Vitality

Infrastructure

Operations

Export & Product
 Promotion

Indian Country
 Economic
 Development

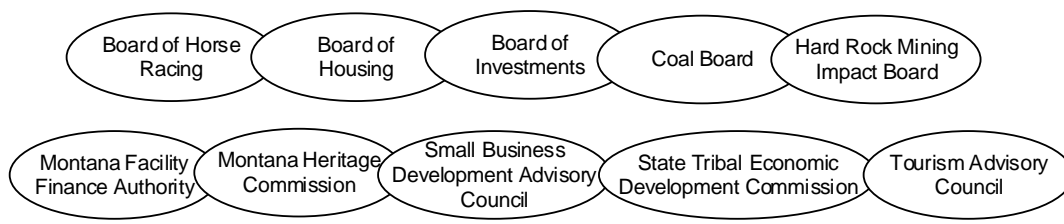
Business Services

West Coast

Mid West

Montana

**Boards Attached to the
 Department of Commerce**



DOC ANNUAL PLAN OVERVIEW

Strategic Outcome #1

IMPROVE CUSTOMER SERVICE, ACCOUNTABILITY AND EFFICIENCIES

Improve stakeholder and customer knowledge of our programs, timelines and guidelines through improved communications, marketing, and roll-out of new programs for tourism, economic development, infrastructure and affordable housing.

Strategic Outcome #2

PROGRAM PROCESS IMPROVEMENTS

Improve application processes for housing, economic development, infrastructure, planning and tourism grant and loan programs through a digitized process. Review internal processes to determine viability for moving specific tasks and workload to third-party vendors.

Strategic Outcome #3

BUSINESS ATTRACTION & ECONOMIC DEVELOPMENT

Enhance the Montana economy through business growth, job creation and business attraction.

DOC's annual plan outlines eleven of our key initiatives planned in FY2024. Our annual plan can be found on our website and is updated annually: https://commerce.mt.gov/shared/DOC/docs/Legislative/DOC-Annual-Plan_FY24.pdf



IMPROVE CUSTOMER SERVICE, ACCOUNTABILITY AND EFFICIENCIES

Strategic Outcome

Drive implementation of the new and/or updated Tourism Grant Programs; ensure successful implementation of SB 540.

The new grant programs include:



- Pilot Communities Program
- Regional Assistance Program
- Agritourism Event Program

Updated programs include:

- Tourism Event Program
- Tourism Emergency Services Grant Program
- Montana Film Grant Program

Key Measures / Status

Establish new program strategic plan and budget.

Complete Destination MT Strategic Plan to encompass new initiatives, tourism and economic resiliency and focus on tourism dispersal to Eastern and rural Montana.	Completed	
Determine new and updated program budgets within SB 540 budget buckets.	Completed	

Establish new and updated program ARMs, guidelines and applications.

Pilot Communities ARMs, guidelines and application	In ARMs process – Feb
Regional Assistance ARMs, guidelines and application	In draft – Feb/March
Agritourism ARMs, guidelines and application	In draft – March/April
Tourism Event Grant ARMs, guidelines and application	In draft – Feb/March
Tourism Emergency Services Grant ARMs, guidelines and application	In draft – March/April
Montana Film Grant ARMs, guidelines and application	In ARMs process - Feb



IMPROVE CUSTOMER SERVICE, ACCOUNTABILITY AND EFFICIENCIES

Strategic Outcome

Drive implementation of the new and/or updated programs within Community MT from both legislative session and ARPA reverted funds.

The legislative programs include:

- HB 355 Cities & Towns Infrastructure
- HB 819 Planning Grants

The ARPA reverted funds programs include:

- Lead Service Lines Program
- Supplemental MCEP Planning Grants

Key Measures / Status

Establish guidelines and applications.

HB 355 – guidelines and applications.

Completed



HB 819 – guidelines and applications.

On Track

Hold stakeholder town halls and/or training sessions.

HB 355 and HB 819 Town Halls

HB 355 – 11/6

HB 819 – 1/4

Lead Service Lines Training

Completed – 10/26



IMPROVE CUSTOMER SERVICE, ACCOUNTABILITY AND EFFICIENCIES

Strategic Outcome

Provide proactive community assistance for grant, planning and loan programs managed within Community MT.

Utilize new Outreach Coordinator position and program specialists to proactively reach at least 95% of eligible communities and improve application numbers over prior cycles by 5%.

Key Measures / Status

Create outreach tracking metrics and spreadsheet. Begin community outreach for all programs.

Create tracking metrics and spreadsheet.	Completed
Track outreach – proactive and responsive – to communities across the state.	On Track
Track applications for each grant program cycle and compare number of applications both vs. prior cycle and number of applications received from communities who received technical assistance.	On Track



IMPROVE CUSTOMER SERVICE, ACCOUNTABILITY AND EFFICIENCIES

Strategic Outcome

Improve customer service and accessibility to programs through and updated brand, vision and digital footprint (web, emails, social).

One Commerce integrates the work that Commerce conducts to a unified focus and message on Montana's economy.

One Commerce provides an improved user experience at commerce.mt.gov that is aligned with the reasons constituents visit the Commerce website. This includes all Commerce channels, i.e.: branding, logos, templates, social media and newsletters.

Key Measures / Status

Define One Commerce and future goals, mission and vision.

Define One Commerce project.	Completed	<input checked="" type="checkbox"/>
Select third-party creative vendor for brand and style guide, web site-map and web layout and wireframe.	Completed – Limited Solicitation	<input checked="" type="checkbox"/>

Complete project tasks with vendor.

Brand and style guidebooks, website sitemap and website layout and wireframe.	In Progress - January
SITSD to complete website build.	On Track – On SITSD PI Planning in January
Roll out new brand, style and One Commerce vision.	On Track



PROGRAM PROCESS IMPROVEMENTS

Strategic Outcome

Improve Board of Housing mortgage servicing processes through utilization of third-party servicing management vendor.

Key Measures / Status

Complete review of mortgage servicing processes and costs.

Hire consultant to review servicing costs.

Completed



Complete review, looking for ways to better position Montana Housing for future conventional financing opportunities.

Completed



Begin transition of mortgage servicing tasks to third party vendor.

RFP for Loan Servicing Vendor.

Completed



Transitioning of tasks/workload.

On Track



PROGRAM PROCESS IMPROVEMENTS

Strategic Outcome

Improve Housing Choice Voucher utilization through:

1. Redefining Field Agency scope of work and releasing an RFP to award housing field agency contracts.
2. Measuring and improving HCV participant and landlord satisfaction.

Key Measures / Status

Hold collaboration meeting with field agencies and define their scope of work and contract expectations.

Hold meeting with current field agencies.

Completed



Release RFP and award new field agency contracts.

Completed



Complete surveys of HCV participants and landlords and measure program satisfaction for improvement.

Housing Choice Voucher participant and landlord surveys.

On Track



PROGRAM PROCESS IMPROVEMENTS




Strategic Outcome

Improve application process for grants and loans by providing a one-stop grant and loan portal for applicants. Specific ease of use deliverables for the portal include:

- Ability to save information from one application to another.
- Ability to use a single log-in for applications across the department.
- Internal rank and review capability within the system.

Key Measures / Status

Select portal software and begin implementation.

ServiceNow selected as platform – no RFP needed due to term contract.	Completed	
Phase 1 kick-off of grants and loans portal	Completed	
<p>Improve/increase functionality of the program incrementally.</p>		
Phase 2 – expanded services, including first try at rank and review.	Completed	
Phase 3 – enhancements to prior phase functionality, improvements to rank and review. Additional functionality as needed by FWP and Ag.	On Track	



PROGRAM PROCESS IMPROVEMENTS



Strategic Outcome

Improve internal customer service through a review and update of centralized services internal processes, procedures and policies.

Provide feedback, suggestions and ability to pilot new enterprise processes to DOA where there are opportunities for enterprise improvements.

Key Measures / Status

Fully staffed Director's Office centralized services team.

Backfill vacant positions.	Completed	
Complete onboarding and training with new staff.	Completed	

Update internal policies, procedures and processes. Review enterprise processes.

Updates made to internal policies, procedures and processes.	On Track
Provide feedback on enterprise components.	On Track



BUSINESS ATTRACTION & ECONOMIC DEVELOPMENT

Strategic Outcome

Drive business growth in Montana through Business Attraction Red-Carpet program and Business MT Division business outreach.

This program is managed through the Business Attraction team and includes a scheduled visit to sites across the state, introductions to high-level government officials, local government officials and potential business partners.

Key Measures / Status

Minimum of 5 red carpet visits every quarter.

10 visits since start of fiscal year (meeting the goal of 5 per quarter), three scheduled for after the new year so far.

On Track

Meet with and/or aid 3 in-state businesses per week.

Regularly meet and exceed this goal.

On Track



BUSINESS ATTRACTION & ECONOMIC DEVELOPMENT

Strategic Outcome

Drive business growth in Montana through business relocation and/or expansion to Montana.

These programs are managed through the Business Attraction team, Business MT Division and Marketing-Communications Team.

Business MT Division works with existing Montana companies on their business needs, including find the right area or real estate for expansions or growth.

Formal announcement may include the Governor, the Director and local government officials who have been involved in the relocation and/or expansion process.

Key Measures / Status

Track business relocations and/or expansions.

Business Attraction & Business MT Division Relocations & Expansions in FY24: <ul style="list-style-type: none">• VACOM• Touro University• Alpha Loading Systems• glassybaby• Stryk Group• Montana Knife Co.	On Track
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Track job creation for relocations and expansions.

Job creation for each project: <ul style="list-style-type: none">• VACOM – up to 500• Touro University – up to 60• Alpha Loading Systems – up to 25• glassybaby – 70+	On Track
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BUSINESS ATTRACTION & ECONOMIC DEVELOPMENT

Strategic Outcome

Successful roll-out of the Montana Growth Fund (replacing Big Sky Trust Fund). This program is a new loan program for economic development created through HB 881.

Key Measures / Status

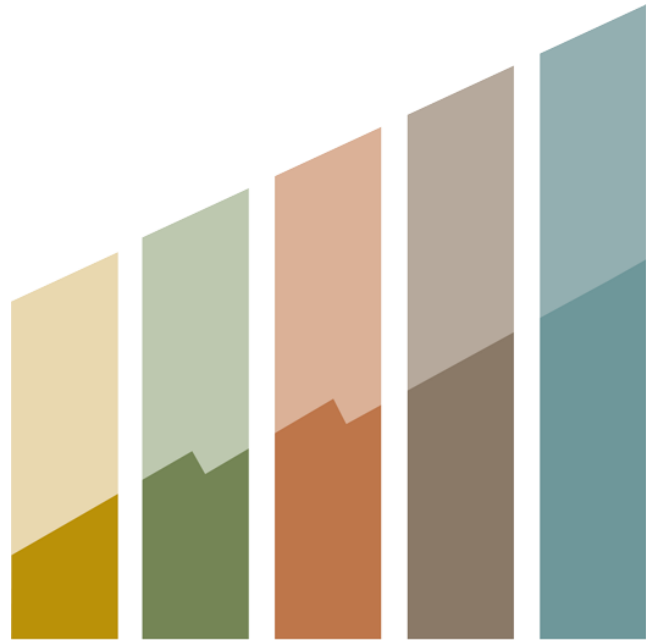
Establish ARMs, guidelines and applications.

Create ARMs, guidelines and application for Montana Growth Fund.	In draft – February/March
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Hold stakeholder town halls and/or training sessions.

Listening Session for HB 881 prior to ARMs drafting.	Completed
Town Hall post ARMs and guidelines implementation.	On Track





MONTANA
DEPARTMENT OF COMMERCE

THANK YOU!