

Program 51 Business MT: 2025 Biennium Objectives, Goals, Strategies and Measures

Objective/Mission:	To be the lead economic development agency for the State of Montana by supporting business growth and the prosperity of Montana communities.
Goal:	Number of cross partnerships and collaborative public/private partnerships created with focus towards providing resources for business expansion and retention within our communities. Number of rural communities touched.

Strategy	Initiative	Who	Measure
Digitize Commerce	Increase visibility to advance customer service - redesign website, utilize social media and marketing, online training registration, one-step application process, application phone accessibility.	Business MT	Did it happen?
Create More High Paying Jobs	Provide access to financial resources for Montana businesses, transition from grants to loans, create more high paying jobs, continue to grow private and public partnerships for additional funding resources.	Business MT	Did it happen?
Customer service, accountability, and efficiency	Provide financial technical assistance and literacy.	STED, NABA CRDC, SBDC	Number of training attendees per month/x3 Number of resources utilized per year.
Red Tape Reduction	Identify rules that are candidates for reform, streamline administrative processes for clarity and conciseness, consolidate/reduce duplicative programs, reduce unnecessary bureaucratic processes.	Division Administrator	Number of rules/programs updated.
Customer Service, accountability, and efficiency	Apply LEAN best practices to work and management efforts. Apply LEAN practices to all throughput and customer interactions.	Division Administrator, Operations Team	Number of unnecessary processes removed.

Program 52 Brand MT: 2025 Biennium Objectives, Goals, Strategies and Measures

Objective/Mission:	Increase bed tax revenue annually by minimum 2% over 2019 in all regions by end of FY24.
Goal:	Disperse visitation to rural areas; experience measurable changes in visitation numbers and increased revenue earnings.

Strategy	Initiative	Who	Measure
Resiliency Planning	Work in partnership with regional tourism organizations to develop regional resilience plans to ensure the long-term success of each region’s visitor economy. Brand MT contracted with Coraggio Group to help us develop these plans. This assessment will measure sixteen dimensions of destination and organizational resilience to give more context into region and organizations’ challenges and opportunities. The results will be used as an input for both the region-specific destination resilience plans and for strategic investment in sustainability or development.	Office of Tourism	<p>Six plans + one state aggregate plan complete ECY 2023.</p> <p>Application and full subscription of \$1.4 million in federal dollars + transfer of \$1 million bed tax grant dollars to support sustainability / development.</p> <p>Designate/hire position to lead implementation with partners.</p>
Pivot marketing plans for dispersal	Create balance between high-density and low-density tourism destinations by transforming marketing strategy by prioritizing rural and Tribal areas and activities, off-peak times of year, and new audiences.	Marketing Program	70% of advertising spend focused specifically on dispersal tactics with remainder focused on competitive awareness.

<p>Reform tourism grant to support rural and Tribal tourism product gap development</p>	<p>Prioritize the funding of projects tied to regional resiliency plans and identified as an opportunity for development through an asset gap analysis</p>	<p>Office of Tourism</p>	<p>By 3rd quarter FY24, \$1 million of bed tax added to \$1.4 million of dedicated federal dollars to deploy grants to fill identified asset gaps.</p>
<p>Develop film productions, commercials, production facilities, and crew to capitalize on the rapid infusion of revenue into small towns.</p>	<p>Use advertising, social media, public relations, events, festivals, grants, and technical assistance strategies to attract productions from around the world into the state.</p>	<p>Film Office</p>	<p>Help filmmakers and production companies by funding a minimum of 23% of total fund requests submitted to Big Sky Film Grant by FY25.</p> <p>Maintain production of 20-30 commercials at \$25,000–\$200,000 each for FY24 and FY25.</p> <p>Promote MEDIA Act tax incentive program; get 15 applications for certification each year of the biennium.</p>
<p>Support the development of rural Made in Montana (MiM) businesses and agritourism to connect visitors with this product</p>	<p>MiM entrepreneurs build businesses; businesses build jobs. MiM and Grown in Montana logos are found on numerous value-added products and convey superior products. Agritourism is an option that adds revenue to traditional agriculture and exists in every tourism region in Montana.</p>	<p>Made in Montana Program</p>	<p>Increase Made in MT, Grown in MT, and Native American Made in MT members by 5% annually.</p>

Program 60 Community MT: 2025 Biennium Objectives, Goals, Strategies and Measures

Objective/Mission:	Focus resources on completing transformational projects that foster vibrant and sustainable communities across Montana
Goal:	75% of projects funded by division programs and completed in the 2025 biennium received proactive assistance

Strategy	Initiative	Who	Measure
Customer Service	Provide outreach and training to help communities identify highest priority community development needs	Division Administrator	Engage 75% of participating communities in this initial prioritization
Customer Service	Provide outreach and training to help communities develop plans to address highest priority needs	Division Administrator	75% of planning grant applications received staff assistance prior to submission
Customer Service	Provide outreach and training to help communities implement plans	Division Administrator	50% of funded plans are at least partially implemented within one year
Customer Service	Provide pre-application trainings for every grant cycle to increase applicant knowledge about program eligibility	Division Administrator	90% of grant applications are eligible
Accountability	Provide outreach and training to help communities complete construction projects within original timelines and budgets	Division Administrator	50% of funded construction projects are completed within the original timelines and budgets

Program 74 Housing MT: 2025 Biennium Objectives, Goals, Strategies and Measures

Objective/Mission:	Maximize supply of new and rehabilitated affordable rental homes through efficient use of federal and state resources
Goals:	<ol style="list-style-type: none"> 1. Deploy new Multifamily Loan Program (MFLP) using currently available Bond Indenture funds 2. Factor the leveraged ratio of other resources in competitive grant and application review and ranking process 3. Incentivize financing methods to increase the efficiency of the Housing Credit program, such as twinned 4% / 9% project designs

Strategy	Initiative	Who	Measure
Customer Service, Accountability & Efficiency	MFLP launched with new website content & GovDelivery notification released July 2022; all funds obligated by December 2022	Multifamily Program Manager Multifamily Development Team	Leverage ratio of other sources in CDBG, Housing Credit, HOME and HTF investments
Implement process improvements	Assess all application guidelines and Qualified Allocation Plan for leverage ratio criteria as part of application review & ranking process	Multifamily Program Manager Multifamily Development Team Community Housing Program Supervisor Community Housing Team	# CDBG, HOME and HTF assisted units and total project units Leverage ratio of other sources in CDBG, Housing Credit, HOME and HTF investments # units awarded 4% and 9% Housing Credits
Provide Training and Education	Provide robust on-boarding and education for newly appointed Board members, including on 4% / 9% twinned projects	Operations Manager Executive Director	# units awarded 4% and 9% Housing Credits

Objective/Mission:	Provide increased opportunities for low- and moderate-income Montanans to obtain and retain affordable homeownership
Goals:	<ol style="list-style-type: none"> 1. Collaborate with financial partners and advisors to maximize bond proceeds and lock-in competitive interest rates for first-time homebuyer programs 2. Assess options under federal regulations to increase IRS and HOME purchase provide limits 3. Pursue conventional financing opportunities in partnership with participating lenders

Strategy	Initiative	Who	Measure
Customer Service, Accountability & Efficiency	Continuously assess options for funding of down payment assistance programs within Bond Indenture / Issue structure	Homeownership Program Manager Homeownership Team	# of total primary and secondary loans funded / % of homebuyers utilizing down payment assistance
Customer Service, Accountability & Efficiency	Research availability of real home purchase price data for possible request to increase in IRS and HOME purchase price limits	Community Housing Program Supervisor Homeownership Program Manager	# of total primary and secondary loans funded / % of homebuyers utilizing down payment assistance
Customer Service, Accountability & Efficiency Implement Process Improvements	Conduct review of CDBG Housing Stabilization Program for opportunities to streamline program for participating communities	Community Housing Program Supervisor Community Housing Team	# of communities participating in CDBG housing stabilization program
Diversify Business Model	Continue collaborating with GSE Consultant to better position Montana Housing for future conventional financing opportunities	Homeownership Program Manager Servicing Program Manager Executive Director	# of total primary and secondary loans funded / % of homebuyers utilizing down payment assistance average servicing cost per loan

Objective/Mission:	Maximize use of federal rental assistance programs to service extremely low- and very low-income Montanans
Goals:	<ol style="list-style-type: none"> 1. Increase training and coordination with field agency partners 2. Pursue maximum flexibility for HUD Fair Market Rents / Voucher Payment Standards within parameters of federal regulations 3. Release Request for Proposals (RFP) for project-basing Housing Choice Vouchers and other to-be-identified RFPs for improved service delivery for HCV participants and landlords 4. Expand rental assistance special programs as federal opportunities arise, in partnership with the Department of Public Health & Human Services, Montana Continuum of Care and other partners

Strategy	Initiative	Who	Measure
Implement process improvements Customer Service, Accountability & Efficiency	<p>Field Agency scope of work review and collaboration meeting held November 2022</p> <p>Release Request for Proposals (RFP) for local program administration and field inspection services in Q4 2022</p>	<p>Rental Assistance Programs Manager</p> <p>Rental Assistance Team</p>	<p># of open and leased Housing Choice Vouchers</p> <p>Deploy baseline and on-going surveys to Housing Choice Voucher participants and landlords</p>
Increase voucher utilization	120% Fair Market Rent waiver request submitted to HUD in September 2022; HUD approved request in November 2022 for CY2023	Housing Choice Voucher Program Supervisor	# of open and leased Housing Choice Vouchers
Increase voucher utilization	Release RFP for project basing Housing Choice Vouchers by September 2024	<p>Housing Choice Voucher Program Supervisor</p> <p>Site Specific & Special Population Program Supervisor</p>	# of open and leased Housing Choice Vouchers
Interdepartmental / Interagency collaboration (breakdown silos)	Continue monthly Interdepartmental Housing Integration Project (IHIP) calls with DPHHS, Montana Continuum of Care & Montana HealthCare Foundation	<p>Executive Director</p> <p>Site Specific & Special Population Program Supervisor</p>	Utilization and growth of special program vouchers

Objective/Mission:	Ensure American Rescue Plan ACT (ARPA) programs successfully serve Montanans who have experienced financial hardships due to the COVID 19 pandemic who are facing housing instability.
Goal:	<p>The MERA team will review the lesser of 800 applications for assistance per month or the total amount submitted.</p> <p>Utilize 75% of ERA Tranche 1 and Tranche 2 to request Tranche 3.</p> <p>Prevent 120 home losses from property tax lien foreclosure.</p> <p>Prevent 200 home losses.</p> <p>Prevent 60 home losses from HOA fees or liens.</p> <p>Prevent 100 homeowners from loss of utilities.</p> <p>Support 80 homeowners with three months Internet assistance.</p>

Strategy	Initiative	Who	Measure
Effective management of the Montana Emergency Rental Assistance Program.	<p>Engaging stakeholders early and often.</p> <p>Simplifying the application and award determination process.</p> <p>Providing a dedicated, full-time workforce to review applications.</p> <p>Leveraging available technology.</p> <p>Responsibly obligating funding to maximize Montana's benefit options.</p>	ARPA Housing Program Executive	<p>800 applications reviewed for assistance per month or total amount submitted.</p> <p>75% ERA 2 funds obligated in Tranche 1 and Tranche 2.</p>
Effective management of the Homeowners Assistance Fund (HAF) Program.	<p>Maintaining an open HAF application portal for households with eligible incomes.</p> <p>Increasing media buy and marketing efforts in counties with higher concentrations of homeowners with incomes at or below 100% of median income.</p> <p>Engaging local partners serving Socially Disadvantaged Homeowners in direct client outreach.</p>	ARPA Housing Program Executive	<p>120 households assisted with property tax liens.</p> <p>200 homes receive mortgage reinstatement.</p> <p>60 homes assisted with HOA fees or liens.</p> <p>100 homeowners assisted with loss of utilities.</p> <p>80 homeowners assisted with three months Internet assistance.</p>

Program 81 Director’s Office: *2025 Biennium Objectives, Goals, Strategies and Measures*

Objective/Mission:	Legal Office to be forward and objective driven.
Goal:	Enhance compliance and service delivery efficiencies.

Strategy	Initiative	Who	Measure
Purpose driven	Be a strategic business partner to DOC enterprise	Legal team	Timely delivery of service; responses to be issued in one day.
Purpose driven	Be purpose driven, forward-focused, actionable, and measurable	Legal team	Initiatives completed; two-day turnaround time.
Purpose driven	Leverage technology to enhance service delivery efficiencies	Legal team	Increased technology use to reduce paper usage.
Forward driven objectives	Create/ amend legal contracts and general policies for compliance with MCA, MOMs, state case law, federal case law, and federal regulations	Legal team	Customer service goal of two-day turnaround time.
Forward driven objectives	Review and audit service delivery to stakeholders	Legal team	Timely criteria incorporating Legal Office staff meetings and weekly assessment.
Forward driven objectives	Implement error and omissions process to minimize issues	Legal team	Timely criteria incorporating monthly peer review process.
Forward driven objectives	Implement performance measures on timeliness and completeness of work	Legal team	Completeness criteria emphasizing a maximum three business day turnaround time.