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MONTANA SECRETARY OF STATE



Annual Plan

September 1, 2023

MISSION

The Mission of the Office of the Secretary of State is to protect the integrity of elections, be an asset to businesses and preserve official history.

AGENCY STRUCTURE

The Office of the Secretary of State has a long history in Montana. It is mentioned in the Organic Act (13 Stat. 85, Chapter 95) that was passed by the United States Congress on May 24, 1864, that created the Territory of Montana. The Office is listed as an Executive Department in the Montana Constitutions of 1884 and 1889, as well as the current Montana Constitution, originally passed in 1972. The duties and functions of the Secretary of State are outlined in the [Montana Constitution](#) and Title 2, Chapter 15, Part 4 of the Montana Code Annotated ([2-15-401, MCA](#)).

Divisions

- **Business Services Division**
 - The Business Services Division offers an extensive range of services to Montana businesses, including corporations, limited liability companies, and nonprofits. The Division assists businesses with the filing of their registration, articles of organization, assumed business name, and trademarks. Additionally, the division is responsible for filing and maintaining records under the Uniformed Commercial Code (UCC).
- **Elections and Voter Services Division**
 - The Elections and Voter Services Division assists Montana voters, candidates, and election officials. The Division interprets election laws and provides guidance to ensure uniformity across Montana elections.
- **Operations Division**
 - The Operations Division provides a variety of services both internally to the Office and externally to the public. The Division's primary functions include Human Resources, Communications, Fiscal Management, Information Technology and Security, Official Records, Records Management, Administrative Rules, and Notary.

INITIATIVES

- **Recruit, develop, and retain a highly engaged workforce to serve the citizens of Montana.**
 - Objectives:
 - Attract and retain a high-quality workforce.
 - Create a culture of community for employees to grow and develop.
 - Provide meaningful feedback through regular performance appraisals.
 - Provide cross training opportunities and build a succession plan.
 - Conduct employee engagement surveys and stay interviews.
 - Improve procedures through technology services and process re-engineering.

- Measurements:
 - Utilize employee engagement surveys and stay interviews to assess engagement level and develop future strategies.
 - Review appraisals to assess performance level.
 - Solicit and review customer feedback.
 - Analyze HR statistics to address human resource decisions.

- **Complete planned post launch development of the new voter registration management system to successfully support the upcoming 2024 primary and general election.**
 - Objectives:
 - Identify and prioritize outstanding deliverables and complete development and testing.
 - Ensure consistent communication with the vendor and Election Administrator partners.
 - Provide training, resources, and support for County Election Administrators.

 - Measurements:
 - Complete development tasks within scheduled timeline.
 - Regular meetings with the vendor to ensure open communication and resolution of outstanding items.
 - Training sessions regarding system usage are conducted
 - Resource materials are available for county training and system support.

- **Successfully develop and launch a replacement system for the Montana Administrative Register and the Administrative Rules of Montana.**
 - Objectives:
 - Establish a project team and identify key stakeholders.
 - Identify system requirements and process improvements.
 - Eliminate redundancies and bureaucracy.
 - Involve agency stakeholders and other interested parties in development and testing of the system.
 - Identify impacted administrative rules and propose and adopt necessary changes to those rules.
 - Conduct user training and public outreach.
 - Prepare for system conversion and launch.
 - Create resources to support end-users post-launch.

 - Measurements:
 - Regular meetings with the vendor to ensure open communication regarding system design and functionality.
 - System launches according to project timeline.
 - Training sessions are conducted.

- Resource materials are available for agency end-user training and system support.
- End-user feedback is positive.
- **Enhance the experience Montana Businesses have when interacting with the Secretary of State's Office.**
 - Objectives:
 - Complete planned enhancements of the Business Enterprise system to support the system's ease of use for Montana businesses.
 - Eliminate, reduce, and waive fees for Montana businesses when appropriate.
 - Provide the best customer service to our businesses.
 - Provide continuing education and professional development opportunities to staff.
 - Create and enhance resources for new businesses.
 - Conduct outreach using various mediums to communicate important information.
 - Measurements:
 - Complete development tasks within scheduled timeline.
 - Savings to Montana businesses as a result of fee elimination, reduction, and waivers.
 - Monitor results of outreach efforts through phone calls, emails, filing activity, returns, etc.
 - Customer feedback is positive.
- **Conduct public outreach to communicate relevant information to the voters and business community.**
 - Objectives:
 - Use various mediums to expand reach, including social media, emails, post cards, mailings, public service announcements, etc.
 - Attend events around the state in which the attendees would benefit from information from the Secretary of State's Office such as Montana business activity, election information, voter registration, notary services, the Montana Constitution, etc.
 - Create an educational election video series to inform the public about the processes to increase voter participation and confidence.
 - Enhance the Secretary of State's website to ensure the ease of use and availability of information.
 - Distribute MT and US Constitutions to schools, individuals, and organizations as a public service.
 - Utilize a Media Center to communicate information to the press and public.
 - Measurements:
 - Track the reach of the various outreach opportunities through website clicks, views, mailings, attendance, etc.