



MONTANA
Department of
Transportation

*Our Mission is to Plan, Build, Operate, and Maintain a
Safe and Resilient Transportation System to Move
Montana Forward.*

DEPARTMENT OF TRANSPORTATION

ANNUAL PLAN
FY2027

EXECUTIVE SUMMARY

INTRODUCTION

At Montana Department of Transportation (MDT), we recognize that our purpose begins and ends with people. Our values – safety, accountability, customer service, leadership, communication, decision making and disagreement, and excellence – drive employees, serve communities, and strengthen local economies. With a focus on organizational excellence, service clarity, and accountability, MDT program areas will set the gold standard for a highly effective, innovative, and people-centric transportation system.

DIRECTOR'S OFFICE (DO)

The Director's Office leads the agency in delivering its mission and upholding core values across all levels of the organization. The Office provides strategic leadership, oversees organizational priorities, and ensures alignment of every initiative with MDT's mission. By ensuring consistent communication, efficient execution, and responsible stewardship, the Director's Office represents the state in legislative and regulatory matters and serves as the central hub for agency leadership, policy guidance, legal services, stakeholder collaboration, communications, and responsive public service – ensuring MDT meets the needs of Montana's people and communities effectively.

GENERAL OPERATIONS PROGRAM (Gen Ops)

The General Operations Program is the department's central administrative and compliance-support function. Rather than building or maintaining highways directly, General Operations enables the Department to deliver infrastructure and services while maintaining fiscal integrity, workforce capability, technology reliability and regulatory compliance. Shared services include accounting and budgeting; appropriations management; procurement; human resources; occupational health and safety; workforce training and development; payroll; civil rights and equal opportunity; information technology; and audit compliance review.

PROJECT DEVELOPMENT AND DELIVERY PROGRAM (PD&D)

The Project Development and Delivery Program is responsible for the lifecycle of construction projects – from initial planning in the long-range work plan through final construction. Its responsibilities include project design, right-of-way acquisition, environmental compliance, contract bidding and awards, and construction contract administration. The program ensures quality through documentation, inspection, and testing of highway projects, it also delivers traffic improvements and educational initiatives to enhance public safety and welfare.

ASSET STRATEGY, OPERATIONS AND MAINTENANCE PROGRAM (ASOM)

The Asset Strategy, Operations and Maintenance Program ensures the safety and functionality of Montana's roadway network, overseeing more than 25,000 lane miles through activities such as snow and ice control, pavement preservation, signage, vegetation management, and traveler information. The program also leads disaster response coordination and manages infrastructure and equipment inventory, long-range building projects, land mobile radio communications, and quality control. Its Asset Strategy function drives data-driven lifecycle planning and investment decisions through tools such as the Geospatial Information System (GIS), traffic data analysis, and the Unmanned Aerial Systems (UAS) Program, supporting informed, strategic management of the state's transportation assets. Within ASOM, Motor Carrier Services (MCS) regulates commercial motor carrier operations, overseeing safety enforcement, dyed fuel monitoring, credentialing, fleet registration, permitting, and compliance with state and federal safety standards.

STATEWIDE PLANNING AND MODAL OPERATIONS PROGRAM (SWPMO)

The Statewide Planning and Modal Operations Program guides Montana's multimodal transportation strategy through planning, infrastructure oversight, and operational support. The program manages statewide transportation planning, administers behavioral safety programs and initiatives, and coordinates with developers and agencies. Its Aeronautics Program: supports airport and airway infrastructure, aviation safety, and aerial search and rescue; administers funding for airport improvements; and serves as a liaison with

federal and commercial aviation partners. It also operates 14 state-owned airports, including the commercial service airport near West Yellowstone.

OUR FOCUS

In 2026-2027, MDT will strengthen its commitment to delivering a transportation system that is safe, resilient, and responsive to Montana's evolving needs. Safety remains our top priority. We invest in safe, reliable transportation assets, support employee well-being, and embrace proven behavioral safety strategies that support everyone who travels throughout the state.

To improve efficiency, predictability, and effectiveness, MDT will continue refining project development, environmental review processes, and permitting practices. These changes will help deliver projects more efficiently while maintaining quality, transparency, and responsible use of public funds. They will also help ensure that projects meet the needs of Montana communities.

Customer experience is central to our agency. MDT will enhance public and customer communication with clear, consistent, and responsive messaging, seek and encourage community engagement, and provide ready access to project information so people across Montana feel informed and connected to the decisions that shape their transportation network.

We remain dedicated to fostering a results-driven and collaborative organizational culture. By encouraging innovation, recognizing accomplishments, and promoting accountability, MDT is building and maintaining a modern transportation system that supports Montanans today while preparing for tomorrow's challenges and opportunities.





Strategic
Outcome

#1

Advance culture of safety by reducing transportation-related risks through proactive infrastructure improvements, education, and a steadfast commitment to occupational and public safety.

To advance a culture of safety and operational resilience, MDT is committed to a comprehensive strategy that safeguards employees and enhances public safety through infrastructure design and human behavior.

- Sustain and reinforce a culture of employee safety through continuous messaging, training, and leadership engagement across all programs and districts. (DO, Gen Ops)
- Align behavioral safety efforts with programs of need, such as Comprehensive Highway Safety Plan and Vision Zero. (SWPMO)
- Design, construct, operate, and maintain infrastructure projects with a strong emphasis on safety outcomes. (PD&D, ASOM)
- Deploy a public alert system to notify citizens of safety-related incidents and emergencies in real time. (ASOM)

**Key
Measures**

- Reduction in worker safety incident rate.
- Engagement metrics of CHSP and Vision Zero initiatives.
- Number and dollar value of safety-focused projects completed.
- System Implementation completed (Y/N).



Strategic
Outcome

#2

Optimize resource use and streamline project delivery to ensure timely, cost-effective transportation solutions that meet Montana's evolving needs.

Streamline operations, modernize infrastructure management, and optimize resource allocation across the agency. Improve permitting, project delivery, asset tracking, and fiscal oversight to ensure that public resources are used wisely to deliver high-impact transportation solutions.

- Improve the efficiency of project execution by refining development and delivery processes, identify improvement opportunities, and maximize the percentage of Tentative Construction Plan projects that are successfully let on schedule. (PD&D)
- Advance the performance and reliability of Montana's bridge infrastructure by using a data-driven improvement plan that targets condition-based prioritization and long-term asset sustainability. (PD&D)
- Improve the planning, coordination, and delivery of innovative contracting to ensure timely execution and maximize project impact. (PD&D)
- Continue work to streamline the procurement process for transit vehicles to reduce delivery times and improve service readiness. (SWPMO)
- Enhance system efficiency by reducing reliance on outdated systems and processes; optimize prioritization and coordination of continuous improvement via the Business Solutions Office. (DO)
- Plan and develop/procure a cohesive Asset Strategy system, including interface with the Electronic Vehicle and Maintenance Management System. (ASOM)
- Launch the first phase of the new MDT Financial system and prepare for further upgrades. (Gen Ops)

Key Measures

- Percent of TCP projects let on time.
- Reduction in the number of bridges classified in lower condition categories.
- Percent of innovative contracts (IC) projects delivered on schedule.
- Number of cooperative agreements entered to streamline delivery; time-to-delivery reduction.
- Number of successful retirements of legacy systems and outdated processes/workflows updated; quarterly prioritization meetings fully implemented.
- Completion of solution scoping and requirements (Y/N).
- Launch of initial financial modules and completion of roadmap for remaining components, including budgeting and planning tools (Y/N); number of in-house systems deprecated or retired.



**Strategic
Outcome**

#3

Drive exceptional customer experience through responsive services, clear communication, and accessible transportation systems.

Build trust, transparency, and responsiveness with both public and internal stakeholders by enhancing communication channels, streamlining service delivery, and ensuring every interaction with MDT is clear, timely, and meaningful.

- Strengthen project-level community engagement by resolving issues proactively and holding regular public meetings. (SWPMO, PD&D)
- Deliver timely, branded MDT messages through social media to improve public awareness and engagement. (DO)
- Foster a culture of responsiveness by conducting proactive outreach efforts with internal and external stakeholders and customers.
- Evaluate and procure a new e-permitting system to improve efficiency, consistency, and transparency of Maintenance permitting processes; identify other potential MDT permitting processes that could be served or improved by this system. (ASOM)
- Provide responsive service to employee continuous improvement solutions and deliver successful resolutions to idea stakeholders (DO)
- Scope and initiate enhancements to the 511 public information system (ASOM)
- Simplify coordination and increase transparency to standardize and improve customer experience and enhance performance of the Systems Impact program. (ASOM)

**Key
Measures**

- 15 community meetings are held per month; 1 in-person.
- 25 media touch points per month.
- 40,000 total individual proactive outreaches monthly.
- Procurement and implementation of permitting system (Y/N).
- Respond to continuous improvement idea submissions within five days; number of reporting tools developed annually.
- Completion of 511 improvement scoping and requirements (Y/N).
- Implementation of project management tools, interactive GIS map, and updated public information materials. (Y/N)



Strategic
Outcome

#4

Foster a high-performing, innovative, and inclusive workforce that exemplifies accountability, collaboration, and continuous improvement.

Focus on building a high-performing, resilient, and future-ready MDT. Foster culture of continuous learning and accountability by strengthening leadership, clarifying roles, streamlining decision-making, and investing in staff development.

- Conduct regular senior leadership training with a focus on reinforcing agency and program purpose
- Lead the development, alignment, and communication of clear policy positions to strengthen MDT's internal and external impact. (DO)
- Provide regular training on hiring practices, performance management, and discipline-handling to ensure consistent and effective personnel practices. (Gen Ops)
- Continue to develop the Business Solutions Office to drive innovation and organizational improvement. (DO)

**Key
Measures**

- One leadership message delivered each week to senior leadership.
- 4 policy positions developed a month.
- 2 training courses are conducted per month.
- Ideas implemented via submission to BSO and their organizational outcomes



**Strategic
Outcome**

#5

Foster a culture of recognition by highlighting individual and team achievements.

Cultivate positive, high-performing culture by recognizing and honoring the contributions of MDT employees. Reinforce shared values, elevate morale, and create a sense of belonging across the agency.

- Promote a culture of appreciation by recognizing individual and team contributions through weekly shout-outs across programs and districts.
- Foster transparency and connection by hosting townhalls every other month to celebrate milestones, share updates, and recognize achievements.
- Showcase MDT's excellence by submitting high-impact projects for national recognition through programs like AASHTO and Partnering Awards.

Key Measures

- 10 shout-outs per week.
- One townhall held every 6 weeks.
- Three award submissions annually.