MONTANA
Department of Transportation

2026 ANNUAL REPORT

Strategic Outcome: Advance culture of safety by reducing transportation-related risks through proactive infrastructure improvements, education, and operational excellence.

Strategy	Key Measures	Program	Status
Sustain and reinforce a culture of safety through continuous messaging, training, and leadership engagement across all programs and districts.	Reduction in worker safety incident rate.	Gen Ops; Agency-wide	In FY 2026, there were 23 fewer Workers' Compensation claims than filed in FY 2025, representing a 23 percent reduction year-on-year. Reduced total claims from 131 in FY 2023 to 78 in FY 2026, representing a 40% decrease in claim frequency over four years.*
Refine and focus the behavioral safety strategy to align with MDT's values and core safety programs such as Comprehensive Highway Safety Plan and Vision Zero.	Engagement metrics with CHSP and Vision Zero initiatives	SWPMO	Percent of 1.84 million dollars spent in top three behavioral safety problems: 56.3 percent spent on Impaired Driving, 12.0 percent spent on occupant protection, 11.4 percent spent on speeding (14.6 percent spent on other behavioral issues.) 17 percent reduction in statewide motor vehicle fatalities compared to 2025.
Design, construct, operate, and maintain infrastructure projects with a strong emphasis on safety outcomes.	Number and dollar value of safety-focused projects completed.	PD&D	12 projects were delivered in FFY27, at a value of $80,869, 153 (planned TCP amounts for CN+CE)
Implement and expand a Just-in-Time training program to ensure staff receive timely, role-specific safety training.	Confirmation of program implementations (Y/N)	Gen Ops	Occupational Safety Team provided Just-in-Time trainings for Fall Protection and Respiratory Protection and collaborated with Maintenance and trainers to revamp the Maintenance Academy curriculum; developed Maintenance Section Supervisor training, standardized New Employee Safety Training, and added safety to Manager Development Program and Supervisor Compass trainings.
Deploy a public alert system to notify citizens of safety-related incidents and emergencies in real time.	System Implementation completed (Y/N)	ASOM	Not complete, legal analysis is ongoing. In progress and will continue as an Annual Plan item into 2027.

*Not only are fewer claims occurring, but the severity and cost of claims have dropped sharply, indicating that proactive safety intervention through training, audits, medical management, and return-to-work processes are paying dividends. This led to a savings of $1,057,631.44 on MDT's total workers' compensation premium for the policy year.

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

Strategy	Key Measures	Program	Status
Improve the efficiency of project execution by refining the development and delivery processes, identify improvement opportunities, and increase the percentage of Tentative Construction Plan (TCP) projects that are successfully let on schedule.	Percent of TCP projects let on time.	PD&D	65 projects scheduled in the TCP; 47/72% delivered early or on time, 14/22% delivered late, but still within FFY26, 4/6% missed the FFY26 commitment.
Improve transparency, consistency, and coordination in the Maintenance permitting process through education and streamlined workflows.	Percent of permits issued on time.	ASOM	Average Days to Action for all Maintenance Permits: 47. Approximately 55 percent of permits reviewed in fewer than 30 days. 2027 Annual Plan includes improvement of permitting software and customer experience.
Advance the performance and reliability of Montana's bridge infrastructure by implementing a data-driven improvement plan that targets condition-based prioritization and long-term asset sustainability.	Reduction in the number of bridges classified in lower condition categories.	PD&D	In progress. Additional data will be available for final report submission prior to Oct 1st.
Improve the planning, coordination, and delivery of innovative contracting to ensure timely execution and maximize project impact.	Percent of innovative contracts (IC) projects delivered on schedule.	PD&D	10 projects scheduled for FFY26 in TCP, 5/50% were delivered early, 3/30% were delivered late in FFY26, **2/20% were late and missed FFY26.
Streamline the procurement process for transit vehicles to reduce delivery times and improve service readiness.	Vehicles delivered within 5 days.	SWPMO; ASOM	Partially complete, ongoing; the state is entering at least one cooperative agreement for vehicles to streamline the process and working with DOA to enter more. New process for vehicle delivery to HQ and Area offices. Inspected within 1 business day of delivery, then made available to providers.
Enhance system efficiency by reducing reliance on outdated systems and processes.	Percent decrease in legacy systems or outdated processes.	DO; Agency-wide	In progress; developed Business Solutions Office to assist with project prioritization and implementation of continuous improvement concepts. Scoped and started critical systems and process improvements.
Ensure traffic signs and culverts are maintained at or above acceptable levels through maintenance and performance tracking.	Achieve and maintain Maintenance Quality Assurance (MQA) score of A- or better.	ASOM	Achieved. Statewide culvert score: A+ ; Statewide sign score: A

Report as of 9/4/2026

Presented to TIC 9/11/2026

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Strategic Outcome: Drive exceptional customer experience through responsive services, clear communication, and accessible transportation systems.			
Strategy	**Key Measures**	**Program**	**Status**
Strengthen project-level community engagement by resolving issues proactively and holding regular public meetings.	10 community meetings are held per month.	SWPMO	Achieved. Averaged 18 meetings per month.
Deliver timely, branded MDT messages through social media to improve public awareness and engagement.	25 media touch points per month.	DO	488FB, 165 Insta, 58 LinkedIn posts, in addition to 22 news releases/articles and 2 open houses per month.
Foster a culture of responsiveness by conducting proactive outreach efforts with internal and external stakeholders and customers.	At minimum, 10 outreach efforts are conducted per month	Agency-wide	Achieved. Averaging 50,078 total agency recorded proactive engagements per month in 2026, over 25 per employee per month on average.
Pilot digital content displays at MDT rest areas to enhance traveler information and engagement.	Pilot completed by September of 2025.	ASOM	Completed; successfully installed pilot digital content display at Headwaters Rest Area.
Update permitting system to make it easier for customers to identify locations, navigate environmental requirements, and complete applications with greater clarity and confidence.	System updates implemented by November 2025.	ASOM	Improvements completed on schedule; additional major improvements intended in 2027.

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Strategic Outcome: Foster a high-performing, innovative, and inclusive workforce that exemplifies accountability, collaboration, and continuous improvement.			
Strategy	**Key Measures**	**Program**	**Status**
Establish a continuous learning and development program to build targeted internal capabilities and support professional growth.	Curriculum developed.	Gen Ops	Curriculum developed and in use for four primary program areas: Management Development Program, Supervisor Compass, team-building, and individual career coaching.
Improve agency's operational effectiveness by aligning and improving business operations.	Implement MDT realignment plan.	DO; Agency-wide	Complete. Four primary operational programs established: General Operations, Project Development and Delivery, Asset Strategy, Operations, and Maintenance, and Statewide Planning and Modal Operations.
Lead the development, alignment, and communication of clear policy positions to strengthen MDT's internal and external impact.	4 policy positions developed a month.	DO	Policy Office instituted within Director's Office to proactively develop policy positions for Legislative session and MDT's future; 7 position papers completed, 3 in progress; 13 legislative concepts prepared for session; working with 5-state coalition to advocate for reauthorization bill to optimize federal transportation funding.
Create and improve structured career ladders to support staff growth, retention, and internal mobility	Career Ladder developed and implemented.	Gen Ops	Large majority of non-supervisory employees are in positions with career ladders (will provide percentage prior to Oct. 1 submission deadline.)
Provide regular training on hiring practices, performance management, and discipline-handling to ensure consistent and effective personnel practices.	2 training courses are conducted per month.	Gen Ops	Partially complete (did not occur at the target rate); Supervisor Compass training held annually on location in each district and at HQ; MDT Classrooms for on-demand, self-paced supervisory curriculum.

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Strategic Outcome: Foster a culture of recognition by highlighting individual and team achievements.			
Strategy	**Key Measures**	**Program**	**Status**
Promote a culture of appreciation by recognizing individual and team contributions through weekly shout-outs across programs and districts.	10 shout-outs per week.	DO; Senior leadership	Achieved; 12-15 Director “shout-outs” given weekly with personal notecard.
Foster transparency and connection by hosting townhalls every other month to celebrate milestones, share updates, and recognize achievements.	One townhall held every other month.	DO; Senior leadership	Achieved; agency-wide townhalls are held roughly every six weeks.
Showcase MDT’s excellence by submitting high-impact projects for national recognition through programs like AASHTO and Partnering Awards.	Three award submissions annually.	Agency-wide	Received AASHTO President’s Transportation Award for “Innovative FRP Rehabilitation of Aging Timber Bridges”
Establish a formal recognition program to consistently acknowledge employee achievements and reinforce a culture of excellence.	Program finalized and implemented.	Gen Ops; DO	Program in action, with ongoing iteration. Employee Wellbeing Manager position created and hired; service award celebration events held quarterly.