



# BroadbandMT

---

# Annual Meeting 2025

Chris Dorrington, Director



## Agency Values

- *Safety*
- *Accountability*
- *Customer Service*
- *Leadership*
- *Clear Communication*
- *Decision-making*
- *Respectful Disagreement*
- *Excellence*

## MDT Mission

*Our mission is to plan, build, operate, and maintain a safe and resilient transportation system to move Montana forward.*

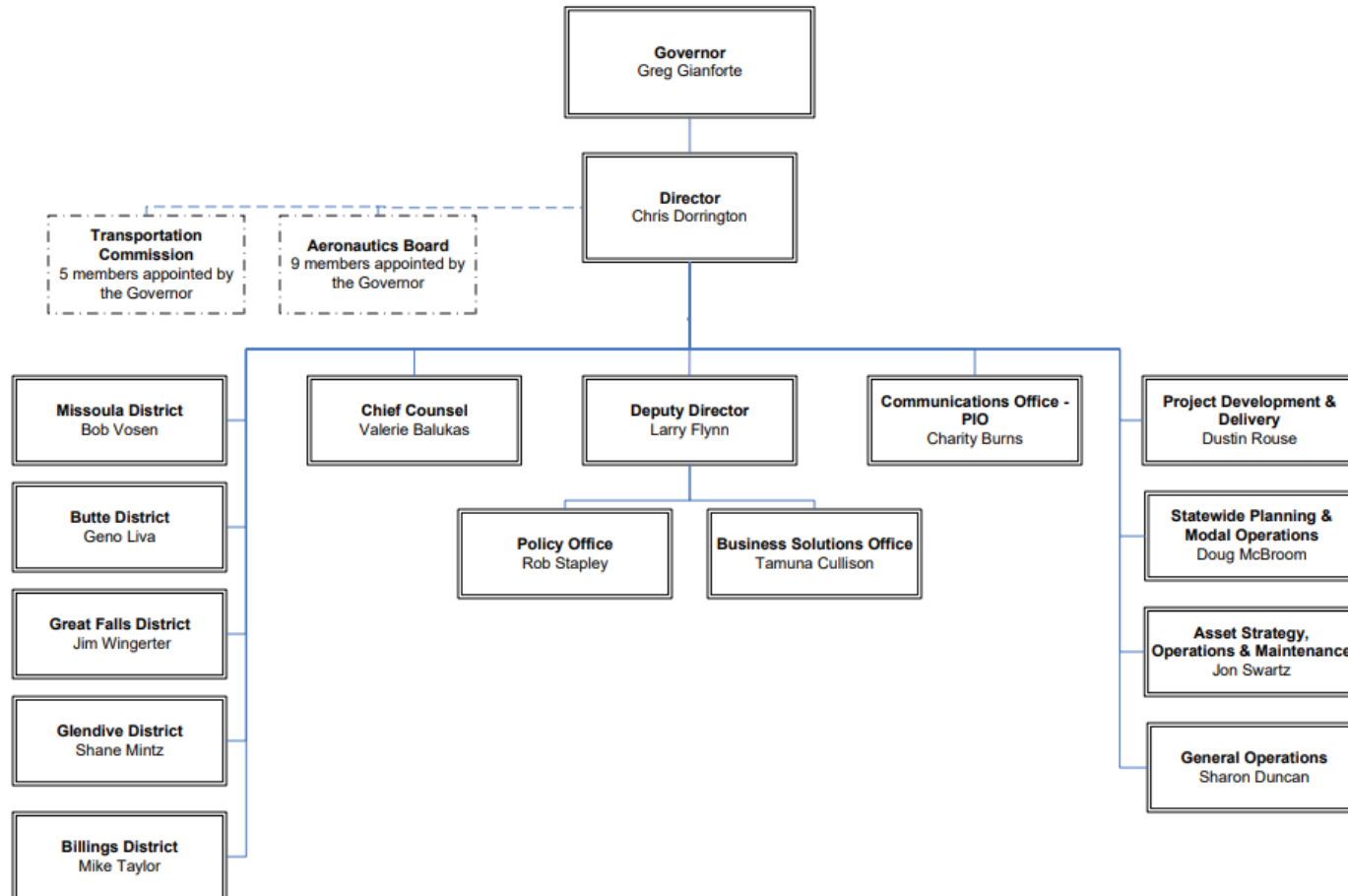


# Department of Transportation Overview

- People – Mission – Values
- Strong internally = strong externally
  - Building people
  - Reviewing and improving processes
- Operational review
  - A sometimes-painful scrub from good → better → best
  - From effective to efficient is no random act
- Organizational changes
  - Core purpose
  - Service model commitments
  - Designing and communicating movements

# Agency Realignment

## Department Outline





# Leadership Development

- Novel and new
- Personal
- Pressing
  
- A group of growing individual leaders produces a competent and humble team.
- Humility + the desire & confidence to step into unknown spaces produces trust.
  
- Messaging the need to develop as senior leaders
- Modeling leadership
- Teaching the actual tools, toolsets



# Metrics and Reporting

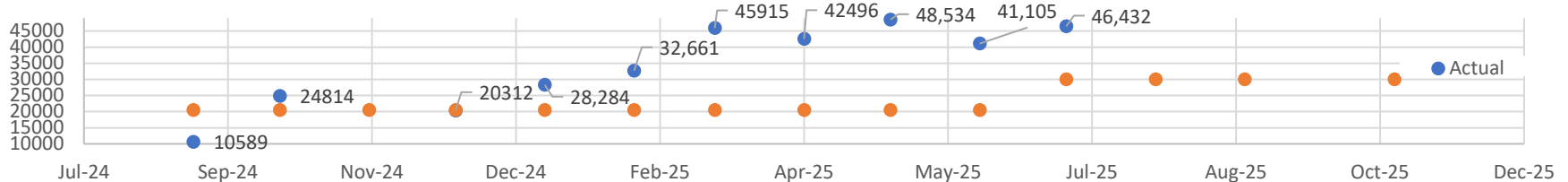
- What gets measured gets done
- Clear outcomes
  - A proactive mindset
- Clear metrics
  - OGSMs
- Clear report-outs
  - Internally
  - Executive
  - Legislative
  - Externally with stakeholders

# OGSM – Objectives, Goals, Strategies, Measures ... for all programs



Plan, design, deliver, maintain and operate a safe and resilient transportation system to move Montana forward

OBJECTIVE	PROMOTE TRANSPARENCY, ACCESS & UNDERSTANDING TO A CLEAR & VETTED MDT DECISION-MAKING PROCESS FOR ALL PEOPLE/AREAS PROACTIVELY WORK TO MEET THE NEEDS WE ANTICIPATE & CELEBRATE OUR SUCCESSES			
GOAL	Moving our agency and actions into a proactive state: # of proactive outreaches = 20,000 per month			
HORIZON	July – Dec 2025			
Strategy	Initiative	Who	Metric	Status
Safety	<ul style="list-style-type: none"> <li>Employee safety – sustained safety efforts, messaging, culture</li> <li>Behavioral safety – narrow behavioral safety spend to on-brand content</li> <li>Safety projects – Design, Construct, Operate &amp; Maintain</li> </ul>	<ul style="list-style-type: none"> <li>Ulmen, Duncan</li> <li>McBroom, Burns, Ross</li> <li>Priebe, DA's, Rouse</li> </ul>	<ul style="list-style-type: none"> <li>Worker safety rate ↓</li> <li>Engage, CHSP, Vision Zero ...</li> <li>Safety projects # and \$\$</li> </ul>	
Efficiency & Effectiveness	<ul style="list-style-type: none"> <li>Project Development and Delivery plan, create &amp; implement improvements</li> <li>Permitting process – transparency, consistency, education, coordination</li> <li>Bridge program – plan implementation &amp; solutions path, performance tracked</li> <li>Innovative contracting – deliver contracts/plans – grants and core</li> </ul>	<ul style="list-style-type: none"> <li>Dahlke, DA's, Rouse</li> <li>Swartz, Rouse, Belford</li> <li>Rouse, Dahlke, Pallister</li> <li>Gates, Rouse, Balukas</li> </ul>	<ul style="list-style-type: none"> <li>% TCP projects stay on letting</li> <li>% permits processed on-time</li> <li># bridges in each category</li> <li># IC projects on schedule</li> </ul>	
Customer Experience	<ul style="list-style-type: none"> <li>Collect reported outreaches monthly with 20k/mo goal</li> <li>Teach, train, model, mentor – engage and expand leadership core</li> <li>Social media touch points – MDT branded messages. Right time/project</li> <li>Community engagement – project-level excellence</li> </ul>	<ul style="list-style-type: none"> <li>Dorrington</li> <li>Dorrington, Duncan</li> <li>Burns team</li> <li>DA's, Stapley, PI team</li> </ul>	<ul style="list-style-type: none"> <li>Did it Happen (Y/N)</li> <li>Did it Happen (Y/N)</li> <li>25 media touch points/month</li> <li>5 community mtgs/month</li> </ul>	
Organizational Excellence	<ul style="list-style-type: none"> <li>Leadership focus – weekly training &amp; agency/program purpose honing</li> <li>Operational span – design and improve decision-making</li> <li>Hiring hard, Performance Management, Discipline Handling - teach/train</li> <li>Policy leadership, alignment, messaging, implementation</li> </ul>	<ul style="list-style-type: none"> <li>All Senior Leadership</li> <li>All Senior Leadership</li> <li>Duncan, Rodes</li> <li>Flynn, Stapley</li> </ul>	<ul style="list-style-type: none"> <li>One leadership msg/week</li> <li>Eval org, redesign, implement</li> <li>Two trainings per month</li> <li>4 policy statements/month</li> </ul>	
Celebrations of success	<ul style="list-style-type: none"> <li>Weekly shout-outs</li> <li>Agency Townhalls – 1 townhall every other month</li> <li>Governor's recognition – one email per month</li> </ul>	<ul style="list-style-type: none"> <li>All Senior Leadership</li> <li>Dorrington</li> <li>Governor &amp; 2<sup>nd</sup> floor</li> </ul>	<ul style="list-style-type: none"> <li>10 per week</li> <li>Did it happen</li> <li>Did it happen</li> </ul>	





# Communicating

- Internal ... All-Agency Townhalls
  - An opportunity to hear directly from me
  - Every 6 weeks
  - Emails and Hallways
  - Team meetings
- Clear messaging about what is happening, what may happen next
- Man, am I frustrating!
- External ... I am open to meeting
  - Clear meeting intent
  - Clear language and expectations
  - Respectful disagreement
  - Honoring the roles & responsibilities, and listening first





# Celebrating When We Do Things Well!

- Shout-outs for my leadership and staff
  - Emails and a visit or two from the Governor, Lt Governor
  - All-Agency BBQ
- 
- A culture that feels valued, in earnest
  - People then trust they can share tough messages

# HB 672 (2025)

69th Legislature 2025

HB 672



AN ACT GENERALLY REVISING RELOCATION OF UTILITIES LAWS; GRANTING THE DEPARTMENT OF TRANSPORTATION RULEMAKING AUTHORITY TO ADDRESS THE TIMELINESS AND ACCURACY OF UTILITY AND NONUTILITY RELOCATIONS AND INSTALLATIONS; PROVIDING TIMELINES; PROVIDING FOR A REDUCTION IN REIMBURSEMENT FOR RELOCATION, DISMANTLING, AND REMOVAL WHEN A UTILITY OR NONUTILITY FACILITY IS NOT RELOCATED IN A TIMELY MANNER; PROVIDING LIMITED LIABILITY TO THE DEPARTMENT FOR REMOVAL; AMENDING SECTIONS 60-4-402 AND 60-4-403, MCA; AND PROVIDING A DELAYED EFFECTIVE DATE.



# HB 672 Approach

- Representative Sprunger
  - Utility representatives – members and associations
  - Contracting representatives – members and association
  - MDT representatives – us
- 
- Open with the problem statement, and a bill is coming
  - All have a say
  - Let's talk through the approaches
  - Air the laundry in a robust dialog, not at the podium
- 
- To my great and appreciative surprise – all worked toward solutions



# HB 672 Progress

- Resounding success during and concluding the session
  - Remember I like to celebrate when we win?
    - 14-0 out of House committee
    - 99-0 on the House Floor, 2<sup>nd</sup> reading
    - 99-0 on the House Floor, 3<sup>rd</sup> reading
    - 8-0 out of Senate committee
    - 49-0 on the Senate Floor, 2<sup>nd</sup> reading
    - 50-0 on the Senate Floor, 3<sup>rd</sup> reading
- Effective Jan 1, 2026
- Pre-Rulemaking Process
  - New way at MDT
  - Active/Interactive dialog before we roll out a rule package
  - Subcommittees assigned parts, come together, present
  - Final meeting this Thursday at 2pm.



# HB 672 Next Steps

- Finalize language
- Legal drafting
- Final review
- Send out in Sept for first steps of formal rulemaking process
  - Public comment
  - Review and respond
  - Publish
- Ready for January 1, 2026



# What can we do together, better

- Drive home the basics – in yourselves and your teams
  - People-Mission-Values
  - Clarity
  - Consistency (fairness)
  - Well-communicated
- Give grace
- The best Montana possible and best MDT
- I cannot do this alone – share your perspectives
  
- When things break come see me or call me – work with Bridger
- Don't let wounds fester
- Know that I want you to be successful – I live here too

*Thank you for your  
time today!*

**Chris Dorrington**

***Director***

Montana Department of Transportation

406-444-6201 | [cdorrington2@mt.gov](mailto:cdorrington2@mt.gov)

[mdt.mt.gov](http://mdt.mt.gov)

*Follow Us:*

