

Agency Activity Report

To: Board of Directors
From: Jordan Hess, CEO & General Manager
Date: February 26, 2026

The following is a summary of staff activities between January 16 and February 16, 2026:

CEO & General Manager

Community-facing Activities

- Liaised with City of Missoula and MPO officials regarding BUILD grant application and worked to include Whippoorwill Drive and connecting roadways in the City's forthcoming application.
- Participated in APTA and CTAA webinars, trainings, and roundtable discussions about transportation appropriations and reauthorization processes; provided agency feedback on industry priorities.
- Shared legislative priorities with Mayor, Montana League of Cities and Towns, and others; coordinated upcoming congressional engagement with various partners.
- Updated Missoula Infrastructure Coalition on new facility progress and agency reauthorization priorities.
- Met with City Parks and Recreation and Missoula County Public Schools officials to discuss opportunities for coordination and collaboration for pupil transportation.
- Participated in APTA Small Operations Committee.
- Worked with Missoula Interfaith Collaborative, Poverello Center and the City of Missoula to plan and coordinate emergency winter shelter transportation.
- Met with UM officials to discuss the future of the UDASH shuttle program and sustainable transit service to UM.
- Attended Municipal Investment Fund grant session; submitted several MUTD projects to the project development pipeline.
- Represented agency (along with seven other staff) at the Missoula Downtown Association annual meeting and awards banquet; celebrated Darlene Craven winning volunteer of the year award.
- Represented agency at Missoula Midtown Association and Missoula Downtown Association board meetings.
- Hosted Missoula Art Museum and Arts Missoula officials to discuss public art and brainstorm conservation and rehoming of Tom Rippon's Proper Shoppers sculpture. Proper Shoppers has been extensively vandalized over the years and needs to be repaired and placed in a more suitable location.

Internal Activities

- Worked with HR staff to develop comprehensive onboarding plan for new operations director; welcomed Hoyle McCallum to the agency.
- Supported board executive committee in selecting a vendor for the organizational capacity and leadership assessment.
- Supported staff in the activities listed below.

Administrative & Financial Services

Human Resources

- Recruitment & Staffing – 12 applicants for the next bus operator class; extended offers and interviewing final candidates in mid-February.
 - Filling 4 vacancies with 68 full-time operators.
 - Running background checks (state and federal criminal, motor vehicle records and identity), testing for drugs and alcohol and scheduling department of transportation physicals.
 - Completed road supervisor interview and extended offer to Isaac Skalsky, a dispatcher.
 - Welcomed Magda Chaney as the new HR generalist and Hoyle McCallum as the new director of operations, maintenance and safety, to the team.
- Employee Benefits & Wellness – Continuing to develop and update policies and procedures.
 - Supporting employee relations and performance management.
 - Continuing recruitment, onboarding and retention efforts.
 - Managing benefits and wellness initiatives.
 - Developing training and leadership programs.
 - Supporting supervisors and managers with workforce needs.
 - Ensuring compliance with labor laws and regulations.
- The HR staff is committed to supporting employees, strengthening organizational effectiveness, and ensuring compliance with fostering a positive workplace culture.

Finance

- Accounts Payable – Processed 97 payment totaling \$594,521 paid to 74 vendors and 11 employees.
 - Prepared and filed annual 2025 vendor 1099s.
- Payroll – Processed 2 regular payrolls and a supplemental payroll for perfect attendance bonuses and paid health insurance and benefits for all staff in January.
 - Prepared and filed annual W-2 forms as required.
 - Calculated and distributed all 2025 qualified overtime employee requested reports.
- Grants – Submitted UPWP FFY26 Q1 5303 and FY26 Q2 5310 quarterly report.
 - Submitted FFY27 5310 funding request to MDT.

- Submitted grant application for 2023 5339a funds for land mobile radio, a server, and transfer center renovation.
- The FTA checked on the MOAB scope change; it is still outstanding after revisions to the budget.
- Assets – Consulted with auditor to clarify asset guidelines; reconciling internal asset data in preparation of moving asset tracking from Excel to Abila that will strengthen tracking and reporting.
 - Reconciling FY2026 works in progress to provide asset additions and disposals to auditor prior to fiscal year end.
- Accounts Receivable – Requested reimbursement for labor hours and parts from 24 work orders through warranty billing.
 - Assisted human resources staff with annual gym membership enrollment by depositing additional family membership payments.
- Training – Attended NTI: Pathway to Effective Management and Supervision.
 - Attended Missoula County Workday report training for generating financial reports internally in March.
- Audit – Reconciled and closed FY2025 per JCCS audit completion.
 - Starting FTA triennial audit data collection due on February 27.
 - Onsite audit scheduled for July 22-23, 2026.
- Budget – Held FY2027 capital improvement program launch meeting to discuss current and future capital projects.
 - Drafted FY2027 operational budgets and began FY2027 compensation budget planning.

DRAFT FY2027 BUDGET CALENDAR

When	Task	Responsibility
January	FY26 year to date analysis and FY26 forecast	Finance
February	Provide FY27 budget worksheets to Departments	Finance
February	FY27 compensation draft	Finance
February	FY27 CIP Kick Off	All Departments
March	Return FY27 budget worksheets to Finance	All Departments
March	FY27 CIP review	Management
March	Analyze reserves per reserve policy based on updated CIP	Finance
March	Proforma update and analysis	Finance
April	Budget, CIP, and one-time project review	Management
April Finance Committee Meeting	Proforma and draft FY27 budget review	Finance Committee
May 1	Benefit rate charges determined by Missoula County	Finance
May	Proforma update and analysis	Finance
May	FY27 Property and Business Personal Property Insurance renewal rate received	Finance
May Finance Committee Meeting	Proforma and draft FY27 budget review	Finance Committee
May Board Meeting	FY27 budget and proforma presentation	Finance to Board
May Board Meeting	FY27 Permissive Medical Levy Memo and Resolution	Finance to Board
May	Permissive Medical Levy to County after Board approval	Finance
June Finance Committee Meeting	FY27 final budget and proforma review	Finance Committee
June Board Meeting	Adopt the FY27 budget proposal	Board
August 15	Determination of Tax Revenue and Mill Levy Limitations received from County	Finance

Operations

Maintenance

- Bus lifts have been inspected, services and certified.
- ABB training is scheduled for March.
- Expecting new workforce development equipment soon.

Operations

- Preparing for March training class.
- Training supervisor is going to FAAC simulator training during last week of February to learn about the simulator before its installation.
- New road supervisor, Isaac Skalsky, is learning his new role.
- Welcomed and met with new director of operations, maintenance and safety, Hoyle McCallum.
- Supervisors are participating in a group verbal judo training.

Communications

Events and Sponsorship

- Planning for the Springs Resource Fair set for February 24-25
- Sponsored Big Sky Documentary Film Festival advertisement reel that is now active
- Presented at Missoula in Motion workplace breakfast on January 27

- Presented to Job Service Employers' Council on January 28

Outreach

- Designing video/partnership program with Missoula Public Library and others.
- Submitting paratransit rider guide for approval at February Specialized Transportation Advisory Council meeting.
- Bus stop signage designs 90% complete.
- Continuing to update individual route map

Press & Media

- Grist story on bus electrification to be published shortly.

Other Communications

- Initiated QR code landing page project with website vendor.
- Continuing to update colors, logos with digital vendors (e.g. Clever, Via)
- Reached 2.4k accounts on Instagram between January 15 and February 19 representing a 322% increase from the previous period.
 - Posted a 50% increase in profile activity (visits, external link clicks)

Capital Projects, Planning, and Technology

Projects and Procurement

- New Facility – See Item 4.2 staff report and timelines.
 - Contracted with Baker Tilly to manage risk analysis, contract review, and support.
 - Preparing independent inspection request for proposal and anticipating presenting at March board meeting.
 - Coordinating with furniture vendor, Contract Design, to scale the fixtures and fittings by incorporating the existing furnishings.
 - Focusing on obtaining the required permits.
- Shared Infrastructure – Coordinating with the landowners on a street name
 - Coordinating the DJ&A and 406 Engineering, Inc. on proceeding with design and procurement.
- Transfer Center Renovation – See Item 4.3 staff report, photos and timeline.
 - Project is ahead of schedule with minor change orders out of the contingency.
 - Improved breakroom functionality and power/data routing by demolishing a wall, reframing and removing a hot water drainage line.
 - \$15,000 remains in the contingency fund.
 - Reviewed polished concrete as a flooring option in the lobby, staff bathroom and secondary office
 - May seek alternatives
 - Considered secondary scope for outdoor safety, operations and activation in these areas:
 - Bicycle shelter change order proposal

- Curb cuts
 - Seating
 - Signage
 - Landscaping and planting
 - Public art
- Organizational Leadership and Capacity Assessment Vendor – See Item 5.6 staff report and proposal from chosen vendor, TransPro Consulting, LLC.
- Transfer Center Furniture – See Item 5.1 staff report and package from OS2 Office Solutions & Services.
- Scissor Lift Safety Maintenance – Obtained quotes and ready to sign contract.
 - Paid out of workforce development funds from \$10.9M Low/No grant.
- Flatbed Trailer – Awaiting delivery from vendor.
 - Paid for with 5339 funds.
- Recreation Shuttles – Evaluating costs and planning for launching service in May.
 - Assessing options for a bike trailer between new and used equipment.
 - Researching warranty, painting/wrapping and timelines.
 - Targeting purchasing in March.
- HVAC System in Shop – Schedule meeting with A&E + SMA Design | Architecture & Design to develop report outlining options.
- Bus Stop Signage – Developing route tree with stop naming conventions
 - Working with marketing vendor on creating a QR code and tap feature
 - Coordinating asset management and gathering quotes.
 - Targeting purchasing in March and installing from May to August.
- Bus Stop Improvement Plan – Scoping seating via a sole source vendor and targeting installation in summer.
 - Gathering construction quotes for improvements to Routes 10 and 11.
- Reviewing transit data in preparation for the federal triennial audit.
- Coordinating warranty work with furniture vendor.
- Executive Procurements – Based on a recommendation from TransPro Consulting, a facilitator for operationalizing and strategic planning is being scoped.
 - Quotes will be documented.
- Matt Leow, the lobbyist retained last year, will be retained again this year for the duration of the legislative interim. A new solicitation will occur in advance of next year's legislative session.
- Miscellaneous Projects Using Workforce Development and 5339(a) Funding – See above items.
 - Additional purchases will be presented at March board meeting.
- Charge Management – Developing training with vendor for operations and service department staff.

Planning

- Automatic Passenger Count – Achieved National Transit Database certification and the data has been approved for use by a statistician.
 - Completed NTD annual report.

- ITS RFP – Closes this week and interviews will be held during the week of March 2.
- Data – Starting large documentation and automation effort.
- Bus Stop Improvement Plan – Preparing a second draft and targeting April adoption.
 - Modifying the work list in response to the union request and survey responses.
 - Developing alternative locations based on city requirements, law enforcement input and neighborhood feedback as part of the second round of stop design permitting.
 - Route 15 stops are in second stage of permitting.
 - Reviewing the plan draft internally.
- Summer 2026 Service Changes – Tested Route 10 for on-time performance with operations staff.
 - Preparing for service implementation, including 2026 run cutting that launches in July.
 - Coordinating with community partners on transit to trailheads and with vendor on electric trolley delivery.
 - Ordered new shelters based on purchase approval at the January board meeting.
 - Coordinating stop signage with planning, data, procurement, IT and communications staff.
- Coordinating with the Missoula Metropolitan Planning Organization on public participation protocols.

IT

- Teams Channel Migration – Completed initial file relocations, channels setup for all departments and addressing loose files.
 - Setting up new facility project channels.
 - End stage review and adjustment set for near future.
- Land Mobile Use Radios – Received verbal acceptance to use Waterworks Hill and Mount Sentinel sites from the city communications and waste water departments.
 - Coordinating draft a memorandum of understanding with city attorney.
 - Collaborating with Redtail Communications to determine final equipment list.
 - Working on talk group architecture and procedural changes with operations, maintenance and safety staff.
 - Creating handset location map.
- Intelligent Transportation System – Preparing for adopting new system or renewing with current vendor, Clever Devices.
 - Planning future implementation or updates.
 - Working with vendors to expand bus video footage capacity and access control upgrades.
 - Reviewing quotes for new server to store expanded bus video footage.
- Working with BetterFleet on charge management software.
- Researching organization-wide password manager.
- Set up IT for 2 new staff members.
- Deployed 7 new laptops for maintenance technicians.
- Created contingency plan and implemented procedures for paratransit to address Microsoft outages.
- Coordinated with maintenance staff to restore sign functionality at Southgate Mall.

- Bus Work – 5 open tickets with Clever Devices
 - Safety Vision – See Item 5.4 staff report and estimate.
- Infrastructure – Discussing future IT system designs
- Troubleshooting Teams issues with Microsoft.