

Agency Activity Report

To: Board of Directors
From: Jordan Hess, CEO & General Manager
Date: April 23, 2026

The following is a summary of staff activities between March 16 and April 15, 2026:

General Manager

- Attended the American Public Transportation Association's Transit CEO Seminar.
 - Moderated an industry-wide panel discussion on transit ballot measures.
 - Met with Associate Administrator for Congressional Affairs from the Federal Transit Administration regarding new facility funding.
- Worked with TransPro Consulting to launch organizational leadership and capacity consultant study and fulfilled document request.
- Hosted professional fellow from Timor-Leste for four weeks through the Young Southeast Asian Leadership Initiative.
- Conducted three media interviews.
- Conducted weekly meetings with MUTD lobbyist to discuss the Legislature's Transportation and Revenue Interim Committees; worked with lobbyist to contact various legislators about new facility funding.
- Met with two Missoula County Commissioners, one Missoula-area legislator, Mayor Davis, Missoula Economic Partnership.
- Participated in field trip to showcase Marshall Mountain Park, including Mountain Line's recreation shuttle program for the Montana Trails, Recreation and Park Association annual conference.
- Represented Mountain Line (along with six staff members from across the agency) at the Missoula Midtown Association annual meeting.
- Attended Missoula Downtown Association board meeting.
- Represented Mountain Line on Destination Stewardship Plan implementation committee.
- Attended City Council meeting to support annexation of new facility location.
- Met with peers from Streamline in Bozeman and MET Transit in Billings; traveled to Bozeman for quarterly transportation planning and transit meeting hosted by the Montana Department of Transportation.
- Supported staff in the activities listed below.

Administrative & Financial Services

Finance

- Accounts Payable – Processed 104 payments totaling \$927,525.
- Accounts Receivable – Requested reimbursement for labor hours and parts from 8 work orders through warranty billing.
- Assets – Reconciled mid-year work in progress and delivered partial year asset additions and deletions to auditor.
 - Reconciled internal asset data with auditor’s depreciation.
 - Conducting a comprehensive inventory of all physical assets.
- Audit – Completed follow-up from triennial audit in preparation for on-site audit in July.
 - Continued the Western Conference of Teamsters Pension Trust audit initiated from April 2022 to the present.
- Budget – Drafted FY27 workbook compiled for finance committee meeting presentation.
- Grants – Completed final draw and closed out of MT-2026-001 FY26 5307 operating award.
 - Drafting FY2027 5307 operating award in reporting platform.
 - Compiled Draw #4 on MT-2025—004 Low-No award for workforce development.
 - Draft application for FFY2023 5339a funds for land mobile use radio, transfer center furniture and security upgrades.
 - Submitted Missoula County Financial Aid Fund application for paratransit support.
 - Continued refining new facility financing with bond counsel and financial advisor.
- Payroll – Processed 3 payrolls and paid health insurance and benefits for all staff.
- Training – Segal and Blumenbach participated in second session (out of 4) of the Federal Transit Administration Asset Management Peer Working Group.
 - Blumenbach attended National Transit Institute course – Introduction to Transit Asset Management.
 - Segal attended an NTI webinar – How Your Agency’s Data is Used: Apportionment and Geographic Data
- Other – Organized a demonstration with enterprise resource planning software vendor show cloud upgrades and adjacent timesheet modules.
 - Collected finance policies for internal review.

Human Resources

- Open Enrollment – Completed preparations for the upcoming open enrollment period scheduled for May.
 - Expecting final premium rate information from Missoula County at the end of April.
 - Distributing to staff timely for review and enrollment.
- Recruitment – Interviewing for the board clerk and project coordinator positions that will support broader organizational needs, including maintaining continuity during increased project activity and ensuring adequate backup.
 - Focusing on building sustainable staffing capacity that supports operational needs.
- Leave Management Summary – Current employee leave status:
 - Workers’ Compensation – 4 employees
 - FMLA Continuous Leave – 2 employees
 - FMLA Intermittent Leave - 4 employees

- Personal Leave – 1 employee
- Monitoring compliance and supporting appropriate staffing coverage for efficient operational planning on all cases.
- General Updates – Continuing employee relations support, including coaching, performance management, and day-to-day HR guidance.
- Budget & Workforce Planning – Reviewing staff-related expenditures in alignment with the upcoming FY2027 budget, including recruitment, overtime and leave coverage.
 - Coordinating budget finalization with finance team.

Operations

Maintenance

- Hired new mechanic and cleaner adding to maintenance capacity for facility support operations.
- Enhanced effective and timely bus maintenance operations through training all mechanics on the depot chargers.
- Improved operational efficiency through collaborating with the IT team to add new cradle point hardware and wi-fi to the fleet.

Operations

- Supervisors used creative methods for including operators in the activities and food service at the transfer center during employee appreciation week.
- Tested Route 10 with supervisors and an operator to continue creating pieces of the driver's work for fitting into increased service on Routes 3, 4S and 10.
- All operators in training obtained their commercial driver's licenses and are training with post-probationary operators.
- Road Supervisor Isaac Skalsky started the Transit Next Leaders Initiative course offered by the Washington State Transit Association.
- The supervisors completed intensive training from April 13-15 on the newly installed simulator.

Communications

Events

- April 21: UM Sustainability Fair
- May 1: First Friday Parklet – Trolley launch with Lake Missoula Old Time performance
- May 6: Soil Cycle Garden Party

Marketing

- Completed “get there by bus” route graphics for distribution to community partners.
- Continued troubleshooting logo updates with digital partners.
- Finalized logo design for new bike trailer purchase.
- Continued developing recreation shuttle and trolley campaigns for spring launch.
- Reached 1,641 Instagram accounts in past 30 days (101% increase from previous period).
 - Received 8000 views on posts.
 - Added 52 new followers.

Outreach

- Finalized “mobility sponsorship” agreement with Downtown Missoula Partnership.
- Submitted updated copy for downtown summer publication.
- Completed paratransit rider guide updates.
- Received and distributed six in-bus promotions from community partners.

Other Communications

- Finalized new palette for route colors.
- Finalized QR code landing page design.
- Finalized designs for bus stop informational placards.
- Formalized bus stop naming convention and cleaned existing data.
- Finalized map details for new individual route maps and full system map.
- Continued back-end website updates with contractor.
- Trained Paratransit team on use of internal document templates.

Capital Projects, Planning, and Technology

Projects

- New Facility – Missoula city council approved annexation of the property on Monday, April 13.
 - Coordinating with engineers and city staff on the floodplain designation in anticipation of submitting all permits by late April.
 - Anticipating approval in early June.
 - The contractor will proceed with the stormwater pollution prevention plan.
 - Wendel Companies is revising the design plans to accommodate administrative needs in operations and address areas flagged as allowances for including cameras/access control, fencing, gates and signage.

- Coordinating revisions to the construction manager at risk contract amendment to include an enhanced termination clause with legal counsel and the financial advisor.
- See Item 5.2 staff report regarding the independent inspection and testing services vendor.
- Coordinating the final furnishings and fixtures design that incorporates the existing furniture with the vendor.
- Finalizing microgrid study contracting with the Montana Department of Environmental Quality and Cushing Terrell (the engineering services vendor).
 - Developing fleet and infrastructure modeling assumptions with Cushing Terrell and the Center for Transportation and the Environment.
 - Launching study in early May, followed by an update in June and anticipating completion in late August.
- Coordinating rate structure with electrical engineering team.
 - Scheduling negotiations with Missoula Electric Cooperative in summer.
 - Contractor will coordinate temporary power during the construction.
- Coordinating with engineering firms to finalize design and procurement work on the shared infrastructure portion and anticipating a late June BUILD announcement.
- Transfer Center Renovation – Wrapping up punchlist items by end of April.
 - Installing wall panels during second week of May.
 - Installing furniture during third week of May.
 - Anticipating delivery of the lobby bench in early July.

Procurement

- Expecting scissor lift in June.
- Expecting bicycle trailer in early May.
- Installed FAAC simulator and commenced training.
- Finalizing scoping and gathering quotes for adding a group meeting space within CEO & GM's office.
- Proceeding with bus stop signage based on lowest quote under \$25,000.

Planning

- Collaborating on streamlining stop names for consistency across stops, signs, documentation and verbal reference.
 - Formalizing stop names for Routes 10 and 15.
- Finalizing run cut for May comment period.
- Reviewing Remix report for ITS integration.
- Assisting with marketing materials development.
- Bus Stop Improvement Plan – Finalizing draft for circulation.
 - Coordinating graphic design for final copy at end of May.
 - Submitting to board in June for adoption.
- Scheduling Remix training.
 - Preparing for importing stop attribute and ridership data.

- Learning off-the-shelf statistics and analyses tools.
- Finalizing service schedule and operations materials for the transit to trails program and the summer trolley deployment.
- Establishing paratransit legal requirements for scoping.
 - Visualizing through importing ridership data.
 - Collecting case study data from peer programs.

IT

- Teams Channel Migration – All department channels have been set up and files have been transferred.
 - Setting up channels for new facility.
 - Actively reviewing channels for adjusting as needed to ensure centralized ownership and document control.
- Land Mobile Use Radio – Received verbal acceptance from the city communications and waste water departments for using the Waterworks Hill and Mount Sentinel sites.
 - Collaborating with legal counsel in drafting the memorandum of agreement.
 - Developing talk group architecture and procedural changes with operations, maintenance and safety.
 - Redtail Communications, Inc. conducted an onsite review of the infrastructure at base.
- Intelligent Transportation Systems – Preparing for working with ITS vendor, ETA Transit.
- Installed new server for storing and retrieving video footage.
- Installing new routers in remaining buses.
- BetterFleet implementing charge management system.
- Deployed new password management system across all departments.
- Developing QR code application supporting new bus stop signs.
- There are 5 open tickets with Clever Devices.
- Waiting on accessories needed to connect camera systems to routers.
- Discussing future IT design.
- Worked and/or closed 60 internal tickets with last 30 days.
- Signage and Maps – Assisting in creating passenger-facing map templates for route maps and system.
 - Streamlining bus stop names for consistency between announcements, headsigns and maps.
 - Collaborating with multi-departmental team to finalize service change maps.
- Ridership Reporting – Transferring vendors from Clever Devices to Swiftly to produce next ridership report.
- Anticipating new data from BetterFleet regarding charge management.
- Support district management efforts through accurately mapping removal petition properties.
- Assembling accurate inventory of data to determine source and use
- Incorporating fuel and fleet data into processing pipeline.