

Agency Activity Report

To: Board of Directors
From: Jordan Hess, CEO & General Manager
Date: June 25, 2026

The following is a summary of staff activities between May 16 and June 15, 2026:

CEO & General Manager

- Represented Mountain Line at annual meeting with Missoula Downtown Association and City/County elected officials.
- Held meetings with Missoula County Commissioners, three Missoula City Council members, Mayor Davis, and two Missoula-area legislators.
- Hosted staff from Senator Daines' office for tour of Shakespeare facility; attended meeting organized by Missoula Chamber of Commerce with staff from the offices of Senator Daines and Congressman Zinke.
- Attended Missoula Area Chamber of Commerce State of Missoula luncheon with staff delegation where Mountain Line was recognized publicly in front of Missoula's business community for the [Community Transportation System of the Year award](#).
- Held weekly meetings with agency lobbyist; strategized for Revenue Interim Committee and Transportation Interim Committee meetings this summer.
- Held coordination meetings with Streamline Transit in Bozeman.
- Conducted seven media interviews resulting in stories in many local outlets.
- Supported staff in the activities below.

Human Resources and Administrative Services

Recruitment

- Recruitment efforts were completed for the following positions:
 - Two Dispatch Supervisors
 - Two Service Persons
- Applications for 6–8 Bus Operator positions will open on June 29, with the next operator training class scheduled to begin August 25, 2026.

Onboarding

- Chelly Levitus, Project Coordinator and Administrative Assistant, joined Mountain Line on June 1. Joan Redeen, Board Clerk and Executive Assistant, is scheduled to begin on June 30.

- Additional new team members include:
 - Service Persons Thad Person and Joe Heffner, beginning June 29; (replacement position plus one new for FY27)
 - Dispatcher Paige Kerwin, joining from UDASH on June 29; and (replacement position)
 - Dispatcher Ryan Kendell, relocating from SMART Transit in Moscow, Idaho, with a start date anticipated in early July. (replacement position)

Policies & Procedures

- Heather is working with the senior leadership team and updating the non-represented handbook policies & procedures.

CBA Prep

- Review and prep for the CBA negotiations with the Teamsters. The first negotiation meetings will begin in September with the maintenance contract.

Organizational Planning and Project Management

- Administrative Services has been collaborating with Colin on the development of project management tools, including project charters, intake forms, and planning resources to improve project oversight and accountability.
- Preparations are underway for organization optimization efforts and FY27 project prioritization kickoffs to align resources with strategic goals.
- Initial scoping activities have begun for Phases 1 and 2 of the Transfer Center Project to establish project objectives, timelines, and implementation priorities.

Open Enrollment

- Human Resources conducted the FY27 Open Enrollment period from May 11 through May 22. Four multiple-hour, in-person enrollment sessions were scheduled onsite to assist employees with completion of the Missoula County Employee Benefits Plan Open Enrollment and Allegiance Flexible Benefits forms.
- Mountain Line partnered with Lisa Adolf and her colleagues representing Aflac to facilitate enrollment in supplemental insurance programs.
- Open Enrollment materials were distributed to employees on FMLA leave, Workers' Compensation leave, and those with workplace accommodations. Alternative submission methods, including email and in-person appointments, were provided to ensure all employees had access to the enrollment process.
- All FY27 Missoula County Employee Benefits (MCEB) changes were submitted to Missoula County on June 5. Human Resources continues to follow up with employees who were unable to attend enrollment sessions and is collaborating with Jasmine Blumenbach to clarify enrollment details and ensure completion.

Annual Safety Party

- The annual Safety Party is scheduled for July 25, 2026, from 5:00–7:00 p.m. Longevity and Perfect Attendance awards will be presented during the event. Employees and their families will have the opportunity to socialize and participate in a variety of games while enjoying catered snacks.
- Following the awards event, Mountain Line has reserved Montana Splash from 7:15–8:45 p.m. for employees and their families. Human Resources is coordinating event planning with the Social Committee, particularly Bethany Hughes, including employee outreach, event promotion, polling, and preparation activities.

Finance

- Accounts Payable: Processed 111 payments totaling \$900,963.17 to 91 vendors. Segal is covering accounts payable for Mierze out on paternity leave through June.
- Accounts Receivable: Requested reimbursement for labor hours and parts from 4 work orders through warranty billing.
- Deposited successfully filed FY25 IRA Tax Credit for 14 buses and 1 charging station totaling \$630,965.85.
- Assets: Moved vehicle documentation from paper folders to shared digital files.
- Set annual shop inventory for June 29th.
- Audit: Confirmed annual shop inventory with JCCS who will be on-site for an audit July 1.
- Budget: Finalizing draft FY27 budget with open enrollment elections and refining pro forma.
- Grants: Submitted Missoula County FY26 Financial Admin Fund Financial Report; received final grant payment of \$20,000.
- Submitted initial Federal Financial Report and Milestone Progress Report for MT-2026-006 FY23 5339(A) Bus & Bus Facilities Formula for LMR and capital projects; received Draw #1.
- Submitted MOAB application in TrAMS for obligation by September 30, 2026.
- Continued refining MOAB financing with Baker Tilly and Dorsey & Whitney.
- Submitted required SAM.gov renewal.
- Payroll: Processed 3 payrolls and 1 supplemental payroll, and paid health insurance & benefits for all staff.
- Assisted HR with benefit open enrollment review.
- Set up FY27 Allegiance Flex and HRA plan year benefits to be ready for 7/1 start.
- Prepared FY27 Longevity and Floating Holiday calculations for July.
- Blumenbach is covering payroll for Mierze out on paternity leave through June.
- Training: Segal and Blumenbach participated in Session 4/4 of FTA's 2026 Transit Asset Management (TAM) Peer Working Group.
- Other: Preparing for MIP Momentive cloud upgrade in late June. Reviewing and updating Finance policies. Continuing to work with the County to clarify financial reporting needs.

Operations

Maintenance

- Working with manufacturers to address some battery warranty repairs to at least one bus. This work may require troubleshooting to be addressed off site.
- Landscaping improvements continue at both the Operations Base and Transfer Center facilities.
- Site cleanup and restoration efforts remain ongoing at both locations.
- Electrical power has been restored to the parking lot lighting system.
- Recent lighting repairs have improved safety and visibility for employees utilizing the facility after dark. An estimated return-to-service date for the vehicle has not yet been provided.
- Two new employees are scheduled to begin onboarding during the last week of this month. These positions will fill a recent vacancy and provide increased field maintenance coverage, particularly during weekend service hours

Operations

- New route service implementation is on schedule and the new Route 10 is scheduled to start on July 5th. Training for Operators on route 10, Transit to Trails and the Trolley routing is completed.
- Internal work has been completed at the Transfer Center and operations personnel are utilizing the new work areas.
- The start of construction season is in full swing. Several projects around the city present some challenges detouring routes and trying to keep buses moving. Operators have done an exceptional job providing service this past week.
- Two new hires in operations for the dispatching supervisors. One is scheduled to start at the end of the week and the other is TBD.
- Hoyle, Jake Asbrook and Kris Guymon participating in the APTA Mobility Conference.
- Road Supervisors have begun participating in online NTI (National Transit Institute) trainings in crisis management, ADA compliance, and supervisory tactics. This training will be sporadic through September.
- An Operator and the Training Supervisor participated in the DRIVE Workshop in Lewistown, MT. This workshop helps train commercial drivers in techniques and emergency-related maneuvering.

Safety

- Drills with city partners:
 - Participated in multi-agency active shooter drill in May.
 - Upcoming hostage negotiation drill scheduled for next month.
 - MSO Airport has requested a meeting to develop agreement for use in drills and emergencies.
- TC construction has included changes to cameras and working to improve video surveillance quality. Shop has assisted with installing locking door handles. This week included focus on ensuring all user groups have appropriate badge access to new and old spaces. Also, a new safe to secure valuable lost and found items such as ID's, money and wallets.
- Safety Committee: Working with contractors to address some HVAC system maintenance.

- Safety Trainings:
 - Three new forklift certified operators.
 - Simulator seat delivered to match the seats in the new Gilligs will be installed during July Simulator follow-up training with FAAC.
 - New shop employees have now received ML safety training as well.
- Training acquired:
 - "Certified Advanced Driver Trainer Instructor" from FAAC for simulator.
 - "Observe, Assess, and Respond - Security Training Video for Mass Transit Bus" from TSA

Communications

Events and Sponsorship

- 5/21: Press Event for CTAA Award
- 6/20: Pride Parade

Marketing

- Updated and printed rec shuttle and trolley materials for new season
- Produced banners for Downtown advertising program
- Working on back-of-bus ads to promote Route 10, Marshall Mountain shuttle, and agency award
- Continuing social posts featuring “get there by bus” resources
- Updating website to include recent promotional videos

Outreach

- Updated online timetables for new service and new map, worked with designers on map timetable designs
- Updated individual route map copy
- Updated design elements and copy for system map update
- Updated bus stop counts, hardware needs, vendor details for bus stop signage prints and design updates
- Edited headsign details to be updated
- Worked with Missoula in Motion on updates to Downtown pamphlet
- Updated Route 8 closure info, created signs for bus stops

Press & Media

- Press releases about Marshall Mountain, CTAA award
- Interviews and follow-ups with the Missoulian, Daily Montanan, the Pulp, and more
 - Missoulian: [Marshall Mountain shuttle returns for weekend rides](#)
 - Missoulian: [Mountain Line bus system in Missoula wins national award](#)
 - Daily Montanan: [Mountain Line wins national transit award](#)
- Updated Mountain Line media kit

Other Communications

- Ordered updated print materials for staff
- Distributed and rescheduled staff headshots
- Updated signage for TC exteriors

Capital Projects, Planning, and Technology

Projects

- TC Exterior Renovation Effort
 - Property and lease constraints
 - Focus on Safety, Operational Performance, and Ridership Experience
- Microgrid Study
 - Data collection and preliminary meetings with Cushing Terrell and CTE
 - Coordination with MEC and NWE
- Project Management Systems and Tools
 - Comprehensive tracking of agency activities across all departments
 - Prioritization of efforts, projects, and work within departments and across the agency
 - Microsoft Teams, channels, and Planner alignment to facilitate Functional Work Teams
 - Tools in development include charters, intake forms for specialty departments/work, work plans, project launch
 - Focus is on success statements with measurable KPI's, documentation of SOPs and deliverables, and creating clarity around responsibilities
 - Charters to define success, work plans and schedules

Procurement

- TC Furniture
 - All office furniture is now installed in the Transfer Center, however we are still waiting on delivery of the lobby bench. It is expected in late summer.
- Transfer Center Network Cabling
 - Communication Resources has started this work and will be closing out in the coming weeks.
- Scissor lift procurement
 - The scissor lift will be delivered in late June or early July.
- Bus stop signs
 - Communications is awaiting receipt of proofs for signs. Once production quality is verified, we will be ready to move forward with an order.
- Shakespeare Statement of Value
 - In preparation of MUTD's move from the current site, we aim to understand the value of the property.
- MOAB Appraisal
 - We are in the process of contracting for a new appraisal of the MOAB site for commitment of local match

- Radio Tower Site Lease
 - We are negotiating at lease with the City for use of their radio tower sites on Sentinel and Water Works.
- Routes 10/11
 - We have received 2 quotes for concrete work and are ready to move forward with awarding a contract. We intend to work with CSS Contracting who have proposed a cost of \$26,700 for this scope. Under the proposed updates to the procurement increasing the threshold for board approval. We anticipate this contract will not go to the board.
- Simme Seats
 - In the next month, we intend to purchase Simme Seats as part of Routes 10/11 bus stop improvements. We expect these to be \$25,000-\$30,000 and not require board approval under the proposed procurement manual

Planning

- Stop Permitting
 - Route 10 stop contracting
- Service Implementation
 - Assisting with sign updates for Route 10
 - Assisting with Clever database update
 - Providing information for public engagement
 - Preparation of new Short 4 and Route 10
 - Reconciliation of stop, route, and announcement data
 - Updating Headsigns
- Bus Stop Improvement Plan
 - Hold for Bus & Bus Facilities Notice of Funding Opportunity
- Scenario planning, schedules, capital needs, and revenue needs
 - UDASH planning
 - Route 15 planning
 - Reduced vehicle scenario
- Spencer is participating in the Washington State Transit Association Next Leader Institute
 - Project development for Network analyses and pedestrian access plan
- SOP development for Run Cutting:
 - Improving the exchange and work share across Planning and Operations
- Ridership and Reporting
 - Collaboration with Swiftly and NTD Analyst
 - Coordination with Maintenance and IT
 - Submission of final monthly data
 - Preparation of report for Board of Directors Meeting
 - Preparation for NTD Annual Reporting

IT

- Teams Channel Migration and Training

- Channel files are being archived to preserve storage space.
- Planning staff training for team and channel ownership.
- SOPs and instructions for staff constructed.
- Land Mobile Radio (LMR)
 - MOA with City is being drafted.
 - Talk groups have been finalized.
 - We are working with Redtail to plan installation of mobile units in vehicles and starting to add some equipment on site at the TC.
- Development continues on URL shortener application to work in conjunction with QR codes on new bus stop signs.
- Transfer Center
 - Office workspace IT setup completed, meeting room in progress.
- Finance software migration
 - Finance software migration review and test run scheduled for June 22nd.
- Resource Library
 - IT and Projects teams in early stages of planning and development to stock the Resource Library and make it live.
- Clever Devices
 - 3 Open tickets
- Safety Vision Camera Systems
 - Most of the fixed-route buses have been networked.
 - Remaining vehicles are queued for networking.
- Maintenance has completed installation of Cradlepoint routers in remainder of the fleet.
 - IT to follow up on all 60 vehicles to network camera systems to the network.
- MUTD Infrastructure
 - IT is working with procurement on designing and deploying new meeting space in GM office.
 - Staff laptop refresh
 - 9 laptops have been purchased and preparation steps to replace outdated or failing devices are in progress.
- 71 new internal tickets submitted in last 30 Days