

The City of Missoula, Montana

Invites Qualified Candidates to Apply For

Development Services Director



ABOUT MISSOULA – Missoula, a progressive city with a population of 66,788 that serves more than 110,000 most days, is Western Montana’s center for business, recreation, and education. Quality of life is key to Missoula, a place where a night at the theater may be followed by a day in the wilderness. Home to the University of Montana, Missoula is located in the heart of the Northern Rocky Mountains.

While the wood and paper products industry once dominated Missoula’s economy, regional trade center activities, health care, and tourism now drive a more diversified economy. The following all employ more than 1000 people each:



- University of Montana;
- St. Patrick Hospital and Health Sciences Center;
- Community Medical Center; and
- Missoula County Public Schools.

Missoula is the national headquarters of several associations including the Rocky Mountain Elk Foundation, the Adventure Cycling Association, the Outdoor Writers Association of America, and the Boone and Crockett Club, a conservationist-hunting organization. In addition, the headquarters of the Regional office of the US Forest Service which is the nations’ largest training base for smokejumpers is located in Missoula.

HISTORY

Founded in 1860 as the county seat, Missoula was first named Hellgate Trading Post which was established to trade with Indians and miners traveling through the area along the Mullen Road. Later the townsite was moved five miles upstream and renamed Missoula Mills before being shortened to Missoula in 1866. By 1883, Missoula was a town of 300 people when the Northern Pacific Railroad constructed rail lines through the valley and eventually to the west coast. The University of Montana was founded in 1895.

EDUCATION

The Missoula County Public School District has four high schools (three in Missoula and one in Seeley Lake), three middle schools, an alternative high school, an early learning preschool program, and an adult education program. Missoula has several private schools including an international school, religiously affiliated schools, and Next Step Prep, a summer program for high school aged youth. Post-secondary education is offered by the University of Missoula and Missoula College, a community college serving 3,000 students with an occupational and technical curriculum.

CULTURE, RECREATION, AND TOURISM

Combining a unique blend of arts and outdoors, the exhibits at the Art Museum of Missoula and Historical Museum at Fort Missoula are in close proximity to three major rivers and acres of nearby forestland. Missoulians and visitors alike enjoy a host of recreational activities including fly-fishing, kayaking, hiking, biking, and skiing. Missoula boasts of well-maintained parks and trails and an abundance of open space. Missoula has more than 400 acres of city parkland, 20,000 park and boulevard trees, 22 miles of trails, and over 3,300 acres of conservation land. The 33,000 acre Rattlesnake Wilderness Area is just a four-mile hike or mountain bike ride from the University of Montana campus on the edge of the Hellgate Canyon.



Missoula's historic downtown features classic early 20th century buildings and modern 21st century buildings side-by-side. Downtown offers unique shops, galleries, fine dining, and a lively nightlife. Caras Park located along the edge



of the downtown waterfront serves as the centralized location for many of Missoula's festivities including Out to Lunch, the International Wildlife Film Festival, First Night Missoula, and the Garden City BrewFest. Missoula is proud of "A Carousel for Missoula," an extraordinary hand-carved and volunteer-built carousel adjacent to Caras Park. A short walk across one of the



many pedestrian bridges over the river in and around the city center are urban gems such as the Missoula Osprey minor league baseball stadium, the Kiim William Nature Trail, municipal aquatic facilities, playing fields, and parkland along the Clark Fork River made famous by Norman Maclean's book, *A River Runs Through It*.

THE ECONOMY

Missoula has experienced steady growth as the population within its nearly 24 square-mile area grew by 17 percent in the last decade. The metropolitan area is more than 36 square miles with a population in excess of 110,000, and Missoula's economic trade area population is 180,000. Missoula has a highly educated workforce with 46 percent more college graduates than the national average.

The Missoula Economic Partnership was formed in 2011 to foster collaborative regional economic development. This Partnership initiated MissoulaWorks which is committed to creating 2,500 new primary jobs, attracting \$150 million in capital investment, launching 25 local companies, and relocating 25 "best fit" companies to Missoula by 2016. The Partnership is a broad public-private entity that consists of 80 members including businesses, the City, school district, the University of Montana, the Missoula Community Development Corporation, the Missoula Redevelopment Agency, and individual residents all of whom fund the Partnership. The Partnership grew out of the Mayor's "The Best Place Project" campaign which is dedicated to sustainable business growth and quality job creation. Additional information about The Best Place Project can be found at:

- www.missoulaworks.org
- <ftp://ftp.ci.missoula.mt.us/Documents/Mayor/BestPlace/GarnerEconomicsRpt.pdf>
- <ftp://ftp.ci.missoula.mt.us/Documents/Mayor/BestPlace/NCDSRpt.pdf>

THE CITY GOVERNMENT – Incorporated in 1883, the City of Missoula has a strong mayor-council form of government. The Chief Administrative Officer (CAO), who reports to the full-time Mayor, supervises all departments, prepares and administers the annual city budget, and appoints and terminates department directors. The current CAO has held that position for seven years and has worked for the City for 29 years.



The City is a charter form of government with self-governing "home rule" powers approved by Missoula voters in 1997. There are twelve City Council Members, two from each of six wards, who serve overlapping four-year terms. The Mayor also serves a four-year term, and there are no term limits for either the Mayor or the Council Members. The City Council establishes law and policy by adopting ordinances and resolutions. The Council is also responsible for adopting the City budget, levying taxes, and approving appropriations and contracts. The Mayor presides at City Council meetings.

FINANCIAL DATA

The City is a full-service organization with an annual operating budget of \$43 million, a 2012-13 Capital Improvement Program budget of \$2.3 million, and 500.87 FTE's. The City is on a July 1-June 30 fiscal year.

The City is in good financial condition with a General Fund balance of 11 percent of annual expenditures and an AA-general obligation bond rating. During the Great Recession, the City of Missoula eliminated funding for 22 positions between FY 08 and FY 12. Virtually all of these reductions were accomplished through attrition, and 10 FTE's have been added in the last year.

Approximately 60 percent of City employees are represented by collective bargaining units. In the Development Services Department only the Building Inspectors are represented by a collective bargaining unit. The City has a good relationship with its unions and regularly obtains voluntary agreements in collective bargaining negotiations.

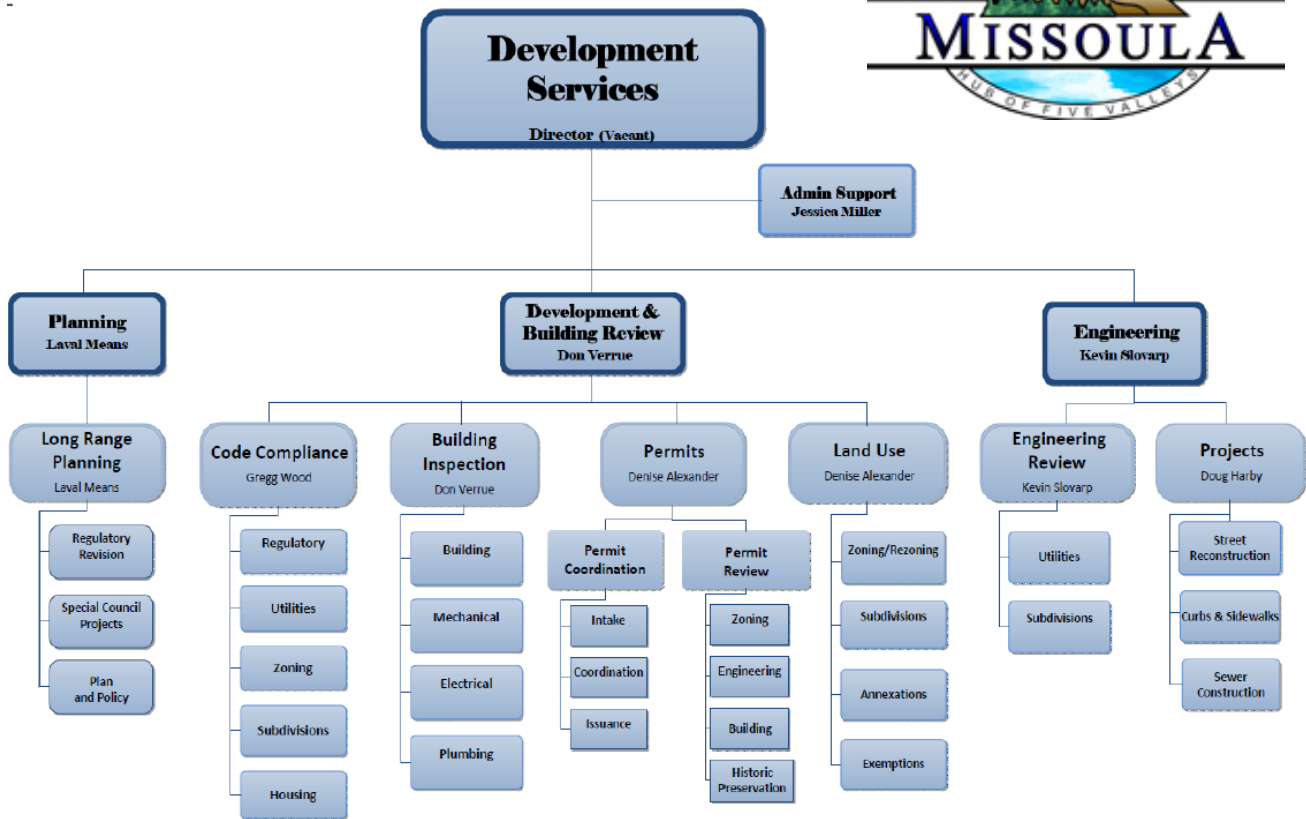
The City has received several awards including the GFOA Certificate of Achievement for Excellence in Financial Reporting for over a decade, the GFOA award for Distinguished Budget Presentation, and Tree-City USA recognition. Missoula was named one of America's 100 Best Communities for Young People three years in a row in 2005, 2006, and 2007. Also, the American Institute for Economic Research College Destinations Index recently ranked Missoula

among the top College Towns in the country. Additional information about Missoula is available at www.ci.missoula.mt.us/

ABOUT DEVELOPMENT SERVICES – Development Services is a new City department established in July 2012 to replace a system that included a City-County operation that was responsible for a portion of development review services as well as some grant programs. As background the Mayor and Council worked together in 2009 and 2010 to revise the City’s zoning and subdivision regulations which modernized these regulations and provided a framework for streamlining the development review process. In 2011 a study commissioned by the City entitled *Working Together: A Best-Practices Approach to Improving the City of Missoula’s Development Review System* concluded that “the City of Missoula needs to develop a modern, effective, and efficient planning and development review system. A new, improved system must be faster, better, concurrent, more predictable, customer-focused, and transparent, and it must maintain high-quality community standards and protect the public interest.”

For additional information about this study please see the following website:
<http://www.ci.missoula.mt.us/index.aspx?NID=1060>

The new Development Services Department which has a \$3.8 M operating budget and 36.5 FTE’s consolidates all municipal planning and development activities into a single City organization for the first time. The first Development Services Director will have the opportunity to help establish the culture, performance expectations, and work processes of this new department which is intended to repair years of poor public relationships created by permitting processes that did not serve the city-dwelling public well. The Department consists of three divisions and seven sections as shown on the organizational chart below.



November 8, 2012

ISSUES AND OPPORTUNITIES – The following is a summary of the issues and opportunities to be managed by Missoula’s first Development Services Director.



1. Organizational Culture—the City is committed to having a Development Services Department with a high performance culture that functions as a single, shared responsibility team. The Department needs to produce positive and timely results by being user-friendly, productive, and responsive. All internal partners in the development review process—planning, building, engineering—need to work together in a coordinated manner.
2. Leadership—in the past Missoula’s planning and development system suffered from a lack of unified leadership. The Director needs to provide clear and consistent policy direction to department staff and must be a strong leader who can motivate an interdisciplinary team and work effectively with internal and external stakeholders.
3. Communication—improving communication especially between customers and staff reviewers is a high priority. The new Director must quickly establish clear lines of communication among building, engineering, planning, and other reviewing agencies. Stakeholder communication must be an ongoing process. Creating easy public access to information, procedures, and processes and proactive community outreach are essential. The City seeks to create opportunities to communicate improvements and changes in the development review process with the goal of creating a customer base that has an effective working relationship with the Department.
4. Customer Service—the City is committed to making it easier for the development community to do business with the City without lowering Missoula’s high quality standards for development. Development review and business licensing processes must be customer-focused and user-friendly. The City is committed to ongoing employee training to improve efficiency and provide quality customer service. Performance management will be monitored and improved by conducting annual surveys of stakeholders and creating feedback and evaluation systems that regularly solicit information from internal and external customers.
5. Process Improvement—Development Services needs to be committed to continuous process improvements based on best management practices obtained by benchmarking against other similar high-performing cities and by relentlessly measuring the Department’s performance. High performance is positively associated with heightened customer satisfaction and improved outcomes. The City has a multi-member inter-agency review committee, the Development Review Team (DRT) that is working to upgrade their automated permit tracking system to allow simultaneous tracking on the Internet. Permit coordinators are assigned to projects to facilitate and manage a project for the applicant from start to finish. Among the improvements under consideration are priority permit review and simpler reviews for established subdivisions, tenant improvements, and remodels and additions. The City seeks concurrent planning, building, and engineering review for complex projects.
6. Timeliness—the community generally perceives that the current planning and development review process simply takes too long. The City is dedicated to establishing timely and predictable timelines for Missoula’s planning and development review processes. The Director will lead internal and external stakeholders in working together to determine uniform time frames for permit processing. Once timelines are established they will be rigorously measured and reported.
7. One-Stop Shop—the City wants to create a “one-stop” permit information and development services center for all permit information and applications. The City wants to co-locate all licensing, planning, and development review functions in a single, easily accessible location. This center will be the first point of contact for citizens who are seeking planning related assistance and information, submitting plans and applications, or wanting to talk with specific department staff. A “one-stop” shop for Missoula must be the customer service hub of Development Services to manage all phases of the development review process including the approval of subdivision plats and site plans and the issuance of building permits. “One-stop” shop staff members are responsible for all building plan review, conducting building inspections, and engineering issues related to development.

JOB REQUIREMENTS – The minimum job requirements are: 1) training and experience equivalent to a Bachelor’s degree in urban planning, public or business administration, economics, architecture, engineering, or closely related field with a Master’s degree preferred; and 2) eight years of progressively responsible public or private sector administrative and managerial experience in development, building, community planning, or engineering services with at least three years of supervisory experience. Applicants with local government management generalist experience (CM/ACM/DCM) overseeing planning, community development, and development services are welcomed. Professional certification is encouraged.

DESIRED PROFESSIONAL AND PERSONAL ATTRIBUTES

The following are the **desired** professional and personal attributes for Missoula’s Development Services Director.

- Personable, energetic, and customer-focused leader with collaborative, facilitative management style and ability to build a shared responsibility team
- Proven ability to develop positive organizational culture
- Ability to establish performance goals and ensure accountability of department staff
- Good communicator who can translate complex issues and initiatives into clear, lay-person language
- Experience streamlining development review processes
- Creative, innovative, and “thinks outside the box”
- Capacity to develop (in conjunction with other stakeholders) community vision and ability to implement that vision
- Managed in high growth, high development quality standards communities
- Experience working with an active and engaged citizenry
- Experience with or knowledge of one-stop service centers
- Experience managing consolidated planning, building, and engineering department

COMPENSATION

The salary for this position will be up to \$105,000 depending on qualifications and fit. Also, the City offers competitive fringe benefits. The City will pay reasonable and customary moving expenses for the Development Services Director, and it is preferred that this individual live in Missoula.



To Apply:

The position will remain open until filled with the first review of resumes to occur on **December 11, 2012**. To apply please send your resume and cover letter with current salary to pwconsulting@cox.net. For additional information about this job, please contact:

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Slavin Management
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or

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The City of Missoula is an EEO/AA/ADA employer and encourages minorities, veterans, and members of protected classes to apply.