

**COMMITTEE OF THE WHOLE  
CITY COUNCIL CHAMBERS  
140 WEST PINE STREET  
MISSOULA MONTANA  
FEBRUARY 8, 2012, 3:05 PM**

**Members present:** Marilyn Marler, President; Bob Jaffe, Vice President; Ed Childers, Caitlin Copple, Adam Hertz; Mike O'Herron; Alex Taft; Jason Wiener; Jon Wilkins and Cynthia Wolken

**Members absent:** Dave Strohmaier and Dick Haines

**Others present:** Nancy Rittel, Nina Cramer, Pat Keiley, Erik Benson, Gregg Woods, Ginny Merriam, Doug Harby, Jessica Miller, Gail Verlanic, Kevin Slovarp, Steve King, Jean Harte, Ann Cundy, Peggy Seel, Lori Davidson, Nancy Harte, Cindy Wulfekuhle, Mike Barton, Bobbi Day, Don Verrue, Jason Rice, Keila Szpaller, Denise Alexander, Mary McCrea, Laval Means, Shantelle Gaynor, Tessa Johnson

**I. Administrative Business**

Minutes dated [January 18, 2012](#) were approved as submitted

Other Administrative Business:

Marilyn Marler stated the budget presentation will be next week during the Committee of the Whole meeting. She also asked her fellow council members to refrain from having substantive conversations via email on specific topics even if they are to the group council email and website address.

**II. Public Comment on items not listed on the agenda--None**

**III. Regular Agenda**

A. Discuss OPG reorganization proposal with Department Heads. ([memo](#))—Regular Agenda (Marilyn Marler) (Referred to committee: 02/06/12) (**HELD IN COMMITTEE**)

Ms. Marler stated she has asked some department heads to speak about the reorganization proposal. Steve King, Don Verrue, Mike Barton, Cindy Wulfekuhle, Shantelle Gaynor and Pat Keiley will speak from the various departments affected by the proposal.

Steve King, Director of Public Works, stated he does have concerns and opportunities for the reorganization. There are two parts:

1. The reorganization of the two departments:
  - a. Office of Planning and Grants (OPG)
  - b. Public Works
2. The implementation of the Taylor Report recommendations for the development process improvements.

He stated the first part of the reorganization consideration is just the beginning. The actual implementation of the way the city does business is a ways down the way road. His responsibilities are to the public works department to sustain and enhance the operations of the department, including the Street, Wastewater, and Vehicle Maintenance Departments. He is also interested in the development operations and efficiency of the development review. The current reorganization plan proposes for 49 positions and 26 of the positions would be from the Public Works department. The 26 positions or people are about 30 percent of the current Public Works department. He

stated this 30 percent of the department are some of the vital people in the organization. They include the City Engineer, Kevin Slovarp; the Projects Section Manager, Doug Harby; the GIS and Asset Manager, Dan Jordan; the Utility Coordinator, Greg Wood; and the City Building Official, Don Verrue. Some specific concerns or examples are Doug Harby compiles an annual projects list through collaboration with the Street department, Mayor's Office, Public Works Director and the City Engineer. Relocating Mr. Harby into a different department from Mr. Hensel may cause some disconnects between planning and implementation of projects. Another example in the Utility section, Gregg Wood is the Public Utility Coordinator who works with the City Engineer, Wastewater, and Mountain Water. They all work together to implement sewer projects, maintenance projects and big Capital Improvement projects like the Airport Interceptor Project. Another example is between the Traffic Services and the City Engineer. The City Engineer is the city traffic engineer. The Traffic Services is the staff and crew who implement the city traffic engineer intentions regarding signing, striping and traffic signal operations. The current proposal separates the traffic engineer from the crew. The Bicycle Pedestrian office is another example as it works closely with the City Admin, City Engineer, Streets Division and Citizen Advisory board. This is another function that will be affected by the reorganization. One of the key tools is the development review team (DRT). This team needs to involve all local agencies that are responsible for or directly interested in facilitating private development. He also stated the group who drafted the Staff Concerns report did a wonderful job and he would want them on his team. He stated his goal is to engage in a reorganization that will make city services better.

Don Verrue, City Building Official, stated he has worked with City Building Inspection Division for 14 years. He has worked with contractors and architects who have complained about the building permit review process that currently exists. Their complaints and frustrations were centered on lack of communication and efficiency on the various views of the departments. Mr. Verrue discussed the Taylor Reports. Mr. Taylor's recommendation is patterned after many other cities who have successfully implemented this system. Basically it is a one stop customer service model for permitting and licensing. The idea is to accommodate the public by having one location in city hall where people can obtain permits, licensing, assistance in seeking city policy answers and submitting plans whereas presently there are four locations for the public to visit to accomplish. The idea behind a one stop is to improve customer satisfaction by locating the planning and developing review functions. This would be considered a customer service hub of the city in all phases of the review process would be managed here such as subdivision plats; site plans; issuing building, fencing, sewer, zoning and other permits. Staff members would be responsible for the building review, inspections, engineering issues, solving complaints and etc. Currently, there four separate departments that are primarily focused on their specific areas with no one to over see the picture as the whole. Many contractors and architects have coined the old phrase "The right hand doesn't know what the left hand is doing." This has been frustrating to staff members and contractors. The overall goal is to create an umbrella department is purposely to facilitate the proper connection, efficiency and accountability to all areas. This would eliminate the loss of time and money by the applicant and benefit the city in a number of ways. First, it would encourage the developers and contractors who have left the city because of the frustrations. Second, the public would be able to get the permits in a more timely fashion. Third and finally, the increase clarity predictability and confidence will help manage controversy and conflict.

Mike Barton, Executive Director of OPG, stated this is the first time that he has been asked by anyone on the city side what his feeling on the administration's proposal to terminate the interlocal agreement. He has three major concerns:

1. The Missoula City-County governments collaborate and provide significant public services. This has always been a positive characteristic about the community. In much of his 30 years of public service, he has tried to get government entities to

work together. The tax payers and the people who use government services get a much better service when governments are collaborative and cooperative. He feels there is a strong track record in the community and it extends beyond the planning and grants.

2. He has yet to see any compelling demonstration of how the reorganization addresses the key problems that were articulated in the Taylor Report. The report mainly has to do with issues in customer services. He sees this as a cultural issue more than a structural issue. The city has development review teams have been very effective. The administration has indicated this has been a good first step but has not indicated what the second step is regarding customer service.
3. The city administration would undertake the dissolution of the interlocal agreement and the development of a new city department without any input of the effected staff, department heads, public stakeholders, or from the city council. He also feels this is a terrible message in value and in worth to send to staff of both governments. He extended gratitude to the 60 staff members of the Office of Planning and Grants for keeping their heads down and has remained committed. He has not run into very many people who have been supportive of the idea of dissolution.

Cindy Wulfekuhle, Principal Grants Administrator from OPG, gave a [powerpoint presentation](#) of the grants division. She stated the staff listed in red are City, County, and grant funded and the staff in black are funded by grants and court surcharges. They work many types of programs like Forum for Children and Youth and Crime Victim Advocate Just Response programs. They also work with other city and county departments along with outside entities to provide housing, infrastructure, economic development, public services, energy and Brownfield programs. Staff have built various working relationships with their funders. One example is the Brownfields program. John Adams has built a wonderful working relationship with the EPA in the Denver office. Because of the work he has done for the city he has been asked to participate in Brownfields forums and Missoula has been asked to hold a Brownfields conference a couple of years ago. He meets with the EPA staff regularly and has been asked to submit applications on other opportunities as they arise.

The grants division has been involved with some recent construction projects in the last couple of years. The most recent being the \$11 million public private 115 unit rental project being built on a former foreclosed property. Being in the same office as the planners, staff helps coordinate with the developers and planning staff to over see permitting and floodplain management issues. Being a combined grants office makes them more competitive in the grants world. Mr. Bender asked Ms. Wulfekuhle how many FTE's are funded by the HOME, CDBG, and Brownfields program in the operating revenue that comes with the programs. The answer is 3 FTE's but that is not simple. In the presentation, she has compiled a list of staff members with their primary entity (City or County), primary responsibilities and where their fund sources for their salary comes from (City, County, or Other). The grants division has received high marks in grant administration from the local to the federal level. The Taylor report does not mention the federal regulations that must be adhered too. Each year the city is allowed to allocate up to 15 percent CDBG award to public services. This last cycle of awards was highly competitive as some were not awarded.

Cynthia Wolken asked for clarification on the implications to the CDBG human services versus the infrastructure with the reorganization. Ms. Wulfekuhle stated the CDBG program allows 15 percent of the award to be allocated every year for public services.

Pat Keiley, Planner from OPG and Shantelle Gaynor, Grants Administrator both serve as President and Vice President of the local union that represents OPG, currently they

have 164 members and 51 are OPG staff. They gave a [powerpoint presentation](#) from the staff concerns with the proposal to reorganize the Missoula city/county Office of Planning and Grants. The [report](#) provided is a result of several meetings with staff members.

Some of the concerns with the Proposal to Reorganize:

- No measurable data
- “Perceived problems”
- No differentiation between different consumers
- No interviews w/ Grants division staff or clients

Jason Wiener stated everything that has been done is for the desire for complaint free customer service. This goal may not be a realistic goal but it is a goal worth working towards. One important point is the different customer bases. He is still open to the idea of having a City development office that is one stop. There are some powerful synergies between the Crime Victim Advocate and the Health department.

Jon Wilkins stated he would like this to be an ongoing discussion.

Ms. Marler stated next Wednesday is the quarterly meeting with commissioners at 10 a.m. Mayor Engen has submitted a referral voting to dissolve the interlocal agreement with OPG. She suggested to the council members in putting in another referral. Ms. Cople and Mr. Wilkins offered to help with a new referral to consider a new process for the OPG interlocal agreement.

#### **IV. Held in committee**

1. Updates from Council representatives on the Health Board, Community Forum, Transportation Policy Coordinating Committee, other boards and commissions as necessary. – (Ongoing in Committee)
2. Joint meeting of the Mayor, City Council and County Commission; a facilitated quarterly OPG review as directed in the [Interlocal Agreement](#)—Ongoing (Mayor Engen)
3. Joint meeting between the Missoula City Council and the Missoula County Public Schools' Board of Trustees ([memo](#)).—Regular Agenda (Dave Strohmaier) (Referred to committee: 09/17/07)
4. Examination of Office Planning and Grants ([memo](#))—Regular Agenda (Lyn Hellegaard) (Referred to committee: 09/08/08)
5. Resolution to dissolve the Office of Planning and Grants. ([memo](#))—Regular Agenda (Mayor Engen) (Referred to committee: 02/06/12)

#### **V. Adjournment**

The meeting was adjourned at 4:02 p.m.

Respectfully submitted,

*Nikki Rogers*  
Deputy City Clerk