



CITY OF MISSOULA STRATEGIC PLAN 2019

Mission

Reflecting the needs and values of our citizens, the City of Missoula commits to enhancing opportunity and quality of life through effective delivery of City services and fiscal stewardship while maintaining and creating a harmonious natural and built environment.

Vision

We are an inclusive city where all people can live and celebrate meaningful, purposeful and fulfilling lives through the confluence of unparalleled recreational, cultural and entrepreneurial opportunities.

Guiding Principles

- We believe in economic growth and sustainability based on diversity and fairness in revenue; a healthy environment for job creation; and wage parity so citizens have access to attainable housing.
- We are intentional and inclusive and value equity in maintaining our core identity.
- We believe that a sustainable, green infrastructure promotes human health while preserving our natural environment.
- We believe that making information public and readily accessible is fundamental to demonstrating value and promoting transparency.
- We use realistic planning documents to deploy resources and measure progress.
- We effectively engage a professional staff, consultants and community stakeholders.
- We work to ensure public safety and the safety of City staff members at work.

Strategic Goals

A. Organizational Excellence

The City of Missoula actively and intentionally demonstrates value-added service to the public via collaboration and education among City departments.

Strategic Goals

1. Move forward with effective use of dashboards to present information and demonstrate progress and value
 - Define purpose: why dashboards matter
 - to better inform management decisions
 - to inform the public
 - Do inventory: What do we want to collect? What do we need?
 - Identify data benchmarking opportunities with County, criminal justice system, hospitals, etc.
 - Use data to better tell our story

A. Organizational Excellence

Strategic Goals (cont.)

2. Address internal administration succession
 - Look at functional team models to share resources (Administration) and support transfer of knowledge
 - Get more creative about building internal career ladders
 - Address pay inequity across departments. Address unintentional gender-equity pay issues
 - Institutionalize training/succession training
 - Speak to our benefits in employee recruitment efforts
 - Preserve a family-friendly workplace for employees at all stages of life
3. Solve space issues
 - Pursue the federal building; think about departmental needs
 - Complete an operations/maintenance space master plan
4. Review city management organization
 - Think holistically about physical and organizational structure; consider changing management structure
 - Organize not just by department but also by functions within and among departments
 - Create inter-departmental functional work teams that support guiding documents

B. Economic Growth and Sustainability

Strategic Goals – Longer-term

1. Provide leadership and cooperate with partners across Montana to achieve tax reform in the Legislature, including a local-option tourist tax and tax fairness measures
 - Appeal directly to voters with initiative. Council can reach out to other communities. Staff can work on building campaign coalition
2. Establish a housing trust fund and continue to redevelop underused and dilapidated properties
3. Continue to develop the organizational and regulatory horsepower to facilitate high-quality housing development
4. Continue to develop policies that ensure public funds are not invested in projects built with low-cost labor
5. Continue to support creation of living-wage jobs by investing in infrastructure and facilities

B. Economic Growth and Sustainability

Strategic Goals cont.

6. Organically grow businesses locally and refine selection through investment in and relationship with Missoula Economic Partnership
 - Take advantage of Payne Block opportunities - affordable retail and sustainable technology
 - Work more closely with the University of Montana to deploy talent and labor to mutual benefit. Assist the university with programs outside its core competency and vice versa
7. Develop policies and partner to ensure the city has a range of homes that people can afford across the housing stock
 - Adopt housing policy and implement to include establishing a housing trust and plans for supportive housing on West Broadway
8. Incentivize infrastructure development among our private partners
 - Continue building infrastructure through MRA and intentional marketing of Opportunity Zones
 - Continue to refine land-use policies and regulations that provide predictability for developers who share our goals and vision
 - Develop annexation policy
 - Create and support policies/processes that support a strong labor union atmosphere in the city; review procurement and contracting policies to provide incentive for labor-friendly businesses and policies

C. Public Safety

The City of Missoula places a high priority on keeping our community safe. We also value the safety of our employees at work.

Strategic Goals

1. Increase the minimum shift size from five to six by adding six new police officers
2. Conduct a police staffing needs study that helps define an appropriate level of service for a growing city and recommends staffing to that level of service
3. Conduct a workplace safety study, led by the Police Department, and work to implement recommendations in the areas of workplace design, communication and training
4. Continue to support a robust, active Safety Committee

D. Infrastructure/Assets

At the end of three years, we will have developed and communicated plans that show past successes, current activity and future best practices for all infrastructure and assets including parks and open space; water utility, storm water and wastewater; streets and sidewalks; IT infrastructure and tools; buildings; vehicles; and people (institutional knowledge and professional experience).

Strategic Goals

1. Create functional, collaborative teams to implement, measure and communicate progress related to infrastructure and assets
2. Leverage our web platform to communicate assessments, plans and funding for each (individual) asset group on individual web pages starting as follows:

- Pilot with the water utility
 - Evaluate and refine
 - Implement for each asset group
3. Use words and graphics (maps) to promote educational communication with our citizens

D. Intentional/Sustainable Growth

The City of Missoula guides growth that is responsive, anticipatory and adaptive and that ensures that we maintain our identity as Missoula.

Strategic Goals

1. Adopt and implement annexation policy that includes cost/benefit analysis and other criteria
2. Adopt housing policy and implement recommendations to include funding
3. Identify and formalize levels of service to measure goals and deficiencies
4. Adopt and implement policy to ensure strategic development of infrastructure and help us achieve goals in an environmentally sustainable manner

E. Environmental/Human Health

The City of Missoula maintains and improves our natural environment to promote human, mental and social health.

Strategic Goals

1. Create functional working teams across departments to develop comprehensive strategies for implementation of transportation systems and green infrastructure
 - a. Develop and implement policies
 - i. Establish shared design standards for utilities, transportation and green infrastructure – implement through Development Services
 - b. Build planning framework
 - i. Identify missing pedestrian infrastructure and needed funding to connect all citizens to parks and trails
2. Use sustainable funding sources to implement recommendations from departments regarding Missoula's most vulnerable populations
 - a. Maintain public safety services commensurate with city growth and state budget cuts and our goals for social equity
3. Implement concrete outcomes from our conservation and Climate action goals. Develop projects such as:
 - a. Ordinance banning plastic bags
 - b. City-run curbside composting
 - c. Partnerships to promote repair/reduce/reuse/recycle
 - d. Solar project at Wastewater Treatment Plant
4. Build facilities that help our vulnerable communities
 - a. Build facilities that help our most vulnerable citizens. and work to provide case management, mental health services, housing
 - b. Work to provide case management, mental health services and housing