



STRATEGIC PLAN

FY 2024 – 2026

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Cover photo: During Sunday Streets Missoula once a year, a one-mile stretch of Higgins Avenue is closed to vehicles. People ride bicycles, play games, take fitness classes and enjoy the day.



EXECUTIVE SUMMARY

May 2023

The leadership and staff at the City of Missoula have put together this Strategic Plan with enthusiasm for the future and innovation on their minds. We are always trying to do more—always striving to be more efficient, to find new and different ways to serve our constituents, to innovate to ensure a healthy and prosperous future for all Missoulians. We make those plans in keeping with the shared values we hear from residents of our community.

This plan, like our community, is bold and forward-looking.

There's no doubt we are living in a challenging time in a rapidly changing world, but I have full confidence in Missoula's future. We are a community that cares about people and place—we have made a collective commitment to one another that we take care of our neighbors and care for our community. Your city government is no different—we are committed to you and to the place we call home.

I believe local government can be a transformative force for good in people's lives. That good can come as a friendly response from a City employee on the telephone, from the caring, professional hands of a highly trained first responder in a medical emergency and from a professional planner asking for comments on a project in a neighborhood. It also comes in planning for the future.

Let's do what we do best as Missoulians—working together to continue building the community we want for our children and grandchildren.

MAYOR JORDAN HESS





OUR MISSION

Reflecting the needs and values of our residents, 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.

OUR VISION

Missoula is an inclusive city where all people can live and celebrate meaningful, purposeful and fulfilling lives in a community offering unparalleled recreational, cultural and entrepreneurial opportunities.

OUR LENSES

The City of Missoula uses three decision lenses to guide the implementation of its strategic goals. City leaders and staff apply these lenses to make sure the City's values and goals are considered in every decision.



CLIMATE & RESILIENCE

Pursuant to Council resolutions 8329, 7753 and 8174, the City considers climate and resiliency impacts in all of its decisions.



EQUITY

Pursuant to Council resolution 8533, the City considers justice, equity, diversity and inclusion in all of its decisions.



HOUSING

Pursuant to Council resolution 8373, the City considers impacts to housing in all of its decisions.



GUIDING PRINCIPLES

WE HONOR the concept of open government, and we value participation, accountability and technical innovation while ensuring we remain flexible, nimble and willing to adapt to better respond to our residents' needs.

We make data-driven decisions and use metrics to assist us in measuring program performance and outcomes.





OPPORTUNITY



WE ACT to ensure that all people have full and equal access to opportunities, power and resources; we believe that it is our shared responsibility to engage in the work required to dismantle systems of privilege and oppression.

We commit to being people-centered, where all residents have equitable access to safety, security, health and wellness, education and economic sustainability.



WE ACT in the spirit of the Justice, Equity and Diversity Resolution adopted by the City Council, to ensure all people in our community have a right to a sense of belonging by working toward shared definitions of success.

We acknowledge the Séliš and Qlispé nations as the original First People of the Missoula Valley and seek to engage our Indigenous communities with honest transparency and a commitment to restorative relationship. Additionally, we recognize the historical and continuing impacts of institutionalized and systemic discrimination on Black, Indigenous and other People of Color and strive to adopt anti-racist values in all City operations.





WE RECOGNIZE that human health and a healthy natural environment are intrinsically linked. Therefore, we commit to prioritizing a healthy environment through policies and solutions that promote sustainable growth, enhance human and ecosystem health, preserve the natural environment, provide for sustainable and equitable transportation options for all and address the climate crisis.



WE SUPPORT economic growth and sustainability based on diversity and fairness in revenue; a healthy environment for job creation; a favorable environment for our small businesses; and wage parity so residents have opportunities to thrive.



CORE SERVICES

WORKERS in cities and towns all over perform services every day that are essential but don't receive top billing. Missoula residents expect their streets to be well maintained, their wastewater and sewage to be treated and discharged safely, police officers and firefighters and emergency medical technicians to respond when they're needed and parks to be maintained and welcoming. They expect a professional organization that pays its bills on time, effectively manages its staff, and provides transparent governance. At the City of Missoula, those services are at our core. Here are just some of the things we do every day.



Parks & Recreation

Missoula residents love their parks. Parks and Recreation staff take care of more than 550 acres of developed parkland, 4,200 acres of conservation lands, 26,000 publicly owned trees, 22 miles of commuter trails and 59 miles of conservation lands trails. They also watch over about 90 elk, permanent residents on Mount Jumbo. Missoula residents enjoy two public swimming pools and splash pools in parks all over the city.



Water & Wastewater

Our Wastewater staff members maintain more than 377 miles of wastewater lines and 31 lift stations. Our Garden City Compost recycles biosolids from the plant into new compost to grow plants and trees throughout the city. Missoula Water delivers 9.3 billion gallons of clean drinking water to Missoula residents each year and maintains 340 miles of main lines. Last year, they replaced 2,800 water meters with new technology.



Street Operations & Maintenance

Our staff in our Street Operations & Maintenance Division take care of 337 miles of city streets. They pick up leaves in fall, plow snow and deice all winter, sweep in spring, chip seal and repave in summer and fill potholes year-round.



Missoula Fire Department

Missoula Fire Department staff responded to more than 12,500 calls for firefighting and emergency medical response services last year. They train more than 30,000 hours a year to keep their skills sharp and to meet their goal response time of less than six minutes.



Missoula Police Department

The Missoula Police Department maintains 117 sworn positions. Most of those officers work in the Patrol Division, responding to calls, fighting crime and keeping Missoula safe. The department devotes more than 27,000 hours to training each year.

2024-2026

STRATEGIC GOALS



THE STRATEGIC GOALS of this plan are organized in four strategic pillars that encompass all aspects of City operations. The strategic goals included in the plan help maintain the City's core services or are new initiatives that enhance City services without compromising the core levels of service. They also help to prioritize budgeting and cross-departmental work planning.

1

COMMUNITY SAFETY, HEALTH AND WELL-BEING



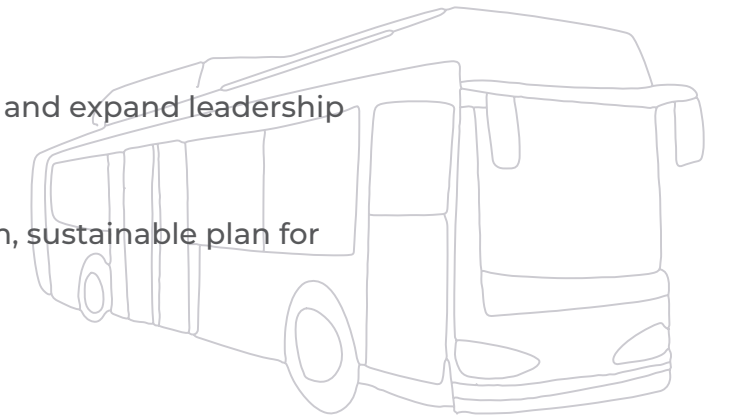
The City of Missoula focuses its efforts in public safety, health and well-being by ensuring that our core levels of service are maintained, our programs are innovative and efficient and outcomes are clear and measurable.

Strategic Goals



Partner to provide support services for people in crisis.

- » Continue support of the Mobile Support Team.
- » Continue support for the Missoula Crisis Intervention Team.
- » Develop the next phase of the City's approach to addressing houselessness with participation from residents and community partners.
- » Continue to lead the Missoula Coordinated Entry System and expand leadership capacity as the system grows and gains sophistication.
- » Work with community partners to determine a long-term, sustainable plan for Emergency Winter Shelter.





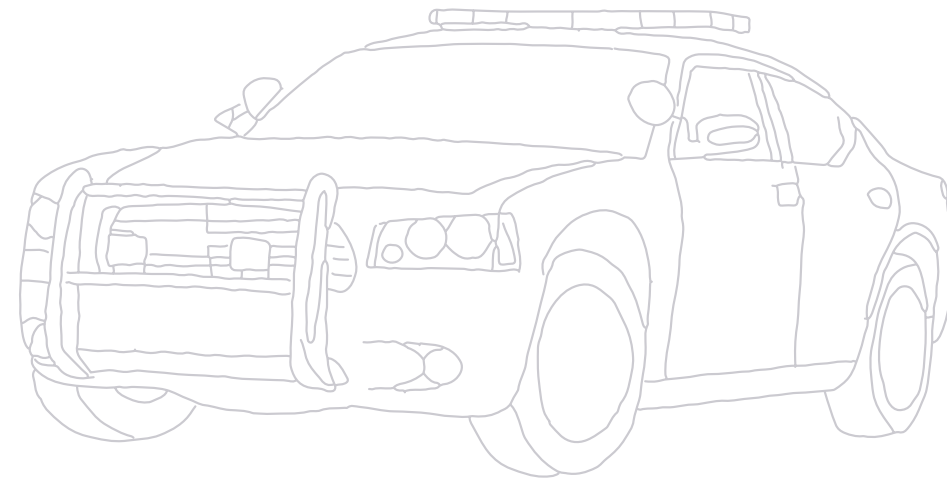
Implement the City's Master Fire Plan to provide a new engine company and new fire station.

- » Provide for additional Alternate Response Unit capacity as an interim step to manage the level of service.
- » Explore funding sources to support the addition of a fire station and engine company.
- » Evaluate Emergency Medical Service (EMS) study and develop an implementation strategy, as it dovetails with the Master Fire Plan.



Provide the facilities necessary for the Police Department to support its level of service.

- » Complete the facility needs assessments and site selection process.
- » Complete the conceptual design, which will inform size and estimate of probable cost; determine funding source.
- » Proceed to construction.



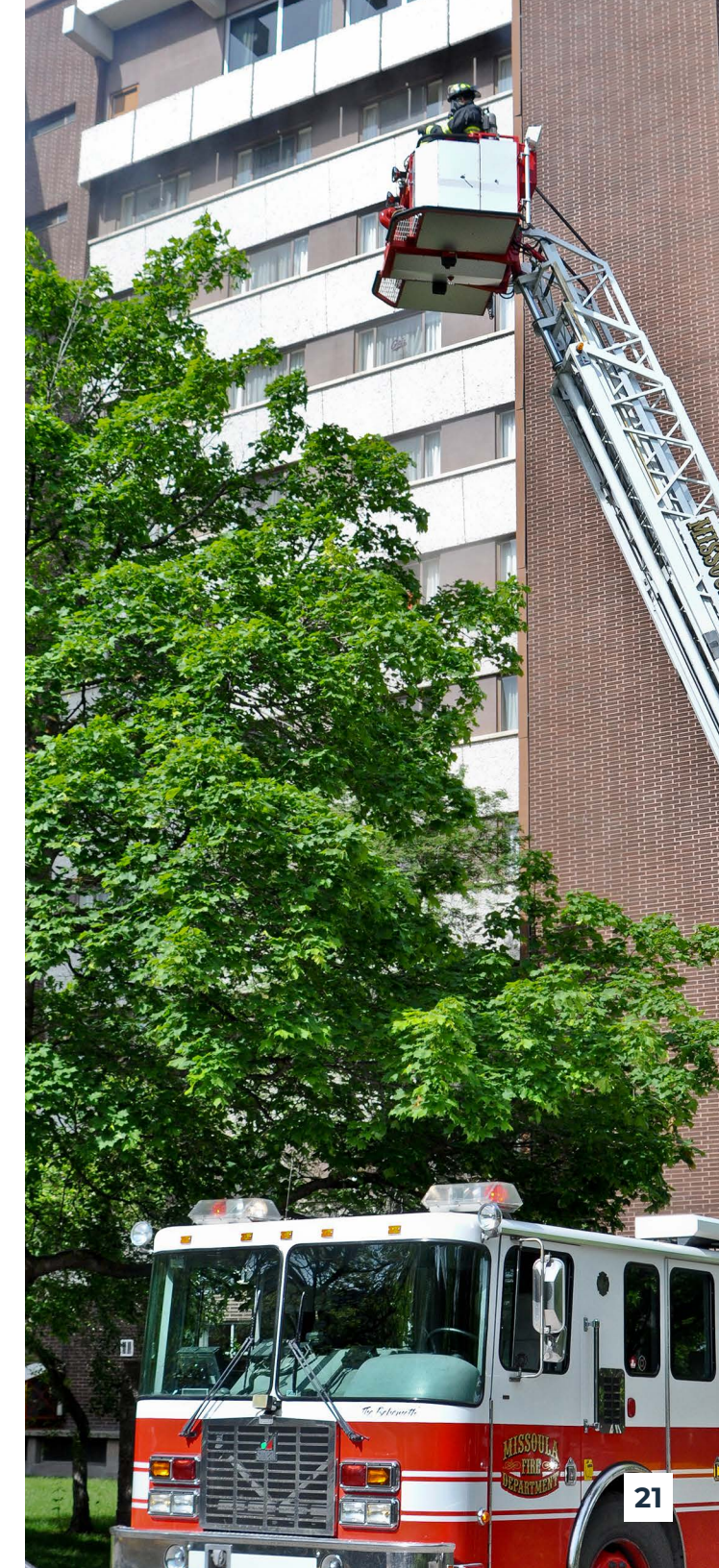
Maintain public health services, in areas of both prevention and response, to address City growth.

- » Ensure base funding for the City's equity efforts.
- » Complete the Community Health Assessment that will inform action strategies moving forward.



Continue the City's efforts to ensure that all residents have equitable access to health and wellness.

- » Work with service partners to identify a sustainable funding source for youth program scholarships.
- » Collaborate with County Office of Emergency Management (OEM) as its staff looks to update the Pre-disaster Mitigation Plan.
- » Work with partners to expand the school community center programs and realize the Currents Center for Recreation and Creativity to serve all ages and demographics.



2

COMMUNITY DESIGN AND LIVABILITY



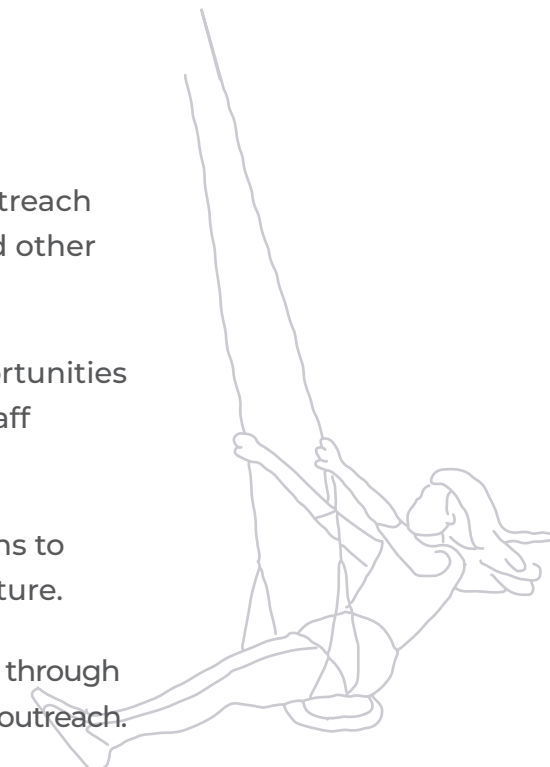
The City of Missoula will create policy and support development that promotes economically and environmentally responsible growth that prioritizes equitable, responsive and adaptive outcomes that prioritize people and place.

Strategic Goals



Build a system to effectively engage residents in community design and livability issues that matter to them and empower residents to have ownership in shared outcomes.

- » Increase diversity and inclusion in public outreach efforts through direct outreach by the City's Community Engagement and Communications Specialists and other community organizations.
- » Increase engagement at the Neighborhood Council level by providing opportunities for true collaboration and participation in City processes through regular staff updates, presentations and opportunities for questions and answers.
- » Update and create historic tours, story maps and historic district nominations to cultivate an awareness of our past and to create shared ownership in our future.
- » Increase awareness and opportunities to participate in policy and planning efforts through Engage Missoula, City websites, news media, social media and direct stakeholder outreach.





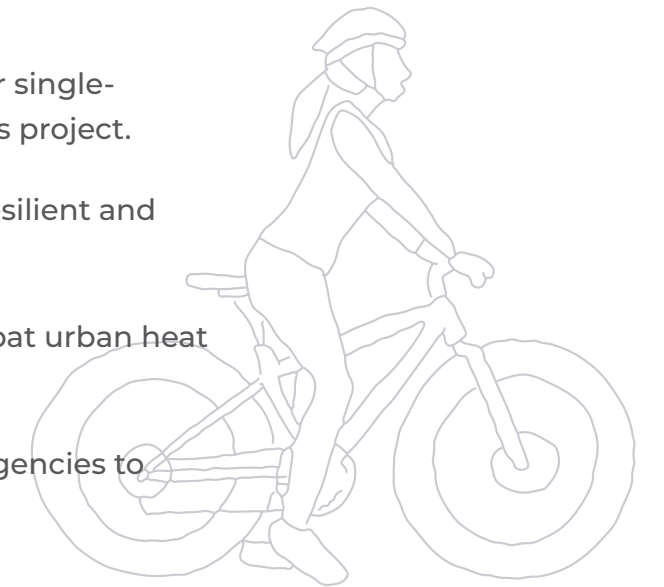
Provide for equitable growth while preserving our sense of place and creating reasonable expectations for change.

- » Develop action strategies to address displacement and gentrification.
- » Create regulations and incentives that support sustainable and equitable development and a diversity of housing types, including housing that meets unique and basic needs.
- » Create regulations and urban design standards that promote compact land use and walkable neighborhoods.
- » Update the Parks, Recreation, Open Space, and Trails (PROST) Plan, applying an equity and climate lens to meet needs of the community and following the Growth Policy.
- » Leverage City-owned land to create opportunities for growth and redevelopment.
- » Develop a preservation plan that elevates history, culture and livability through the lenses of equity and climate, prioritizes preservation planning actions, supports adaptive reuse and informs future planning endeavors.
- » Continue development of the Our Missoula Code Reform and Growth Policy Update project that will result in an aligned set of land development regulations.
- » Prepare a citywide Land Use Plan with responsive zoning and subdivision regulations and revised project review processes.



Promote community-wide sustainability and resiliency to reduce negative impacts on the environment and offset the impacts of climate change on our infrastructure, public health and natural environment.

- » Work with statewide partners to finalize a Renewable Rate Option structure with Northwestern Energy.
- » Promote the use of existing infrastructure and adaptive reuse of existing buildings through the Growth Policy update and Code Reform.
- » Incentivize and encourage community-wide development of buildings that are energy-efficient, all-electric and powered by renewable energy.
- » Promote clustering of development to protect the natural functions of the floodplain and riparian resources.
- » Create incentives and regulations that reduce the demand for single-occupancy vehicles by completing the Transportation Options project.
- » Use appropriate ranges of population projections to ensure resilient and sustainable city planning.
- » Promote regulations that increase urban tree canopy to combat urban heat desert effect.
- » Work in partnership with federal, state, tribal and nonprofit agencies to advance ecosystem resiliency and protect resources.





Invest in public infrastructure that supports safe, vibrant and walkable neighborhoods; a variety of options for housing; a clean and healthy environment; and a sense of place and belonging.

- » Prioritize transportation infrastructure projects that promote safety, mobility and reduced climate impact to create healthier, more sustainable neighborhoods and improved equity.
- » Prioritize climate and environmental sustainability projects such as Clark Fork River Access and Restoration; Flynn-Lowney ditch restoration; reforestation of urban centers and addressing aging and failing urban forest; and rehabilitation of Fort Missoula Ponds to wildlife parkland and wetlands.
- » Prioritize maintenance and repair of existing infrastructure, particularly infrastructure that serves underserved areas or populations.
- » Coordinate grant opportunities across departments to secure funding for key projects.



Ensure financial sustainability as the city grows and develops by making informed and intentional decisions with respect to cost of services, long-term liabilities, maintenance, tax base and return on mission.

- » Complete the cost of services study, a necessary precursor to a fiscal sustainability analysis of growth and development impacts.
- » Develop financial reserve policies for enterprise funds and districts.

- » Update street maintenance priorities based on use, equity, climate and legal responsibilities.
- » Develop parks and recreation acceptable levels of services and access by all residents, particularly in underserved and growing neighborhoods.
- » Create policy for acceptance of public infrastructure based on the ability to maintain financial sustainability.



3

ECONOMIC HEALTH



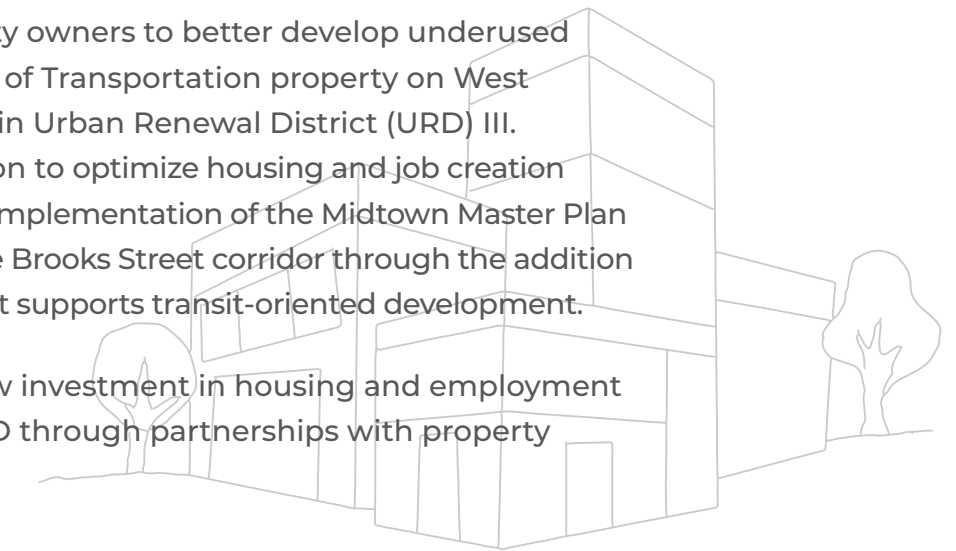
The City of Missoula fosters an environment that creates partnerships that result in increased economic vitality for the community.

Strategic Goals



Create housing and economic health through strong community partnerships.

- » Seek private-sector partners for the development of City-owned lands, including the Payne Block (the former public library), Russell & Broadway (the former Sleepy Inn) and the Johnson Street parcels adjacent to Montana Rail Link Park.
- » Identify opportunities to partner with property owners to better develop underused properties, such as the Montana Department of Transportation property on West Broadway and the Beach Transportation lots in Urban Renewal District (URD) III. Partner with the Missoula Midtown Association to optimize housing and job creation opportunities by promoting the adoption and implementation of the Midtown Master Plan with a major focus on the transformation of the Brooks Street corridor through the addition of fixed-route transit and regulatory reform that supports transit-oriented development.
- » Identify and support efforts to encourage new investment in housing and employment centers in the North Reserve/Scott Street URD through partnerships with property owners who control large tracts of land.





Create a formal structure within the City to work collaboratively to effect policymaking with external partners such as local, state, tribal and regional organizations, state legislators and the federal delegation.

- » Dedicate staff capacity to childcare initiatives such as Missoula Child Care Advantage, a United Way-led initiative.
- » Work on statewide coalition-building.



Increase City fundraising and grant-writing capacity.

- » Establish Grant Central Station team to seek, coordinate and administer grant opportunities.
- » Create formal relationships with organizations in the nonprofit sector to partner on fundraising and grant-writing opportunities for community priorities.



Work on statewide coalition-building to expand clean energy partnerships and participate in efforts to be proactive ahead of the 2025 legislative session.



4

ORGANIZATIONAL EXCELLENCE AND RESILIENCE



The City of Missoula fosters an inclusive, transparent and nimble organization that provides support and training for its employees and works collaboratively to provide high-quality, responsive and innovative services efficiently and effectively.

Strategic Goals



Support and enhance a results-oriented management culture in all departments.

- » Establish mechanisms to formally incorporate strategic lenses into structured decision-making.
- » Share best practices for integrating measurable goals and objectives into work plans.
- » Invest in technology systems that support the collection, dissemination and use of relevant data to drive management decisions.



Recruit and retain an engaged, innovative, diverse and competent work force at all levels.

- » Increase diversity of applicants in the hiring process to increase diversity of City staff members' lived, educational, and professional experiences.



- » Create and implement a formal system for developing an inclusive workplace culture.
- » Reestablish and revise a formal system for staff development and recognition.



Manage space and technology needs across departments to increase efficiency and better serve the community.

- » Optimize the allocation, use, and financing of technology and space across the City.
- » Acquire and implement key system upgrades, including Human Resources and Payroll, Finance and Asset Management.
- » In partnership with Missoula County, effectively manage the rehabilitation of the Missoula Federal Building and provide for a well-organized transition from City Hall to the former Missoula Federal Building.
- » Coordinate the planning and execution of necessary facility improvement projects to support operations and service delivery for Police, Public Works & Mobility, Parks and Recreation and Fire.



Review and realign business processes to support staff capacity, collaboration, and innovation.

- » Leverage ongoing technology enhancements to drive policy, procedure and process documentation.

- » Evaluate and revise business processes, technologies, and staffing levels to achieve greater efficiency and effectiveness.
- » Modernize information technology systems and practices.



Assess, enhance and strengthen internal communication and collaboration.

- » Deploy technologies that provide opportunities and support for collaboration and information sharing within and among departments and work teams.
- » Implement a robust intranet to centralize internal information and communications for staff development and recognition.



Increase community engagement and understanding of City services, initiatives and resources.

- » Drive consistency, effectiveness and excellence in City messaging.
- » Overhaul and implement social media policies and operations.





Create a workplace that values and supports employee safety and wellbeing.

- » Assess workplace safety and wellbeing and develop a plan to remedy areas of concern, support areas of success while increasing overall staff engagement in safety and wellbeing efforts.



Create short- and long-term actions and metrics and to make City operations environmentally sustainable.

- » Implement climate action policies to reduce greenhouse gas emissions through energy efficiency and electrification of City-owned buildings and fleet vehicles.
- » Invest in renewable energy opportunities.
- » Incorporate zero waste practices into all City operations.





STRATEGIC PLAN / FY 2024–2026

435 Ryman Street

Missoula, MT 59802

www.ci.missoula.mt.us