



Our Missoula Growth Policy: 5-Year Review

APPENDIX F: City Strategic Plan

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CITY OF MISSOULA STRATEGIC PLAN 2020 -2023

Introduction

In 2015 the City of Missoula adopted Our Missoula, a comprehensive framework developed in collaboration with the broader community to guide responsive and sustainable growth, create economic prosperity, ensure vibrant neighborhoods, build on infrastructure that serves citizens at a reasonable cost, and maintain a high level of community engagement that is integral to our success. In an effort to continue working towards the ambitious goals outlined in Our Missoula, the City of Missoula developed a three-year strategic plan that will set priorities for decision making and investment. The City will maintain accountability through an annual action plan and transparency through regular progress reports.

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 encourage, support, and value innovation, efficiency and continuous improvement.
- 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 homes they can afford.
- We are intentional and inclusive and value equity in maintaining our core identity.
- We believe that 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 Priorities

The 2020-2023 Strategic Plan outlines the specific areas that the City of Missoula will prioritize



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in work planning and budgeting in the next three years to make meaningful progress towards our goals.

Organizational Excellence

Foster a transparent, nimble organization of employees challenged to provide high quality, responsive, and innovative services efficiently and effectively.

Strategic Goals

1. Standardize a performance driven management model in all departments.
 - Clearly define outcomes using key performance indicators and standard metrics.
 - Identify and formalize levels of service to measure goals and deficiencies.
 - Create a consistent reporting style to increase transparency and communication with the community.
 - Complete an inventory of currently collected data points.
 - Identify data sharing and matching opportunities with Missoula County, the criminal justice system, and health care systems.
2. Develop a succession plan that identifies future leaders of the organization.
 - Identify internal career ladders within departments.
 - Complete a city-wide pay study to address any existing inequities.
 - Institutionalize training in basic systems and procedures.
 - Preserve a family-friendly workplace for employees at all stages of life.
3. Solve space needs across departments.
 - Work with the Government Services Administration to explore the acquisition of the Federal Building to meet current and future space needs.
 - Expand on the previously completed space master plan to address operations and maintenance functions.
4. Review and realign organizational structure to support collaboration and effective delivery of service.
 - Think holistically about physical and organizational structure.
 - Create functional working teams within and between departments to increase collaboration on shared projects and in key areas.
 - Create more strategic alignment between departments with similar missions to improve collaboration and prioritization.

Economic Health

Maintain and grow a diverse economy through partnerships and innovation to support large and small business and entrepreneurs, while providing employment opportunities for all citizens.

Strategic Goals

1. Provide leadership for tax reform in the Legislature.



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- Cooperate with partners across Montana to achieve tax reform, including a local-option tourist tax and tax fairness measures.
2. Partner with the Missoula Economic Partnership to support economic growth.
 - Organically grow businesses locally and prioritize economic investments.
 - Identify opportunities in federally designated Opportunity Zones.
 - Support the creation of living-wage jobs.
3. Partner with the University of Montana to deploy talent and labor to mutual benefit.
 - Identify shared goals and opportunities to collaborate.
4. Support economic growth through the implementation of housing policy.
 - Establish a housing trust fund to support the construction of homes Missoulian's can afford.
 - Create an affordable housing incentive program that encourages participation by the private sector.
 - Redevelop underused and dilapidated properties in city ownership to meet our current and future housing needs.
5. Support for strong labor unions.
 - Provide incentives to support labor unions through procurement and contracting policies.

Safety and Wellness

Working in partnership with the community, provide a high level of public safety that reflects a thriving community in which to live, work, and play.

Strategic Goals

1. Maintain public safety services commensurate with city growth.
 - Conduct a police staffing needs study that helps define an appropriate level of service for a growing city.
 - Assess expansion needs in the Missoula Fire Department based on recent annexations.
2. Increase collaboration to improve efficiency and increase preparedness.
 - Work in concert with other public safety, governmental, and non-governmental agencies to eliminate duplication and seek opportunities to work cooperatively to improve efficiency.
 - Enhance the Crisis Intervention Team model by hiring a community-wide multi-jurisdictional program manager.
3. Address workplace safety concerns.
 - Conduct a workplace safety study and work to implement recommendations in the areas of workplace design, communication, and training.
 - Coordinate with Homeland Security on resources available to support workplace



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- safety.
- Maintain a robust and active Safety Committee focused on workplace safety.
4. Provide lifesaving services for Missoula's most vulnerable populations.
 - Partner with community organizations to ensure adequate shelter capacity during the winter months.
 - Partner with community organizations to assess and make recommendations to improve Missoula's behavioral health crisis response system.
 5. Design and create facilities and spaces that promote social equity.
 - Create a dedicated space and learning opportunities for children of all ages through the construction of the "DNA Tornado" and a community living lab in the new public library.
 - Support the creation of Permanent Supportive Housing to serve community members experiencing significant barriers.

Community Design and Livability

Create policy and support development that leads to equitable, responsive, and adaptive growth that ensures that we maintain our identity.

Strategic Goals

1. Prioritize infrastructure investment.
 - Create a decision framework that aligns investment with integrated planning efforts in the following areas: parks and open space, water utilities, storm and wastewater, streets and sidewalks, IT systems, facilities and vehicles.
 - Engage in master planning to guide infrastructure investment.
 - Invest in infrastructure that will support the development of homes.
2. Collaborate on the implementation of infrastructure projects.
 - Create cross department functional working teams to ensure effective implementation of complex infrastructure projects.
 - Utilize project visibility software to increase communication, efficiency and transparency.
 - Track, measure and communicate outcomes related to city infrastructure and assets including up-front and life-cycle costs to the community.
3. Establish fiscal sustainability as a critical measure for intentional growth.
 - Complete a fiscal analysis to inform land use decisions and infrastructure investment.
4. Create understandable and reasonable regulation that supports good development.
 - Analyze and amend urban subdivision and Townhome Exemption regulations.
 - Amend land use code as recommended in A Place to Call Home to support the development of homes that Missoulian's can afford.



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5. Support sustainable growth initiatives.
 - Partner with community organizations to create a Green Building Summit to educate the development community on sustainable practices.
6. Implement adopted policy surrounding transportation systems and green infrastructure.
 - Create cross department functional working teams to aid in implementation and to increase collaboration.
 - Develop and implement policies that establish shared design standards for utilities, transportation and green infrastructure.
 - Build a planning framework that identifies missing pedestrian infrastructure and needed funding to connect all citizens to parks and trails.

Environmental Quality

Maintain and improve our natural environment to support individual and community health.

Strategic Goals

1. Promote health equity.
 - Utilize the Parks Master Plan to identify and address park deficient areas in our community.
2. Implement adopted Energy Conversation and Climate Action initiatives.
 - Adopt and implement a citywide plastic bag ordinance.
 - Investigate feasibility of a City run curbside composting service.
 - Partner with community organizations to support the implementation of the Zero by Fifty.
 - Partner with community organizations to support the implementation of the 100% Clean Electricity initiative.