



# City of Helena

## CITY OF HELENA

City Commission Meeting

February 21, 2023 - 4:00 PM

City - County Building Room 326 / Zoom Online Meeting; <https://us06web.zoom.us/j/84874108076>

Commission Interview: Clifford Strachan

1. **Call to Order and Roll Call**
2. **Pledge of Allegiance**
3. **Communication/Proposals from Commissioners**
4. **Candidate Interview with City Commission**
  - A. Candidate Profile
  - B. Public Comment
  - C. A PORTION OF THE MEETING MAY BE CLOSED TO THE PUBLIC PURSUANT TO SECT. 2-3-203(3), MCA, TO CONDUCT CITY MANAGER CANDIDATE DELIBERATION, SHOULD THE MAYOR DETERMINE THAT THE DEMANDS OF INDIVIDUAL PRIVACY CLEARLY EXCEED THE MERITS OF PUBLIC DISCLOSURE.
5. **Public Communications**
6. **Adjournment**

It is the policy of the City Commission to take public comment on any action item. For further information on any of the items mentioned above, please contact the City Clerk's Office at 447-8410 or [dmclayborn@helenamt.gov](mailto:dmclayborn@helenamt.gov).

To read packet information while attending a City Commission Meeting please use the City/County wireless network COMM\_MEET during the meeting.

The City of Helena is committed to providing access to persons with disabilities for its meetings, in compliance with Title II of the Americans with Disabilities Act and the Montana Human Rights Act. The City will not exclude persons with disabilities from participation at its meetings or otherwise deny them the City's services, programs, or activities.

Persons with disabilities requiring accommodations to participate in the City's meetings, services, programs, or activities should contact the City's ADA Coordinator, Ellie Ray, as soon as possible to allow sufficient time to arrange for the requested accommodation, at any of the following:

Phone: (406) 447- 8490

TTY Relay Service 1-800-253-4091 or 711

Email: [citycommunitydevelopment@helenamt.gov](mailto:citycommunitydevelopment@helenamt.gov)

Mailing Address & Physical Location: 316 North Park Avenue, Room 445, Helena, MT 59623.

# ***Clifford Strachan***

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City of Helena  
P.O. Box 1251  
Helena, MT 59624

December 29, 2022

## **Re: City Manager Recruitment**

The aims of local government are to build community and deliver needed services, and I am proud of the work I have done to help the communities I have served. I would like to help the City of Helena become even better.

Experienced in both local and state government, I have worked in a variety of positions both in operations and administration, in cities large and small, including responsibilities as Chief Administrative Officer, Council Executive Director, and as a director of various departments.

A forward-looking, relationship-building leader, I thrive on building consensus and trust, resolving problems, improving processes and policy, and developing personnel.

- At Provo City, with the cooperation of the Administration and the Council, my patient and steady efforts improved the budget and financial management process, and public engagement within the community.
- At the Governor's Office of Management and Budget, I performed budget management and policy analysis for large departments, including an in-depth budget review of the Department of Agriculture and Food, and created an evaluation tool to decide whether a given service might better be delivered by the private sector.
- At South Jordan City, I managed strategic planning, public works, and other municipal services, at a time when our population grew from 20,000 to 50,000 residents, including developing the Daybreak community and The District.

An advocate for lifelong learning, I am currently learning Spanish, and I am currently working on assessments needed to earn the Credentialed Manager designation from the International City Management Association (ICMA).

I welcome an opportunity to discuss how I might help you meet your community and organizational goals.

Sincerely,



Cliff Strachan

# Clifford Strachan

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Leader who drives exceptional results in management, operations, and public policy.

**Administrative competencies:** administration | strategy | public works | engineering | environmental | safety | economic development | finance | legislation | council relations

**Key skills:** leadership | public policy development and implementation | budgeting | public speaking | board support | legislative affairs | research | public works | capital programs | economic development

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## Professional Experience

### **Chief Administrative Officer | City of Sandy | Sandy, UT | 2022**

- Led day to day operations and administration of the City under the direction of the Mayor; liaised with the City Council, and the public; served on the Board of the South Valley Chamber.

#### **Key results**

- Delivered on the Mayor's first-year budget proposals.
- Recruited various senior Administration positions.

### **Municipal Council Executive Director | City of Provo | Provo, UT | 2016-2022**

- Led the Council Office in support of the City Council's primary functions for legislation, appropriations, and review of municipal administration; serve as liaison to the City Administration, news media, and the public.

#### **Key results**

- Organized Council's nine priorities into a two-year action plan and made considerable progress.
- Completed update to the General Plan – the first since 2009.
- Transformed the culture and productivity of the Council Office.

### **Program Specialist | Budget and Policy Analyst | State of Utah, Governor's Office of Management and Budget | Salt Lake City, UT | 2009 -2016**

- Led and staff Free Market Protection and Privatization Board; review agency programs and make recommendations for the privatization of government services.
- Promoted interests of the Governor on complex agency budget matters and policy issues; represented office before departments, legislative committees, and task forces.
- Analyzed and developed multi-billion dollar agency budgets (e.g., Departments of Natural Resources, Agriculture, and Health).

#### **Key results**

- Developed consolidated approach to Medicaid reporting that improved accountability between state Medicaid providers and agencies.
- Identified opportunities to improve service delivery by completing in-depth budget review of Department of Agriculture and Food.
- Developed opportunity to increase competition and provide better value by recommending privatization of student information systems at State Office of Education.
- Developed analytical tool for evaluating state programs and recommending alternative service delivery models.

### **Associate Director, Municipal Services Group | City of South Jordan, UT | 2003 - 2008**

- Directed operations of Public Works, Engineering, Strategic Planning and Budgets, and Environmental Management Divisions; managed up to 50 staff and \$11 million operating and \$53 million capital budgets.
- Represented the city on various interagency committees including Mid-Jordan Light Rail, Storm Water Coalition, and state highway projects.

#### **Key results**

- Implemented departmental safety program that earned APWA-Utah's 2008 Safety Award.
- Promoted environmental protection and improved storm water services by launching new Environmental Management Division; built 2 wetlands projects.
- Increased public transit ridership as stakeholder representative; partnered with other municipalities and Daybreak to establish Trax extension to South Jordan.
- Saved \$1.1 million by reversing plans to municipalize solid waste collection.
- Saved \$70,000 per year by identifying savings and amending solid waste contracts.
- Developed and implemented culinary water, storm water, and transportation master plans.

### **Chief Administrative Officer | District of Ucluelet, BC | 1999 - 2002**

- Directed operation and corporate administration of small full service municipality; 17 staff and \$6 million budget.
- Organized and led the Ucluelet Economic Development Corporation.

#### **Key results**

- Successfully negotiated a three-year collective bargaining agreement.
- Initiated and implemented a regional emergency plan covering several communities.
- Created the *Ucluelet Harbour Advisory Commission*, and established the small craft harbour environmental management plan.
- Added \$700,000 to the local economy by launching Ucluelet Economic Development Corporation.

### **Administrator | North Cedar Improvement District | Cedar, BC | 1996 - 1999**

- Directed operation and administration of water, street lighting and fire services for community of 3,500; managed staff of 5 and budget of \$1 million.

#### **Key results**

- Improved revenue collection by changing procedures; reduced arrears to 10% from 25%.
- Achieved surpluses annually by implementing 20-year capital and 5-year financial plans.
- Successfully negotiated a four-year collective bargaining agreement.

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## **Education & Professional Development**

**Master of Business Administration | University of Utah | Salt Lake City, Utah**

**Master of Arts (Public Administration) | Carleton University | Ottawa, Canada**

**Bachelor of Arts (Political Science) | Brigham Young University | Provo, Utah**

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Senior Certificate in Local Government Administration | British Columbia Board of Examiners

Certified Municipal Clerk | International Institute of Municipal Clerk





# CITY MANAGER





# THE COMMUNITY

Helena was established in 1864 during the Montana gold rush. It became a wealthy community and the city's well-known mansion district was home to nearly 50 millionaires. Helena's three-block downtown shopping district sits atop Last Chance Gulch, one of the most famous placer deposits in the West.

Helena is proudly home to the Archie Bray Foundation, an internationally renowned ceramics center, Broadwater Hot Springs, the Myrna Loy Performing Arts Center, and the Holter Museum of Art. The Great Divide Ski Area, miles of trails, and multiple lakes and rivers provide our residents year-round outdoor recreation.



## BY THE NUMBERS

33,120  
population

14,668  
households

11.8%  
poverty rate

16.82 sq  
city miles

- 13 minutes -  
average commute

109M  
FY2023 Budget

83.8%  
of households  
have broadband  
internet

70<sup>nearby lakes</sup>  
miles of trails

↑ 5,468'  
elevation of  
Mt Helena

53 sworn  
police officers

42 full-time  
firefighters

350<sup>city</sup>  
FTE



1 Private College 1 Community College 2 High Schools 8 Elementary Schools



# POSITION

The City Manager serves as an effective liaison between the public, City Commission, and subject matter experts including department heads. The position coordinates and supervises the overall administrative activities and operations of the City and advises and assists the City Commission in exercising independent judgment and initiative.

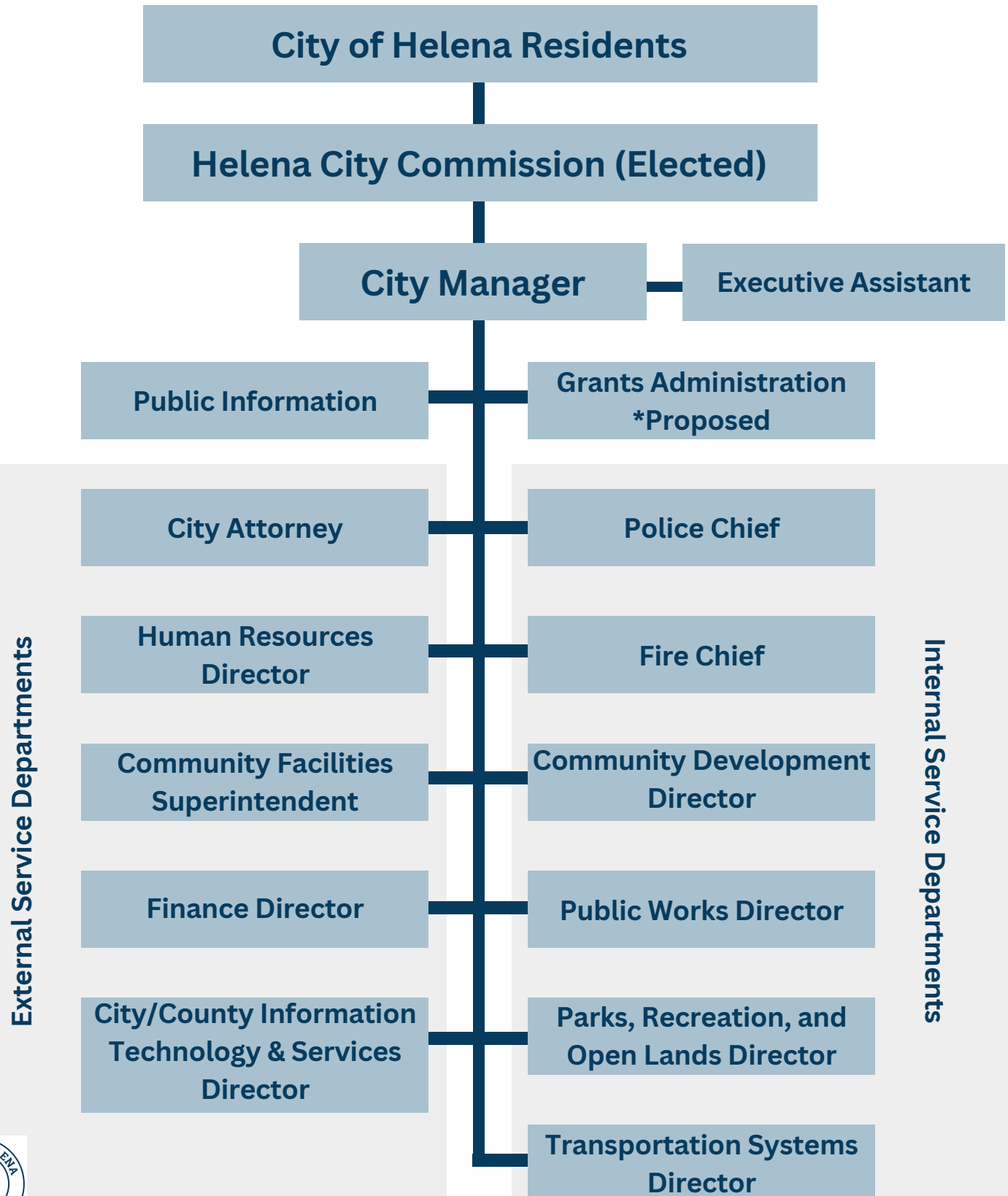
The City Manager must make timely and informed decisions, lead with diversity and inclusion as primary values, demonstrate composure, and coordinate the efforts and decisions of five policymakers. The position guides the City Commission toward effective policymaking and provides counsel and recommendations based on thoughtful research and consideration of options.



- Appoints, directs, and evaluates department heads concerning administrative and operational goals and objectives
- Prepares and submits the City budget for review and approval by the City Commission
- Oversees expenditures and reports on financial and administrative activities
- Provide continuity in executive management through strategic and succession planning
- Represents the City in the community, at professional meetings, and at other governmental agencies as required
- Oversees all improvement projects; reviews plans, and specifications, advertisements for bid notices, and contracts



# ORGANIZATION



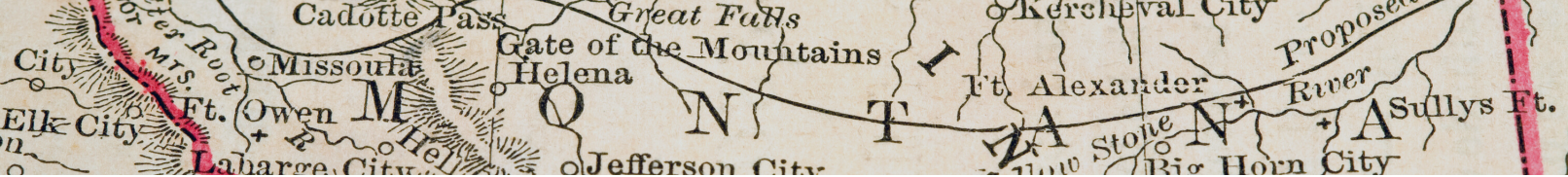


# PRIORITIES

The City Manager will be expected to work with stakeholders and leaders to develop a formal strategic plan to address the following preliminary community priorities:

- Improve neighborhood livability, vitality, and diversity as Helena grows.
- Promote healthy and sustainable growth that preserves Helena's unique history.
- Promote a community where all residents equally feel safe in their homes, neighborhoods, downtown, and in other public facilities.
- Establish the city as an employer of choice through the reorganization of healthcare benefits and a market-based pay study to curb employment challenges
- Increase transparency and citizen access by increasing capacity in records retention, digitization, and preservation.
- Implement best practices for financial security and capital replacement.
- Assess the long-term financial condition, budget process, and capital needs.
- Identify funding priorities and incorporate proactive and innovative financial strategies to accomplish the Commission's goals.
- Establish departmental and staff work plans which align with the strategic priorities.
- Strengthen relationships and build trust in City leadership with community members, stakeholders, business leaders, civic associations, and intergovernmental and regional partners.
- Identify new or updated policies necessary to improve operations, ensure consistency, and support and implement diversity, equity, and inclusion.
- Meet regularly with the Lewis and Clark County Administrator to work on issues of importance to both jurisdictions including City/County interlocal operations and agreements (information technology, records/dispatch, landfill, city/county building, law and justice center, etc.).
- Assist coordination of regular meetings of the County and City Commission.
- Develop an Economic Development strategy that promotes a strong, vibrant, and diverse local economy with the Commission and staff.
- Support the City's Downtown Master Plan and Growth Policy and efforts to implement the Downtown Master Plan including the creation of an Urban Renewal Manager.
- Review, update and develop neighborhood/district plans as appropriate.





# IDEAL CANDIDATE

The City of Helena seeks an experienced strategic leader to provide innovation, unity, and direction as its City Manager. The position requires a candidate that will guide effective policymaking and recommend actions based on thoughtful research and consideration of options. The successful candidate will establish and communicate a vision that motivates the organization to continue providing service excellence to citizens.

This position requires education and experience equivalent to a bachelor's degree in management, public or business administration, or a related field and seven years of progressively responsible experience including local government, financial management, and human resource management experience. Preferred qualifications include a graduate degree in a related field, International City/County Management Association credentialing, economic and community development experience, and municipal government leadership experience.

The City Commission seeks a candidate with the following characteristics:

- Ability to gain a clear understanding of the city and its values.
- An inclusive, participatory leadership style and ability to establish trust, stabilize operations, and move organizations forward.
- Ability to explain complex issues in a clear and understandable manner.
- Understanding of essential services provided by municipalities including water, wastewater, sanitation, fire protection, and community policing.
- Knowledge of human resources including employee and labor relations, compensation, policy, performance management, and motivation.
- Skilled in active listening, conducting organizational assessments, and integrating plans from multiple work units into a comprehensive and measurable strategic plan that encourages policymakers to focus on the future.
- Capacity to develop partners and stakeholders, foster diversity and inclusion, lead with empathy and compassion, and motivate teams through change.
- Experience creating succession plans and sharing authority with subordinates to ensure continuity in organizational leadership.
- Provides effective budget development and can adjust for influxes of revenue, coordinate with the chief financial officer, and mobilize resources to facilitate leadership and resource prioritization.
- A proactive, thoughtful, and methodic approach for modernization and process improvement to address changing community needs.



# COMPENSATION

The annual salary range is xxx,xxx to \$200,000 depending on qualifications.

The City of Helena offers exceptional benefits including medical, prescription, dental, vision, hearing aid benefits, life insurance, and retirement. The Mutual of Omaha life insurance policy premium is paid by the City. Supplemental benefits are available through pre or post-tax payroll deductions as well as HSA and Flex Spending Account options. Please see the comprehensive and detailed list of benefits at the following website: <https://intranet.helenamt.gov/human-resources/benefits>

The Montana Public Employees Administration (MPERA) administers the Public Employees' Retirement System (PERS). The City and the employee contribute a percentage to the fund as set by State Law. Additional retirement options are available on a pre or post-tax basis.

# PROCESS

The City of Helena is an equal-opportunity employer. All qualified candidates are encouraged to apply. The City prohibits discrimination on the basis of sex, age, race, color, religion, creed, national origin, physical or mental disability, marital status, political beliefs, veteran's status, sexual orientation, gender identity or expression, or genetic information.

Candidates interested in this exceptional career opportunity must submit a detailed resume and cover letter to [cms@mt.net](mailto:cms@mt.net). The cover letter should describe why the candidate is interested in the position and the candidate's background. The resume should include employment details, the size of staff and budgets managed, and career highlights. Candidates are encouraged to submit their application materials early for review by the City Commission.

Applicant reviews will begin on January 23, 2023. The position is expected to be filled by April 2023. Candidates are requested in their cover letter to note whether they assert their right to individual privacy in their submission. Following submission of the applications, a meeting will be scheduled for purposes of initial screening. Meetings of the Helena City Commission are generally open to the public. However, please note that meetings to screen the candidates may be closed if the Mayor determines that the demands of individual privacy clearly exceed the merits of public disclosure. Confidential inquiries are welcome and may be directed to James Kerins, Communication and Management Services, LLC at (406) 442-4934.

