



City of Helena

CITY OF HELENA

City Commission Meeting

February 21, 2023 - 6:30 PM

City - County Building Room 326 / Zoom Online Meeting; <https://us06web.zoom.us/j/89907435391>

Commission Interview: Tim Burton

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.

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

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

TIMOTHY SCOTT BURTON

January 4, 2023

cms@mt.net

To Whom It May Concern:

I am submitting this letter and resume in response to your job posting for the Helena City Manager position. I am interested in this position because I want to continue to work with the City Commission, City staff, City strategic partners and the public to stabilize City operations and processes, work on affordable housing, homelessness, infrastructure, climate change, economic development, growth and many other challenges the City is facing. The Commission and staff have worked as a team, each with different responsibilities, to accomplish much these last several months. I am invested in this work and feel I can constructively and strategically contribute as a member of the team to continue to achieve positive results for the City of Helena for the next several years.

I have a Master of Public Administration degree and a Bachelor of Arts in Political Science degree. My work experience includes top management positions in City, County, and State Government, and Association management. I have reviewed the City Manager posting and believe I meet all of the qualifications, and required knowledge, skills and abilities for the position.

My career experience brings a skill set that perfectly aligns with the critical issues and opportunities required of the position. I have experience creating professional and strategic partnerships, have extensive communication experience, experience in economic development, budgeting and financial management, labor relations and stakeholder engagement. I have years of experience working collaboratively and inclusively with elected leaders, staff and strategic partners throughout the local, state and federal levels of government.

I can be contacted at the telephone number or email address listed above. I look forward to the opportunity to speak to you in person regarding the City Manager position.

Sincerely,



Tim Burton

Enclosures: Resume

TIMOTHY SCOTT BURTON

WORK HISTORY

Helena Interim City Manager
Helena, MT

April 2022 – present

This position works directly for the Helena City Commission and is responsible for implementing the short- and long-term policy and strategic goals established by the Commission. The City of Helena has an annual budget of \$108 million and a staff of 374 employees. As the Interim City Manager, I am responsible for the day-to-day management and administration of the City, working with 11 department directors, the City's strategic partners and the public it serves. The Interim City Manager works with department directors to create a positive work culture and environment, overcome operational and service delivery challenges and deliver a consistently high level of service to the residents of the City.

Achievements: Working with the Commission and the highly effective City team, we successfully passed a balanced budget. The focus of the budget was to reestablish the City as an employer of choice, increase transparency and foster greater citizen access by increasing capacity in the City's records retention, digitization, and preservation program. We also focused on improving the budget process to better serve the Commission, departments, and the public. Hired four department directors including; Police Chief, City Attorney, Director of Community Development, and Park and Recreation Director. This brought the City's management team to full staffing for the first time in several months. Reviewed all City Capital Improvement Plans with the Commission in preparation for creating a deliberate and transparent process to allocate millions of dollars in Federal American Rescue Plan Act (ARPA) funds and setting the stage for further improvements to next year's budget process with the Commission and City departments.

Executive Director, Montana League of Cities and Towns
Helena, MT

January 2015 – March 2022

The Montana League of Cities and Towns (MLCT) is a nonpartisan association made up of all 127 incorporated cities and towns in Montana. The Executive Director works directly for an 18-member Board of Directors made up of local government leaders throughout Montana. The Executive Director is responsible for the day-to-day management of the MLCT. Responsibilities include: advocacy efforts for all MLCT members at the federal, state and local levels of government including Congress, the state legislature and federal and state agencies; provide training, technical assistance and research for the benefit of MLCT members; maintain strategic partnerships with the Montana Municipal Interlocal Authority, Montana Association of Counties, Montana Infrastructure Coalition, the National League of Cities (NLC) and many other organizations. Reason for leaving: Hired as the Helena Interim City Manager.

Achievements: Was a founding member of the Montana Infrastructure Coalition in 2015, bringing together over 100 organizations to promote infrastructure investment in Montana. We worked with our strategic partners to raise the gas tax in 2017 for state and local governments for the first time in over 30 years, bringing an additional \$26 million to local governments annually for street and road improvement projects. Worked with the state to direct over \$95 million in Coronavirus Aid, Relief, and Economic Security Act dollars to local governments for pandemic relief costs. Worked with the NLC to make ARPA dollars available for water, sewer and broadband investments and established a \$10 million revenue

replacement threshold for local governments under U.S. Treasury guidance. Worked with Senator Tester's office and the NLC to pass the bipartisan Infrastructure Bill. Worked to pass House Bill 632 in the 2021 Legislative Session to make \$150 million in state ARPA dollars available to Montana local governments through direct allocation and \$250 million for competitive grants for sewer and water infrastructure projects. Achieved 100% membership with Montana cities and towns in the NLC. Served on the NLC Board of Directors for a two-year term ending in 2019.

Chief of Staff for Montana Governor Steve Bullock
Helena, MT

January 2013 – 2014

The Chief of Staff worked directly for the Governor. The State of Montana had a biennial budget of \$12 billion and a staff of 12,000 employees. This position was responsible for the day-to-day management of the Executive Branch including direct supervision of Cabinet members. Responsibilities included: labor relations; budget development and management; legislative issues and process; policy development and implementation; strategic planning; constituent services; and working with local, state and federal government elected officials and agency personnel. The position had 20 direct reports, including department directors, and was responsible for running Cabinet meetings on a regular basis. Reason for leaving: Hired as Executive Director of the MLCT.

Achievements: As a member of the Governor's management team, we successfully cut taxes for small businesses in Montana holding local governments harmless. We fixed the state's pension systems without raising taxes, froze tuition for our college students, and we were able to set aside a healthy rainy-day fund.

Transition Director for Montana Governor-elect Steve Bullock
Helena, MT

November - December 2012

Responsible for managing Attorney General Bullock's transition out of the Department of Justice, coordinating with Attorney General-elect Tim Fox's team, and the transition into the newly elected Governor's Office. Supervised eight to twelve employees and managed a transition budget of \$50,000. Responsibilities included: recruitment and selection for 50+ Governor's Office appointed positions and Cabinet members; preparing for the upcoming legislative session defining the Governor's priorities and becoming familiar with all agency legislation; reviewing, revising and learning the state budget; developing a system to enable the Governor to recruit and appoint 1,200+ individuals to 153 boards, councils and commissions. This position ended when Governor Bullock was sworn into Office.

Deputy Director/Chief of Staff, Montana Department of Justice
Helena, MT

June 2009 – 2012

This position worked directly for the Attorney General. The Montana Department of Justice had a \$90 million annual budget and a staff of 750+ employees. The Deputy Director/Chief of Staff was responsible for the day-to-day management of the Department of Justice. Responsibilities included: labor relations; budget development and management; legislative issues and process; policy development and implementation; strategic planning; constituent services; and working with local, state and federal government elected officials and agency personnel. This position supervised eight division administrators. Reason for leaving: Hired as Chief of Staff for Governor Bullock.

Achievements: As a member of the senior management team at the Department of Justice, we successfully implemented the \$40 million MERLIN computer system, created the Children's Justice Center, implemented the Prescription Drug Registry, and implemented the 24/7 Sobriety Program.

Helena City Manager

Feb 2000 – June 2009

Helena, MT

This position worked directly for the Helena City Commission. The City of Helena had a \$55 million annual budget and a staff of 285 employees. This position was responsible for the day-to-day management of the City. Responsibilities included: labor relations; budget development and management; member of the Montana Municipal Insurance Authority Board of Directors; commission support; policy development and implementation; strategic planning; constituent services; working with local, state and federal government elected officials and agency personnel; and other responsibilities required by the City Charter. This position supervised nine department directors. The position was responsible for all professional support required by the City Commission for the conduct of City business. The position tracked federal and state legislative issues that were important to the City, and coordinated City legislative efforts with local, state, and federal elected officials, city and state department heads, and the MLCT. The City Manager regularly provided testimony to the legislature on behalf of the City, represented the City with federal, state, county and city governments, school districts, non-profit organizations and citizens, and regularly represented the City to the news media. Reason for leaving: Hired as Deputy Director/Chief of Staff at the Montana Department of Justice.

Achievements: Working with the highly effective City team, we successfully implemented the I-15 Corridor projects bringing three new interchanges and other improvements to our transportation system with close to \$200 million invested. We purchased hundreds of acres of land in Helena's open space lands with open space bond proceeds. We passed the Centennial Park bond and developed an old landfill into Centennial Park and connected the municipal golf course, Carroll College, the town center, and Memorial Park as the heart of the City. We completed the Great Northern Town Center with full implementation of the development agreement, rebuilt two water treatment plants, rebuilt the wastewater treatment plant, and built three new parking structures.

Chief Administrative Officer, Lewis and Clark County

1994 – 2000

Helena, MT

I was hired as the first person to implement the Chief Administrative Officer (CAO) position for Lewis and Clark County. The CAO worked directly for the Lewis and Clark County Board of County Commissioners. The County had an annual budget of \$30 million and a staff of 350 employees. This position was responsible for the day-to-day management of the County. Responsibilities included: labor relations; budget development and management; commission support; policy development and implementation; strategic planning; constituent services; and working with local, state and federal government elected officials and agency personnel. This position supervised eight department directors. The position was responsible for all professional support required by the County Commission for the conduct of County business. The position tracked federal and state legislative issues that were important to the County, and coordinated County legislative strategy with local, state and federal elected officials, department heads and the Montana Association of Counties. The CAO regularly provided testimony to the legislature on behalf of the County, represented the County with federal, state, county and city governments, school districts, non-profit organizations, and citizens, and regularly represented the County to the news media. Reason for leaving: Hired as the Helena City Manager.

Achievements: Successfully reorganized and implemented County Administrative and Financial Services Department, County Public Works Department, County Public Defender's Office, Department of Community Development and Planning, and a new "One Stop" Permit Office for Lewis and Clark County. Identified problems with the County investment portfolio and diversified a high of \$21 million in collateralized mortgage obligations to a level of \$2.8 million.

Program Manager, Department of Commerce, Local Government Assistance Division, 1992 - 1994
Home Investment Partnerships Program
Helena, MT

I was hired as the first manager to implement the new Department of Housing and Urban Development (HUD) Home Investment Partnerships Program (HOME) for the State of Montana. Established a competitive housing block grant program for local governments and eligible non-profit housing organizations that allowed affordable housing for low and very low-income people. The primary customers of the HOME Program were Montana cities and counties. The HOME Program had an annual operating budget of \$400,000 and supervision responsibilities of four professional employees. This position was responsible for the day-to-day management of the HOME Program. Responsibilities included: organizational development; personnel management; policy development and implementation; program planning; administration and enforcement of local, state, and federal statutes, rules, regulations, ordinances, policies, and procedures; budget development and management; public relations; marketing; conflict resolution; working with federal and state legislators, county and city commissioners, and various state and federal agencies to establish state and federal housing policy; and conducted statewide public hearings on HOME Program rules and regulations. This position supervised the individual responsible for the Comprehensive Housing Affordability Strategy, which is a statewide housing plan required by HUD that resulted in \$28 million, annually, in federal assistance to the state. Reason for leaving: Hired as the Chief Administrative Officer for Lewis and Clark County.

Achievements: Successfully established the Montana HOME Program and created many successful public-private partnerships to provide long-term affordable housing in Montana. Awarded 26 housing grants to local governments and non-profit organizations totaling \$7.3 million in HOME Program funds. Total public-private dollars committed to the 26 projects was \$21.9 million.

Program Manager, Department of Administration, Property and Supply Bureau 1990 – 1992
Helena, MT

I was hired as the first manager to develop and implement the Federal Surplus Property Program as required by House Bill 772 that was passed by the 51st Legislature. This position was responsible for management of both the State and Federal Surplus Property programs. Annual program revenues were \$1.7 million, with a budget of \$450,000 and supervision responsibilities of six employees. The primary customers of the State and Federal Surplus Property Programs were Montana cities, counties, and school districts. This position was responsible for the day-to-day management of the State and Federal Surplus Property programs. Responsibilities included: communication with city and county commissioners, and school district officials; coordinating programs with local, state, and federal governments; policy development and implementation; program planning; organizational development; personnel management; administration and enforcement of statutes, rules, policies and procedures; budget development and management; public relations; marketing; and conflict resolution. In the Bureau Chief's absence, this position was responsible for managing the Property and Supply Bureau, which included state

central stores, with 20 employees. Reason for leaving: Hired to implement the new HOME Program at the Department of Commerce.

Achievements: Successfully established the Federal Surplus Property Program, increasing annual revenue from \$30,000 to \$450,000 and establishing an adequate financial operating reserve. Successfully increased program participants from 50 to 530 in a two-year period. Annually placed \$4-5 million of federal property with state and local governments and school districts.

Territory Sales Supervisor, M&M/Mars, Inc.
Colorado Springs, CO

1987 – 1989

This position managed all business aspects of a geographical region for M&M/Mars, Inc., at the time, the largest privately held corporation in the world. Managed an annual sales volume of \$6.5 million. Responsibilities included: supervision of three to eight employees; fiscal management; strategic planning and implementation; administration and management; and marketing and sales. I was a member of a national task force charged to develop and implement employee training and development programs for M&M/Mars, Inc. Reason for leaving: My desire to move my family back to Montana.

Achievements: Successfully increased sales volume 20 percent annually.

Account Supervisor, The Dial Corporation
Colorado Springs, CO

1985 – 1987

This position managed all business aspects of a geographical region for The Dial Corporation. This position managed an annual sales volume of \$3 million. Responsibilities included: working with professional buyers and marketing people; and implementing sales, marketing, and promotion programs. This position had key account responsibility for Super-Valu and Albertsons, Inc. Reason for leaving: Recruited by M&M/Mars, Inc.

MPA Graduate School Internship, City Manager's Office
Great Falls, MT

1983 – 1984

This position assisted the City Manager with the day-to-day activities of the office. With the direct supervision of the City Manager, responsibilities included: coordinating the strategic planning process that was undertaken by the City Commission, City Manager, and the general public; interacting with department directors and City Commissioners; and completing research on Great Falls Home Rule status. Completed Master's Thesis on local government finance titled, "City Government in Great Falls: Trends and Outlook." Completed research projects, coordinating with the MLCT, for the 1985 Legislative Session. Reason for leaving: To complete Master's Degree in Public Administration.

Political Science Internship, Montana Governor's Office
Helena, MT

1982

Completed legislative research for the Montana Department of Labor. Wrote press releases and drafted correspondence. Assisted with planning and organizing the State Capitol-A-Day Program, accompanying the Governor for this purpose. Reason for leaving: This experience was a competitive Carroll College Political Science internship that ended with my graduation.

OTHER EMPLOYMENT

Renco Construction, Montana Highway Department, City of Great Falls Water Distribution Department and Parks and Recreation Department, Cascade County Road and Bridge Department, Capitol City Bowl, and other life-sustaining temporary positions to fund college education.

EDUCATION

Master of Public Administration, emphasis in Local Government Administration
University of Montana, Missoula, MT

Bachelor of Arts, Political Science
Carroll College, Helena, MT

PROFESSIONAL DEVELOPMENT

I have been engaged in continual professional development throughout my career. I have taken many courses with the Professional Development Center at the Montana Department of Administration.

I am a graduate of the Rocky Mountain Program for Senior Executives in State and Local Government for the improvement of public management, University of Colorado, Denver.

I have participated in numerous professional development opportunities through the International City Managers' Association, the Great Open Spaces City Managers' Association, the National Attorney Generals' Association, the National Governors' Association, and the NLC.

OTHER ACHIEVEMENTS

Inducted into the Carroll College Hall of Fame in 1995. Captain of the Carroll College Fighting Saints Football Team in 1980 and 1981. First Team All-Conference in 1979, 1980, and 1981.



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^{nearby lakes}
miles of trails

↑ 5,468'
elevation of
Mt Helena

53 sworn
police officers

42 full-time
firefighters

350^{city}
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.

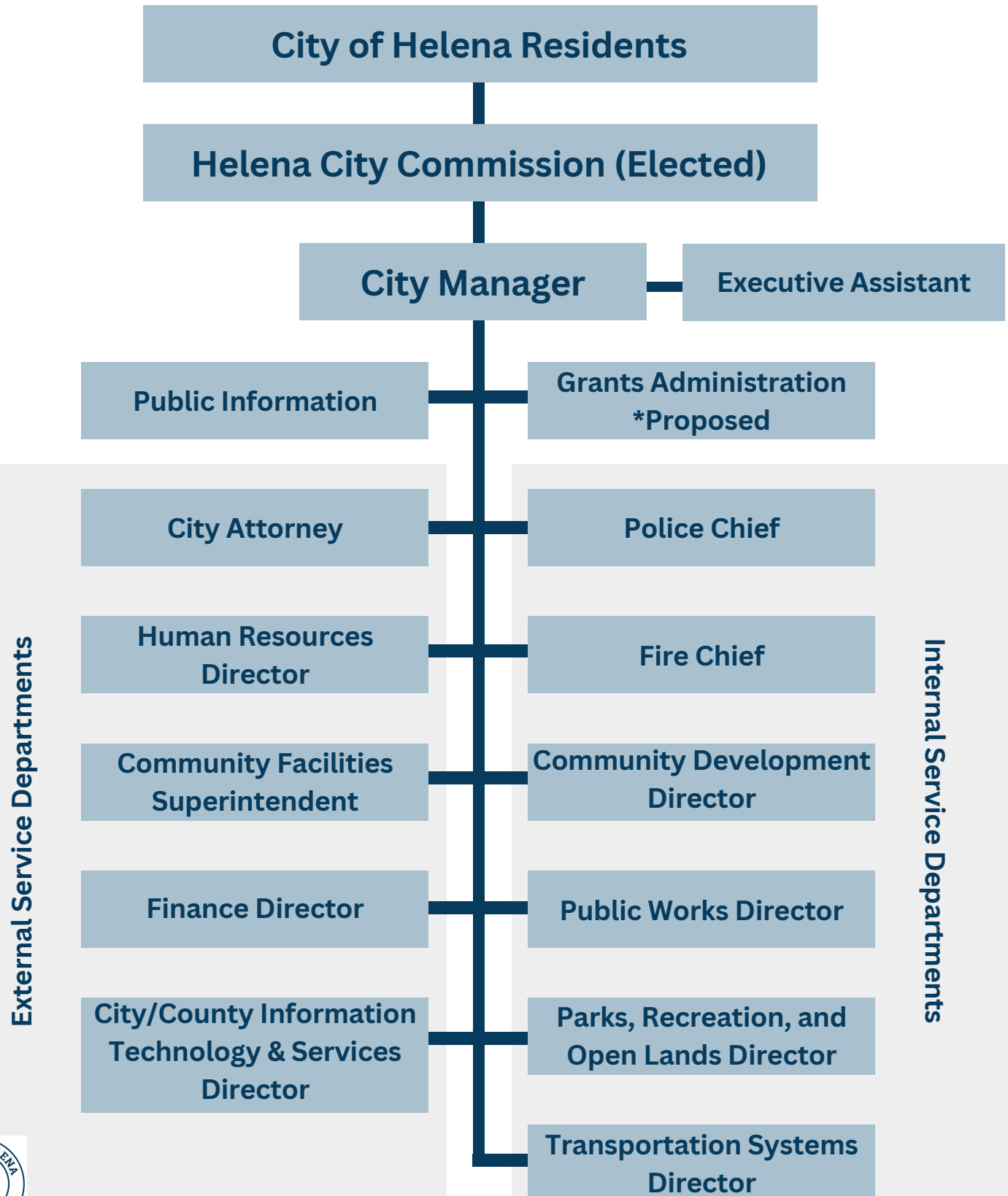
The City Manager must make timely and informed decisions, lead with diversity and inclusion as primary values, demonstrate composure, and coordinate the efforts and decisions of five policymakers. The position guides the City Commission toward effective policymaking and provides counsel and recommendations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

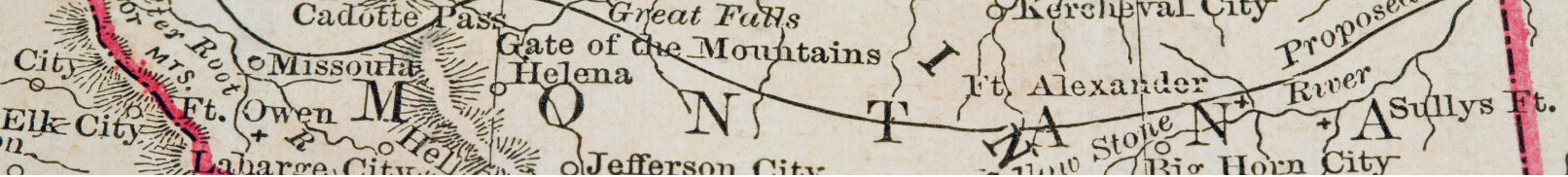


PRIORITIES

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. 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.

