



Application for Mayor of Missoula

*PLEASE NOTE: ALL APPLICATIONS ARE ATTACHED TO THE COUNCIL AGENDA AND ARE PUBLISHED ON THE CITY WEBSITE.

Applications are due August 26, 2022 by 12:00 PM

Please submit your completed application and attachments (resume, etc.) via email: cityclerk@ci.missoula.mt.us, or deliver it in person to the security desk at City Hall, addressed to:

Martha L. Rehbein, CMC, Legislative Services Director/City Clerk
 City Clerk Office
 435 Ryman
 Missoula, MT 59802

The City Clerk office will confirm receipt of applications. Applicants are welcome to contact the City Clerk's office to verify receipt of application: 406-552-6078.

*Late applications will NOT be accepted.

1. APPLICANT INFORMATION	
1.1 Name: Menodora LeMaster	1.2 Email: menodoralemaster@gmail.com
1.3 Daytime Phone: (406) 304-7260	1.4 Alternate phone:
1.5 Street Address: I am currently homeless so I don't have a permanent address.	1.6 Mailing address (if different than street address): 91 Campus Dr. PMB #2501 Missoula, MT 59801
1.7 What ward do you live in? Ward 4	1.8 How long immediately prior to today's date have you been a resident of the City of Missoula? 4 years, 6 months
1.9 What is your current occupation? Academic Coordinator	1.10 Where are you currently employed? University of Montana

2. QUALIFICATIONS

<p>2.1 Are you 21 years of age or older?</p> <p>Yes</p>	<p>2.2 Are you a qualified elector registered to vote in Missoula County?</p> <p>Yes</p>
<p>2.3 Have you been a resident for at least 2 years preceding the appointment to office of the City of Missoula or an area that has been annexed by the city?</p> <p>Yes</p>	<p>2.4 Have you resided in the State of Montana for at least 3 years?</p> <p>Yes</p>

3. QUESTIONS

<p>3.1 Serving as Mayor requires a full time commitment including presiding at Monday night Council meetings and other periodic morning, evening, and weekend appearances. Would you be able to fulfill these obligations?</p> <p>Yes</p>
<p>3.2 State your current and previous organizational affiliations, including political organizations.</p> <p>Missoula Tenants Union University of Montana</p>
<p>3.3 State your relevant activities in the community which would prove useful to serving as Mayor.</p> <p>University of Montana student 2018-2022 Montana TRIO Professionals Statewide Connection Event 2022 TRIO State Leadership Conference Montana 2022 Women's Policy Leadership Institute 2020 Local Government Citizens' Academy 2020 Transvisible Montana Retreat 2019</p>
<p>3.4 State your relevant work and lived experience which would prove useful to serving as Mayor.</p> <p>I likely have more in-depth knowledge of the housing crisis than any other candidate because for the past 2 months every waking moment of my life has been taken up by it. I am currently displaced and still looking for a place to live. I have made contact with just about every housing advocacy organization that services Missoula, spent hundreds of dollars in application fees, and had my personal information distributed to hundreds of people in a desperate bid to find a safe place to live. It has been an agonizing process that no one should ever have to go through.</p>
<p>3.5 State your educational background, listing institutions, degrees, certificates, areas of study, and dates received.</p> <p>B.A. in Japanese, Minor in Chinese - University of Montana, May 2022 Teach English As A Foreign Language (TEFL) Certificate Level 5 - The TEFL Academy Dublin, Ireland (Remote), June 2020 Takarazuka Media Arts University, Shinjuku Campus Tokyo, Japan, 2016-2017 Akamonkai Japanese Language School Graduate Certificate Tokyo, Japan, 2014-2016 Lawrence Free State High School - Lawrence, KS, 2013</p>

3.6 Why do you want to serve as Mayor?

The late Mayor John Engen was proud to say that Missoula was his hometown. Missoula is not my hometown; I come from the Midwest - where you can't leave your house except for in a car and the environment has been so destroyed by invasive species, overdevelopment, and global warming that hiking and camping are impossible and winter is almost gone. I have lived in other countries; I have visited many places, but I never wanted to be a wanderer. I was searching for a place to be my home. In Missoula I found the kind of love, support, and community I've always dreamt of having. I'm not going

3.7 What is your understanding of the Mayor's general role in leading Missoula?

The Mayor is the face of the government, the supervisor of the City Council, and the one who drafts the city's budget.

3.8 What is your understanding of the Mayor's legal responsibilities and obligations in leading Missoula?

The Mayor:

Administers Missoula's daily affairs

Presides over City Council meetings and breaks tie votes of the City Council

Writes a proposed yearly budget to submit to the City Council

Writes statements on Missoula's financial condition every three months, as well as a yearly statement with updates on in-progress programs and initiatives

Appoints and removes department heads and members of various boards, agencies, authorities, and

3.9 What is your understanding of the Mayor's cultural and social leadership role in leading Missoula?

As the face of the city government, it is the Mayor's responsibility to connect with the public and use their role to facilitate communication between the public and the City Council. The Mayor is responsible for collaborating with leaders of other places and representing the city to the rest of the world.

Due to various forms of voter suppression and a lack of diverse candidates, the person elected as Mayor tends to serve, not as an embodiment of the priorities of the city's people, but as an embodiment of the priorities of the city government. This is only more true when the Mayor is being elected directly by the City Council instead of by a popular vote. While I am aware of what this means for my chances of

3.10 Describe your leadership philosophy and style to lead during a crisis.

Effective problem-solving is evidence-based: ideas that sound helpful on paper may be harmful in practice. In the 20th century alone, hundreds of millions of lives could have been saved if leaders had done the boring, ego-bruising work of consulting experts and running simulations to see if their ideas would actually work before implementing them.

To be a good leader one must always work collectively with others; the most important thing for a leader is to remain humble and aware of how little they know. To this end, I must necessarily form close

3.11 Explain the taxation structure for local government, listing all main revenue sources and the law that applies to each, and discuss opportunities and limitations on those revenue sources.

Almost all City revenue comes from General Property Taxes, with small amounts coming from Motor Vehicle Taxes and the Marijuana Excise Tax. Services that charge fees, such as licensing fees, are usually funded through those fees.

The Property Taxes that businesses and homeowners pay to the City are used to provide services such as roads, water, sewage, electricity, garbage hauling, street clearing, emergency responders, and so

3.12 What are the most pressing issues Missoula will face in the next few years? List a total of five, explain why they are of importance, and rank them in order of importance (1 being most important). How would you address these issues?

1. Missoula's City Government is Ineffective and Doesn't Represent the People

- Wages must be high enough to support a family for all government jobs
- The Mayor's salary should be tied to the median income
- City Council members should be banned from being landlords.
- Creation of a Public Transparency department
- All departments must keep itemized spending logs and receive regular audits

Regain 35% of the city's budget by defunding the police

3.6 [expanded]

The late Mayor John Engen was proud to say that Missoula was his hometown. Missoula is not my hometown; I come from the Midwest - where you can't leave your house except for in a car and the environment has been so destroyed by invasive species, overdevelopment, and global warming that hiking and camping are impossible and winter is almost gone. I have lived in other countries; I have visited many places, but I never wanted to be a wanderer. I was searching for a place to be my home. In Missoula I found the kind of love, support, and community I've always dreamt of having. I'm not going to give that up easily.

No one person can solve the problems of the whole world, but if everyone works with their neighbors to solve the problems in their own neighborhoods the world will be saved. We have such an incredible opportunity here in Missoula because we're one of the few cities in America that isn't already a desolate wasteland of highways and strip malls. We still have our nature, our density, our character. We have the best public transportation, bike lanes, and sidewalks I've seen in the U.S. And we have a public that overwhelmingly cares for nature and for preserving the health of our ecosystems. I can see a future for Missoula where we halt the gentrification and instead use our advantages to turn Missoula into a thriving eco-city that will support a high quality of life for all its residents for many generations to come. Perhaps more than anywhere in the country, we have what we need to build a city that will last.

This is a terrible time we are living through and I think all the time about the next generation. What will I say to my grandchildren when they ask what I was doing during all of this? The number one most important thing in my life, more than anything else, is making sure my future grandchildren will be proud of me. When I found out that I could apply to be Mayor, I immediately decided to do it because I want to be able to tell my grandchildren that I did all I could.

3.8 [expanded]

The Mayor:

Administers Missoula's daily affairs

Presides over City Council meetings and breaks tie votes of the City Council

Writes a proposed yearly budget to submit to the City Council

Writes statements on Missoula's financial condition every three months, as well as a yearly statement with updates on in-progress programs and initiatives

Appoints and removes department heads and members of various boards, agencies, authorities, and commissions

Executes ordinances, resolutions, and documents passed by the City Council

Calls special meetings of the City Council

3.9 [expanded]

As the face of the city government, it is the Mayor's responsibility to connect with the public and use their role to facilitate communication between the public and the City Council. The Mayor is responsible for collaborating with leaders of other places and representing the city to the rest of the world.

Due to various forms of voter suppression and a lack of diverse candidates, the person elected as Mayor tends to serve, not as an embodiment of the priorities of the city's people, but as an embodiment of the priorities of the city government. This is only more true when the Mayor is being elected directly by the City Council instead of by a popular

vote. While I am aware of what this means for my chances of being selected for the position, it also represents a rare opportunity for the City Council to prove their good intentions to the public by choosing a candidate who truly represent the public's interests.

3.10 [expanded]

Effective problem-solving is evidence-based: ideas that sound helpful on paper may be harmful in practice. In the 20th century alone, hundreds of millions of lives could have been saved if leaders had done the boring, ego-bruising work of consulting experts and running simulations to see if their ideas would actually work before implementing them.

To be a good leader one must always work collectively with others; the most important thing for a leader is to remain humble and aware of how little they know. To this end, I must necessarily form close relationships with local organizations and advocacy groups with specialized knowledge because it is the people on the ground dealing with Missoula's issues firsthand that know what is needed to solve those issues. I will also seek to collaborate with Tribal governments to protect and advance Tribal sovereignty, especially Tribal land rights.

When it comes to a crisis situation, I am fortunate to be the type of person who remains calm in a crisis. I am a problem-solver by nature; for better or worse, my method is to work on the problem until it is solved and deal with my emotions after. That good decision-making is evidence-based remains true in a crisis, but must be balanced against the necessity of acting as quickly as possible to prevent further harm.

Crisis management all happens before a crisis, because that is when you can prevent crises from happening and set in place the procedures for if and when they do happen. Crisis management is also tied to all other areas of governance: our plans for fighting wildfires don't mean much to neighborhoods we allowed to be built in natural burn zones.

3.11 [expanded]

Almost all City revenue comes from General Property Taxes, with small amounts coming from Motor Vehicle Taxes and the Marijuana Excise Tax. Services that charge fees, such as licensing fees, are usually funded through those fees.

The Property Taxes that businesses and homeowners pay to the City are used to provide services such as roads, water, sewage, electricity, garbage hauling, street clearing, emergency responders, and so on. Sparsely populated yet highly developed areas such as big-box commercial districts (as on Reserve Street) and subdivisions full of widely-spaced single family homes pay very little in Property Tax compared to how much it costs the City to provide them services. These areas must therefore be subsidized using the Property Taxes of more densely populated neighborhoods, such as downtown and lower-income neighborhoods. Thousands of cities around the U.S. approved the construction of more of these cost-sucking districts than could be serviced using the Property Taxes from other parts of town and are now heavily in debt as a result.

One of my first priorities as Mayor would be preventing Missoula from this same fate. Focusing construction within the main part of town and changing building codes to allow commercial and residential buildings to coexist is not only necessary for the health of the environment and the well-being of Missoula's people, but will also ensure Missoula's financial solvency in the long-term. Preventing this kind of development will also preserve our area's character as a place of wilderness and farmland by not allowing housing subdivisions to take over the undeveloped areas outside of town. It will allow nature and the city to continue to overlap without miles of pavement between them.

I am also committed to expanding public transportation and bicycle routes, protecting Missoula from the mistake of wasting millions on high-speed roads and highways that are proven to worsen traffic.

3.12 [expanded]

. Missoula's City Government is Ineffective and Doesn't Represent the People

- Wages must be high enough to support a family for all government jobs
- The Mayor's salary should be tied to the median income
- City Council members should be banned from being landlords.
- Creation of a Public Transparency department
- All departments must keep itemized spending logs and receive regular audits
- Regain 35% of the city's budget by defunding the police.

2. White Supremacy Prevents Solidarity and Wastes Lives

- Leadership for addressing these issues must come from the affected communities.

3. Lack of Good City Planning is Destroying Missoula

- The city must sit down and come up with a vision for a city and a plan for achieving it.
- Make the best use of what already exists. This means:
 - Limitations on how landlords can exploit renters. Strict limitations on properties being used as short-term rentals.
 - Expansion of rental assistance programs. Buy properties to administer as permanently affordable public housing. Programs to help create tenant-owned co-ops.
- Expand public transportation routes and bikes lanes, bring back passenger rail
- Strict building laws. Retrofit existing buildings.

4. Abuse of Workers is Rampant

- Implementation of a city-wide minimum wage tied to the cost of supporting multiple people on one income. Massive crackdown on wage theft.
- Robust labor unions in every industry.

5. There are Hardly Any True Community Spaces


3.13 Who are the leaders of the executive branch of City of Missoula government that report to the Mayor and how would you approach working with these leaders and their staff?

Chief Administrative Officer Dale Bickell
Public Information & Communication Director Ginney Merriam
Strategic Projects Administrator John Adams
Citizen Services Manager Jessica Miller
Executive Assistant Heidi Bakula.

4. CERTIFICATION

I certify that the information contained in my application is true and correct in every respect and that I meet all the statutory qualifications to be appointed as the Mayor of the City of Missoula.

Sign Here



Date here (use the arrow to drop down calendar)

08/25/22

American English – Native | Japanese – Business | Mandarin Chinese – Intermediate

Multilingual professional skilled in intercultural communication, research, and media arts. Extensive working experience in both self-directed and teamwork environments. Motivated artist with expertise in illustration, social media management, and broadcast production. Proficient with Adobe Creative suite, Apple products, and Microsoft Office suite, among others.

CORE COMPETENCIES

Communication ◇ **Technology** ◇ **Design** ◇ **Writing**
Leadership ◇ **Social Media Outreach** ◇ **Customer / Client Relations**

EDUCATION

Bachelor of Arts (B.A.) in Japanese ◇ **Minor in Chinese**
University of Montana – Missoula, MT – *May 2022*

Teach English As A Foreign Language (TEFL) Certificate – Level 5 ◇ **Teaching Online (100 hours) & One-to-One (30 hours) Courses**
The TEFL Academy – Dublin, Ireland (Remote) – 2020

Takarazuka Media Arts University – Shinjuku Campus – Tokyo, Japan – 2016–2017

Akamonkai Japanese Language School Graduate Certificate – Tokyo, Japan – 2014–2016

Rotary Youth Exchange (Study Abroad) – Gujarat, India – 2013–2014

AWARDS

Henry and Marguerite Ephron Award in Modern Languages – 2021–2022

Dirk and Kim Visser Scholarship in Art – 2021–2022

Marion Boyer Fine Arts Scholarship Endowment – 2021–2022

Fell-Oskins Art Scholarship – 2021–2022

RELEVANT EXPERIENCE

Academic Coordinator
UNIVERSITY OF MONTANA, Missoula, MT

2022

- ◆ Ready students for success in secondary and post-secondary education by preparing and presenting college preparatory courses on topics such as mentorship, essay-writing, email etiquette, study skills, scholarship applications, etc.
- ◆ Ensure academic success and the completion of effective post-secondary school and financial aid applications by hosting after-school tutoring in area high schools 4 days per week
- ◆ Recruit new students to the program through the creation and implementation of marketing materials, including brochures and posters
- ◆ Engage students and community members with the program via regular posts on social media
- ◆ Ensure students make informed choices by educating them on their post-secondary option, funding methods, and possible career fields via group presentations, individual advising, and field trips to job sites

Archivist

2022

MIKE AND MAUREEN MANSFIELD CENTER, Missoula, MT

English As A Second Language (ESL) Tutor

2022

LIFELONG LEARNING CENTER, Missoula, MT

- ◆ Enhance refugee students' English language skills by collaborating with ESL teacher to deliver small group instruction to mixed-level adult learners
- ◆ Build students' typing and computer skills during technology class to promote career readiness
- ◆ Accommodate students' diverse learning needs to deliver quality instruction

Social Media / Outreach Manager | Legal Support Staff

2020–2021

ASUM LEGAL SERVICES – UNIVERSITY OF MONTANA, Missoula, MT

- ◆ Tripled Instagram followers by updating account 3+ times weekly and adding personal designs to posts
- ◆ Created new organization logo still in use today
- ◆ Designed a half-page university newspaper advertisement
- ◆ Improved outreach efforts by collaborating with campus groups to foster cross-promotion and organizing and hosting an educational webinar series
- ◆ Developed new online client intake process and improved website design, adding staff biography page and legal resources library for clients
- ◆ Processed intake paperwork for new clients and managed scheduling as secretary and first point-of-contact

Graphics Operator

2021

SWX BROADCASTING, Missoula, MT

- ◇ Developed eye-catching graphics before baseball games by employing creativity and graphic design skills as part of a sports broadcast film crew

- ◇ Managed graphic displays in real-time on game days by communicating with director and producer
- ◇ Ensured efficient operations by troubleshooting technical difficulties with broadcast equipment and computers and overseeing scorebug operations

After School Program Director

2019-2020

Boys and Girls Club of Missoula County, Missoula, MT

- ◇ Facilitated recreation and personal development for seventeen 5-to-13 year olds during their after-school hours
- ◇ Ensured students' physical well-being by distributing healthy snacks and enforcing safety rules
- ◇ Supported students' academic achievement by helping with homework assignments, adapting grant-required lesson plans to suit students' needs, and teaching a weekly coding club
- ◇ Built students' emotional and social skills through adaptive planning and aiding in interpersonal conflicts
- ◇ Connected students with the community by arranging visitors and field trips
- ◇ Constantly improved my own skills and knowledge through weekly online and monthly in-person training through Boys and Girls Club.
- ◇ Continued my pedagogical studies independently, including taking a 5-week course in the Science of Learning by the UK's National STEM Learning Centre and attending a presentation on helping students develop emotional coping skills by Families First Missoula.

Additional experience in broadcast media sector as *Production Assistant (KECI Missoula)*

Additional experience in education and customer service sectors as *Substitute Teacher (Desmet K-8 School)*, and *Cashier & Deli Operator (University of Montana)*, *Japanese Speaking Hall Staff (Aoyama Ramen Hall)*

LEADERSHIP & PROFESSIONAL DEVELOPMENT

Montana TRIO Professionals Statewide Connection Event	2022
TRIO State Leadership Conference – Montana	2022
Women's Policy Leadership Institute – Montana	2020
Paper Airplanes TEFL Tutor	2020
China Table President – University of Montana	2019

From: [Menodora LeMaster](#)
To: [City Clerk Inbound](#)
Subject: Mayor Application
Date: Friday, August 26, 2022 2:38:41 AM
Attachments: [LeMaster Mayor Application.pdf](#)
[LeMaster Resume.pdf](#)

Hi,

Please find attached my Mayor Application Form and my resume.

Thank you,
Menodora LeMaster

From: [Marty Rehbein](#)
To: [Menodora LeMaster](#); [City Clerk Inbound](#)
Subject: RE: Mayor Application
Date: Friday, August 26, 2022 9:06:00 AM

Mendora,

Thank you for your interest in serving as Mayor. This e-mail is confirmation that we've received your application.

Marty Rehbein | (She/Her)
Legislative Services Director/City Clerk
City Clerk Office
406-552-6078 | rehbeinm@ci.missoula.mt.us



From: Menodora LeMaster <menodoralemaster@gmail.com>
Sent: Friday, August 26, 2022 2:38 AM
To: City Clerk Inbound <CityClerk@ci.missoula.mt.us>
Subject: Mayor Application

Hi,

Please find attached my Mayor Application Form and my resume.

Thank you,
Menodora LeMaster