



**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](mailto: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: <b>Michael M. Nugent</b>	1.2 Email: <b>mikenugentmsla@gmail.com</b>
1.3 Daytime Phone: <b>406.531.1802</b>	1.4 Alternate phone:
1.5 Street Address: <b>524 Dixon Ave Missoula, MT 59801</b>	1.6 Mailing address (if different than street address):
1.7 What ward do you live in? <b>Ward 4</b>	1.8 How long immediately prior to today's date have you been a resident of the City of Missoula?  <b>37 years</b>
1.9 What is your current occupation? <b>Vice President &amp; Managing Broker</b>	1.10 Where are you currently employed? <b>Berkshire Hathaway HomeServices Montana</b>

## 2. QUALIFICATIONS

2.1 Are you 21 years of age or older?  Yes	2.2 Are you a qualified elector registered to vote in Missoula County?  Yes
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?  Yes	2.4 Have you resided in the State of Montana for at least 3 years?  Yes

## 3. QUESTIONS

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?  Yes
3.2 State your current and previous organizational affiliations, including political organizations. Please see attached
3.3 State your relevant activities in the community which would prove useful to serving as Mayor. Please see attached
3.4 State your relevant work and lived experience which would prove useful to serving as Mayor. Please see attached
3.5 State your educational background, listing institutions, degrees, certificates, areas of study, and dates received. Please see attached

**3.6 Why do you want to serve as Mayor?**

**Please see attached**

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

**Please see attached**

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

**Please see attached**

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

**Please see attached**

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

**Please see attached**

**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.**

**Please see attached**

**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?**

**Please see attached**

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?

Please see attached

**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)

8/26/22

**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?**

Yes. As Mayor I plan to be a visible and participatory leader in the community. I approach this opportunity fully prepared to work a full schedule and be on-call at all times. From official municipal duties to ceremonial responsibilities to supporting the important work outside city government, I will set an example of reliability and availability for my constituents, employees, and partners.

**3.2 State your current and previous organizational affiliations, including political organizations**

United Way of Missoula County, President  
Downtown Master Plan Implementation Committee  
Missoula Housing Authority Board Commissioner (Past)  
Missoula County Fairgrounds Foundation Board, Vice President  
Grizzly Scholarship Association, Board Member (Past)  
Missoula Organization of Realtors, Member and Past President  
Montana Regional MLS, Founding President (Past)  
Missoula City Council, Non-Partisan (Democratic Endorsed)

**3.3 State your relevant activities in the community which would prove useful to serving as Mayor.**

Growing up in Missoula provided me with countless opportunities for local involvement, all of which give me insight into the heart of our community. From playing youth sports and participating in MCT plays as a child, to working at A Carousel for Missoula as a teenager, to attending the University of Montana and building a life and a family here, I have recreated and worked with a broad array of Missoulians and know well the depth and complexity of our collective character. These experiences, coupled with my disposition and skills make me uniquely qualified to serve the entire community and ensure the most unified mayoral transition possible.

I am currently the President of the United Way of Missoula County Board of Directors and the Vice-President of the Missoula Fairgrounds Foundation. Prior to being elected to Council, I was a Commissioner on the Missoula Housing Authority Board and have served on several non-profit boards, strategic planning committees, and charitable fundraising efforts for various organizations, such as Opportunity Resources. I am a volunteer youth sports coach and a proud supporter and alumnus of the University of Montana.

Our new Mayor must continually build and maintain relationships both with and between community members. This includes City residents, our vibrant non-profit and business communities, and government partners at every level. My character is highly regarded across

the spectrum for nurturing meaningful and collaborative relationships based on trust. City Council members have experienced this first-hand, as this approach has guided my relationships and coalition building within the Council across political lines. The trust we have built will prove crucial in the coming months and years. Maintaining a collaborative, honest, and productive relationship between Mayor and Council is of the utmost importance in effectively serving the people of Missoula.

My professional commitments have also given me the opportunity to gain deep knowledge and experience with housing in Missoula — experience that is essential given the challenges we are facing as a community and within municipal government today. I have served on several state and local committees and working groups to tackle housing related issues in our communities, including a working group for the City of Missoula Housing Plan, *A Place to Call Home: Meeting Missoula's Housing Needs*. As we undertake the crucially important code reform process, my experience working within the confines of our current codes and policies from both the private and public side of the conversation make me the ideal candidate to meet this moment for our community. I have seen firsthand the impact preventable delays have on residents trying to do good things in Missoula, as well as the impediments within current policy that frustrates efforts by the City Council to guide growth. We have a tremendous opportunity to create efficiencies, eliminate barriers to affordable housing, and stimulate equitable growth in Missoula and the surrounding region. Understanding the user experience from multiple perspectives will help guide this process.

My wife Staci and I are co-owners of a local small business. We worked hard and spent our savings to invest in her family's business and I see every day the effort she puts in to keep that foundation strong working side-by-side with her father. The effort and time spent to maintain a family-run business is remarkable, and the tough decisions small business owners make regularly are the difference in keeping the doors open and making payroll. The decisions we make as a City, and how we spend our residents' hard-earned tax dollars impact everyone who pays into our antiquated property tax system. My first-hand experience, growing up enjoying the amenities that make Missoula special combined with being a business owner have created a well rounded perspective that will represent Missoula broadly.

### **3.4 State your relevant work and lived experience which would prove useful to serving as Mayor.**

I currently serve as the Vice President and Managing Broker of a statewide real estate company. As part of the executive team responsible for day-to-day operations of an organization with 17 offices in 15 markets across Montana, I work daily in risk management, troubleshoot issues as they arise, solve disputes between parties, field calls and occasional complaints from the public, and facilitate relationships among parties within and outside of the brokerage. Aside from basic day-to-day administration, the health and future of the company relies heavily on strong leadership and vision. With an industry that is constantly evolving, incurring more liability, and needing to adapt, it's imperative that our brokers and agents are given every tool to be

successful. I focus daily on finding and strengthening people's talents and am constantly fostering growth and improvement. Culture is everything, and it starts with strong leadership.

Prior to my election to City Council, I served as a commissioner of the Missoula Housing Authority. The commissioners are charged with helping the MHA meet its mission of "providing access to affordable housing and support programs, and by engaging in development and preservation of housing that serves individuals and families across a broad range of income levels." Among many relevant experiences, the MHA is responsible for much of the Section 8 housing voucher program in Missoula, helping those in need of qualified rental assistance secure a place to live. Additionally, much of the planning for the current Villagio affordable housing project was discussed and approved during my time on the board. I gained direct insight into the financial equations needed to make a large, deeply impactful project of that scale a reality through a public-private partnership.

People who work for Missoula-based business, nonprofit, and public sectors ought to be able to live in Missoula. I've seen firsthand the painful struggles so many Missoulians face simply finding suitable housing, both for rent and for purchase. The housing crisis is affecting people across the socioeconomic spectrum, and while their immediate problems may vary, the need to find solutions for all Missoulians is crucial to our well being as a City. My career in housing and real estate has led me to work collaboratively with a range of organizations, industries, and public sector employees to identify barriers to housing and work to develop solutions. Through these collaborations I have built many meaningful relationships with public, private, and non-profit housing professionals, relationships that will prove critical as we jointly tackle this crisis.

Outside of my brokerage, I have been active in state, regional, and national real estate associations for over a decade. This has given me the opportunity to testify on relevant housing policy at the local level and at the state legislature. I have had success working with both Republicans and Democrats at the state level to get housing legislation passed. While I did not agree with every policy proposal my colleagues pursued, I always found common ground based on mutual respect with collaborators, working together where we could and being transparent about stances with which I didn't agree. This process allowed me to testify and advocate for several bills last legislative session, including in support of the following:

HB 21 - Authorize funding for the multifamily coal trust home loan program

HB 116 - Indoor cleanup standards for methamphetamine

HB 304 - Revise the definition of community land trust

HB 397 - Establish workforce housing tax credits

And in opposition to the following:

HB 677 - Limit non-profit entities abilities to purchase agriculture lands

When I see important work to be done, I take initiative. I roll up my sleeves and do the hard work to create efficiencies to help people do their jobs better. I successfully led an effort to merge several privately run multiple listings services from communities across Western Montana into one comprehensive and efficient source of data for real estate professionals. Prior to this merger, these entities functioned as individual businesses operated by various boards in each local market, and members often had to join more than one organization to efficiently help people attempting to purchase homes in our region. I served as the founding President of this new Montana Regional MLS, helping to establish a business structure, hire a Chief Executive Officer, and help to assure financial health and stability.

**3.5 State your educational background, listing institutions, degrees, certificates, areas of study, and dates received.**

University of Montana, Masters of Arts in Public Administration, May 2009

University of Montana, Bachelor of Arts in Political Science - Public Administration, December 2007

**3.6 Why do you want to serve as Mayor?**

I want to be Mayor of the City of Missoula because I know that what makes this place wonderful didn't happen by accident. I consider myself lucky to be born and raised in Missoula. In the town I grew up in, we took care of each other and I feel called to ensure that care continues as we grow. I met my wonderful wife in Missoula and we are raising our two wonderful children here. We are involved in our schools and volunteer in their youth activities. We have created great memories at parades and Griz games, plays and summer camps. Our kids love what Missoula has to offer, and are regulars at Splash Montana and the incredible Missoula Public Library. We love Missoula because there is never a shortage of things to do from arts and entertainment, to enjoying our local parks and trails. None of this was by accident. I saw the generation before us put in the hard work and dedication towards a shared vision for the future when I was a child. Now, I want to be a steward of those dreams, so the opportunity to thrive continues and is truly available for all residents of future generations, from service industry employees to retirees on fixed incomes.

We have an obligation to take care of each other. As a child of two parents who dedicated their life to service, I fundamentally think of government as a means to help individuals live better, healthier, and safer lives. From streets to parks to emergency services, local government has the unique ability to lift up all people equally regardless of net worth. I believe that quality customer service is the foundation of good governance and this should always be front of mind. The decisions we make have impacts large and small that ripple out, often with unknown consequences. For many right now in our community, life is as hard as it has ever been. Rent is unaffordable for more and more Missoulians, the vacancy rate is unbearably low, housing costs have increased far beyond wage growth, and there is still not enough housing available for residents to buy and find financial security. I feel the urgency to correct this trend and I believe I am uniquely positioned to be successful.

Our next Mayor has the unenviable task of following in the footsteps of the most impactful Mayor in Missoula's rich history. I do not take this duty lightly. Missoula has incredible positive momentum, and it is important to honor the work that has been done by maintaining and developing the ongoing initiatives to continue our success. At the same time, it's necessary to seize opportunities for future growth and improvement. In the coming years, we face monumental tasks — code reform, housing, roads, trails, sidewalks, growth pressures, environmental challenges, tax reform and many other events that may impact our City. I am ready to work on day one and everyday after to approach each situation with a steady hand, supportive leadership for my team, and an unwavering vision of a caring community.

I take pride in being a Missoulian and I want to give back to the community I love. Being Mayor is not one silver bullet initiative or talking point; it is working collaboratively and bringing people together daily, making sure citizens feel heard and valued, and showing willingness to set aside ego in the interest of getting the work done. My family and I are ready for the responsibility that comes with this role, and we do not take that commitment lightly.

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

Missoula has a "strong Mayor" government in which the Mayor is the head of City government and responsible for the execution of City policies, plans and budget adopted by the City Council. In addition to running the day-to-day operations of the City with the Chief Administrative Officer, the Mayor acts as an ambassador and liaison for the City within and outside the City limits. While the Mayor is ultimately responsible for operations of the City, the biggest role the Mayor fills is to establish and maintain an effective, galvanized, service-oriented team to ensure that Missoulians are well-served and supported by their local government in an efficient and transparent manner.

Outside of the roles defined in the City Charter and state law, the Mayor has a larger responsibility as an ambassador both to the residents on behalf of the City government, and to the greater world on behalf of Missoula. Being involved in the community, supporting local non-profits and interacting with Missoulians and visitors was a role Mayor Engen was especially skilled at. Not all good mayors have this talent, but in Missoula it has become important for community health and culture. Although I could never live up to my predecessor's knack for this aspect of the job, I will endeavor to fill the void he left. When the Mayor believes in and espouses community efforts, it becomes easier for residents to trust the values and ideals the City government works towards every day.

The Mayor instills an ethos of service and visionary leadership that filters down throughout City government and is the direct benefit to the community. Beyond the mechanics and statutory obligations of the Mayor, this leadership role is the most fundamental and important role that the Mayor fulfills.

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

The Mayor of Missoula is the chief executive of the City responsible for the day-to-day administration and oversight of the City and its staff and policy implementation. The Mayor has the sole discretion to appoint a person to assist with these responsibilities, and in the current format that position is the Chief Administrative Officer.

The Mayor presides over City Council meetings, casting a tie-breaking vote if necessary, and has a responsibility to propose a budget to the City Council every year, and ultimately execute the tasks of government as outlined in the final budget approved by the Council. Additionally, the Mayor appoints residents to serve on various committees and commissions related to the city, and hires department heads with the consent of council.

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

The Mayor should reflect Missoula's values and lead us towards our better nature when we feel pulled astray. Missoula has a rich cultural tradition and we pride ourselves on setting the standard for our peer communities throughout the state. The Mayor plays an important role by embodying these values and defending them when they are at risk. This can take courage when tensions are high or the community feels divided. These values, which I will defend, include striving for equity in our decision making spaces; welcoming diversity; preserving a clean and healthy environment; a commitment to quality education; supporting the arts; and promoting outdoor activities, sports and leisure for the young and old. Over the last 17 years, the City has built a culture welcoming to business innovation and entrepreneurship to address concerns over low paying jobs. We have experienced growth in medical services, technology companies, and craft brewing, to name a few sectors. As steward of these traditions and our cultural identity, the Mayor is responsible to the community for furthering support in these areas and building on that culture to ensure that our community remains vibrant and diverse for all of us.

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

I have earned the reputation as calm, collected, thoughtful and kind in both my daily interactions and in a crisis. I am undeterred by moments when a leader needs to make unpopular or misunderstood decisions because indecision is even worse. However, it is important in a crisis situation not to let inertia take control and overreact but rather to pause and assess the situation to respond appropriately. Not everything needs a reaction; sometimes the best outcomes require a collective breath.

In a crisis, I believe that an effective leader assesses the situation and considers various courses before acting. Sometimes decisions need to be made quickly, while other situations afford time for a more thoughtful approach. When faced with crisis management, I have always

used the question “is the action (or inaction) worth the potential reactions?” This will more often than not help us to determine what sort of response, if any, is needed in a given moment.

Preparation prevents poor decision making. The biggest missteps often occur when people overreact to a situation for which they are ill prepared. A critical element to effective crisis leadership is utilizing a trusted team built beforehand to bring necessary skills, expertise, and character to meet the moment. The ability to benefit from those experiences and skills effectively can usually prevent a crisis from worsening. A great leader leans on contingency plans that are already in place and adapts them to the current situation with the team. This planning allows for an arsenal of tools to be in place for the various events that assuredly will arise. Understanding potential outcomes and being prepared to respond accordingly is also crucial to avoiding jumping from mini-crisis to mini-crisis, as that the cycle will become self-fulfilling.

Finally, it's important to recognize that in a crisis many people behave in ways they wouldn't normally. Simple acts of listening, forgiveness, and non-judgment go a long way towards cooler heads prevailing and preventing lasting damage. With a lingering pandemic, housing shortage, social strife on the national level, and now the passing of a beloved mayor, compassion fatigue is likely affecting the individual and collective mental health of our community. I will bolster the work of mental health professionals and be guided by their wisdom in how to lead Missoula during this difficult time to ensure the least impact of lasting trauma possible.

**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.**

While the largest single source of revenue is general property tax, the majority of the revenue for the City increasingly comes from a combination of other sources but is limited. This is a trend that is likely to continue due to the limitations placed on the general fund under state law. Specifically, Montana law places a levy cap on most general property taxes suppressing growth to one half the rate of inflation averaged over the last three years. Some property tax levies are outside of the mill cap, such as the health insurance levy. Because this cap does not apply to newly taxable property, the only way within this structure for local governments to maintain service levels is to grow the tax base exponentially. Of course that growth brings with it the need for more services, which makes it necessary to find other revenue sources for the city to remain financially sound.

The City budget can be segmented into four primary fund types: Governmental Funds such as the general fund or Park and Road Districts; Proprietary Funds such as utilities or water; Component Unit Funds such as the Missoula Redevelopment Agency and the Parking Commission; and Fiduciary Funds which are funds held by the city in a trustee capacity and are not budgeted.

Some revenues live in a gray area between being considered a property tax and a fee for service, such as the park district and the road district. These special districts were established over a decade ago and have no limits on the amount of revenue they can raise but funds can only be used for the specific purposes. Additionally, the assessments for these districts are not strictly based on property value as general taxes are. These types of special districts are becoming a necessity to fund basic services because the costs of running the City's government increase at half the rate of inflation, but the City revenues only increase at half that rate. Special District laws recently changed to require newly formed special districts to be reauthorized by voters every ten years, which decreases the stability of this funding source, but makes it more likely that it will be the fiscal foundation of services provided by local governments. Special districts represent one of the few options for the City to provide adequate funding for services.

The next biggest single source of revenue for the City comes from entitlement share, also known as HB124 money. This revenue is the result of a compromise known as the big bill, where a lot of individual fees were rolled together and the money goes directly to the State, which then distributes that revenue to the City based on a complex formula that seems to reduce local government's share every legislative session.

State and federal grants and contributions make up a significant source of additional revenue, but can be temporary depending on the specific source of the revenue, with a recent example being the Mullan Build Grant and funding from ARPA. The local option tax from motor vehicles also accounts for a small but significant amount of revenue, as it too is unrestricted in its use.

Permits, fees and licenses make up the remaining substantial portion of the revenue picture. While some of them are specifically authorized under state law, Missoula has more flexibility in setting some of these due to its status as a charter form of local government.

Revenue from wastewater, storm water, and water make up the most significant revenue streams, but these are enterprise funds that simply pay for the services they are designed to provide. As these types of funds are meant to act more like a designated fund for a business, they only make sense (and are only legally authorized) for fee-for-service functions, such as those mentioned.

In the coming year the City of Missoula needs to strongly consider one or more Districts such as a Fire District to better illustrate operating costs of our basic services to the taxpayers and more accurately assess potential cost of service for properties, as well as to provide flexibility in working within the mill caps outlined in state law.

**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. Housing - Put simply, people who work in Missoula ought to be able to live in Missoula. If we don't figure this out soon, Missoula will become unrecognizable. Our community and

region is experiencing incredible population growth, and adequate planning is imperative to absorb that change. We need a vision for how Missoula can continue being an economic and cultural engine in the Northern Rockies without losing its unique character. We also have an obligation to ensure that we are providing housing opportunities for all so that Missoula fulfills the promise of equity and inclusion that the generation before us worked so hard for. We must build housing to meet population growth and do so with inventory across the spectrum of housing needs both for rent and for sale. Other measures, while important, are simply a stopgap. We cannot continue to fall further behind our needs each year. Solutions must stretch from the unhoused to the over-housed creating healthy turnover and downsizing activity and encouraging equitable opportunities that respect people's health, safety, and dignity. We are in a crisis and need to respond accordingly to create an equitable protection of our health and safety.

2. Regulatory Code Reform - It won't fit on a bumper sticker, but the current effort to reform the Missoula code from top to bottom is the single largest opportunity we have to improve the lives of Missoulians. Code reform can improve outcomes, reduce unnecessary regulatory barriers that frustrate our staff and anger our residents, and create an inclusive environment that gives all residents the opportunity to build a business, own a home, start a club, organize an event, or even recreate in one of our wonderful open spaces. Code reform also gives us the opportunity to live our values by eliminating systemic barriers that create and foster implicit bias in outcomes. Missoula has taken the lead on many of these issues, but we have an opportunity to tie them all together during code reform to enhance and promote the efficacy of these policies.
3. Property Taxes - Although the City of Missoula has worked to keep property tax burdens low, a one-legged stool will inevitably fall over as the weight on it begins to grow and shift. The last forty years have seen a dramatic shift away from commercial and industrial properties bearing the brunt of the property tax burden to residential property owners. Without bold action, a solution will be imposed on Missoulians, and it will likely not meet with their approval. Likewise, any locally-crafted solutions need to be inclusive and receive broad community support in order to avoid being canceled out during the next legislative session. I believe that special districts may present some such opportunities, but they will take broad community engagement and understanding. I also believe that such community dialogue could lead to unique solutions that may not have been previously considered. Finally, Missoula needs to work with the legislature to develop and implement broader relief for residential property taxpayers, particularly considering the state has a billion-dollar revenue surplus.
4. Energy Conservation and Climate Action - The City of Missoula has a climate action plan which calls for City operations to be carbon neutral by 2025. We are taking steps to achieve these goals, including the zero-waste initiative and the forthcoming solar energy project at the Wastewater Treatment Facility. Now is a time for us to recognize the recent opportunities opened with Federal legislation and to be bold in our efforts. Recycling, waste-management, energy conservation and even alternative energy production — we should not be afraid to have the big conversations and see what opportunities arise. We

also need to be consciously inclusive in these efforts to ensure that policies protect and enhance our environment equitably for all Missoulians.

5. Transportation and Infrastructure — Roads, trails, sidewalks, parking, public transportation — we use these every day to deliver people, goods, and services to the places they need to be. As Missoula grows, we've had and will continue to have opportunities to expand our trails, connect our urban bike-ped paths, and improve the ways Missoulians get around town. Our investment in public transit to achieve seven day a week service is a huge step forward in meeting our goals. We need to make decisions with our minds in the present and our eyes on the future. We also need to make sure that these decisions are not adversely impacting the ability of our fellow community members to live, work, play, and shop in the areas we love. Our policies need to have the flexibility to meet these moments, both present and future. Likewise, we need to have a long-range vision for what rapidly changing technology can bring to these efforts. Finally we need to be conscious of the ways that we can promote equity, diversity and inclusion through transportation policy by breaking down traditional geographic barriers.

**3.13 Who are the leaders of the executive branch of the 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

Chief Operations Officer - Eric Hallstrom

Finance Director - Leigh Griffing

City Clerk - Marty Rehbein

Public Works and Mobility Director - Jeremy Keene

Director of Community Planning, Development, and Innovation - Eran Pehan

Chief of Police - Jaeson White

Fire Chief - Gordy Hughes

Director of Parks and Recreation - Donna Gaukler

City Attorney - Jim Nugent

I have witnessed the executive leadership of Missoula work tirelessly to serve the City. These senior leadership team members are crucial to the daily operations of Missoula, and are among the most visible City employees tasked with the goal of achieving the City Councils strategic initiatives while maintaining essential public services. It would be an honor to work with these leaders and their staff if selected to be the next Mayor. In my current leadership roles, I strive to empower people to do their jobs to the best of their abilities; I encourage and facilitate collaboration, set clear expectations, and help people achieve their goals through the processes that best work for them and for their respective departments. As Mayor, I would focus on coordination and collaboration, reinforcing that the people of Missoula are best served when City services are consistently, efficiently, and equitably delivered. I also have deep respect for the experience these City leaders bring with them, and will value them as advisors and colleagues. Several of these leaders have been working together for many years, and their knowledge and experience will be indispensable to the next Mayor.





**From:** [Marty Rehbein](#)  
**To:** [Mike Nugent](#); [City Clerk Inbound](#)  
**Subject:** RE: Mayoral Application  
**Date:** Friday, August 26, 2022 9:06:00 AM

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Mike,

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](mailto:rehbeinm@ci.missoula.mt.us)



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**From:** Mike Nugent <mikenugentmsla@gmail.com>  
**Sent:** Friday, August 26, 2022 2:52 AM  
**To:** City Clerk Inbound <CityClerk@ci.missoula.mt.us>  
**Subject:** Mayoral Application

Greetings,

You will find attached a pdf copy of the Mayoral Application as well as a brief resume. Please let me know if there is something needed that I have overlooked.

Thanks,

Mike Nugent

**From:** [Mike Nugent](#)  
**To:** [City Clerk Inbound](#)  
**Subject:** Mayoral Application  
**Date:** Friday, August 26, 2022 2:52:46 AM  
**Attachments:** [Nugent-Michael - Mayoral Application.pdf](#)  
[Nugent-Michael - Mayoral Application - Resume.pdf](#)

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Greetings,

You will find attached a pdf copy of the Mayoral Application as well as a brief resume. Please let me know if there is something needed that I have overlooked.

Thanks,

Mike Nugent

# Michael M. Nugent

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## Education

University of Montana - January 2008-May 2009

**Master of Public Administration** – May 2009

University of Montana – September 2003-December 2007

**Bachelor of Arts in Political Science** – Public Administration; December 2007

## Eligibility Requirement for Missoula Mayor

- Currently registered to vote in the City of Missoula
- Currently reside in Ward 4, within the city limits
- Currently a resident of the state of Montana and have been for 37 years
- Currently a resident of the City of Missoula and have been for 37 years
- Currently (and forevermore) over 21 years of age

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## Professional Employment Overview

**Realtor, Berkshire Hathaway HomeServices Montana Properties – April 2011 – Present**

- **Vice President & Managing Broker** - May 2014 -Present
  - Oversight for 17 Office in 15 Markets across Montana, nearly 300 agents and employees
- **Chair, Montana Association of Realtors Real Estate Forms & Contracts Committee** - Present
- **Founding President, Montana Regional Multiple Listing Service** - 2015-2016
- **President, Missoula Organization of Realtors** - 2015
- **Treasurer - Missoula Organization of Realtors** 2017-2018
- **State Director - Montana Association Of Realtors** 2015 - 2018
- **Internal Management, Prudential Montana Real Estate - Staff Training & Technology** - May 2012-May 2014

**City Council, City of Missoula – January 2022 – Present**

- **Alderman, Ward 4** - City of Missoula - January 2022 - Present

**Residence Life-Student Affairs – January 2009 – July 2011**

- **Assistant Director of Residence Life, Student Conduct** The University of Montana – July 2009 – July 2011
- **Program Manager, Residence Life, The University of Montana** – July 2009 – May 2010
- **Student Staff Hiring and Retention, Residence Life, The University of Montana** – January 2009 – June 2009

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## Select Boards, Committees, Courses, and Commissions

- **President, Missoula County United Way** - 2021 Present
- **Vice President, Missoula Fairgrounds Foundation** - 2020 - Present
- **Commissioner, Missoula Housing Authority (Past)**
- **Real Estate Risk Management, Forms Review, & Contracts – Presenter** - Current
- **New Agent Interviewing, Hiring, & Training – Presenter** - Current
- **Brokerage Operations, Conflict Resolution, & Ethics – Presenter** - Current
- **Fair Housing – Presenter** - Current

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## Additional Professional Experience

- **Substitute Teacher, Missoula County Public Schools** – September 2008 – January 2009