



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: Sean P. McCoy	1.2 Email: frankslittlefarm@gmail.com
1.3 Daytime Phone: 406-721-1643 a landline	1.4 Alternate phone: none
1.5 Street Address: 203 N.Curtis St. Missoula MT, 59801	1.6 Mailing address (if different than street address):
1.7 What ward do you live in? 6	1.8 How long immediately prior to today's date have you been a resident of the City of Missoula? 16 years
1.9 What is your current occupation? Farmer / stay at home parent	1.10 Where are you currently employed? Self

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

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.

Missoula Farmers Market board member 2015-present

Missoula Consolidated Planning board 2019 - present

Montana Sustainable Growers Union member, 2014-present

Seeds of Peace Collective 2002-2008

Writer and editor of The Pathfinder, Lewis-Clark State college newspaper

Debate Club, Lewis-Clark state college 2004-05

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

Missoula Farmers Market board member

President Missoula Consolidated Planning board

Missoula City Master plan volunteer.

As a farmer, I have daily interactions with community members who hold a wide range of views and political beliefs.

Canvassing

Community outreach; such as tabling and teach ins.

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

Farmer

Parent

Board member and leader

College and Activism

Emergency Medical Technician

Smokejumper / Wildland Firefighter

U.S. Navy

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

University of Montana, bachelor's degree in English Literature 2006-08.

Lewis-Clark State College, studying English literature, Criminal Justice, and Journalism, 2003-06.

Emergency Medical Technician, Idaho State University, 2000

Firefighter Journeyman Apprenticeship Certificate, Department of the Navy, 1997

U.S. Navy Damage Controlman advanced training school, 1993

Pocatello High School, graduated 1993

3.6 Why do you want to serve as Mayor?

With the tragic passing of Mayor Engen a vital leadership role has suddenly become vacant in our community. My background and life experience have given me the leadership skills needed to step into the role of Mayor, without rocking the boat. I will focus on supporting city staff in their service to the community of Missoula. I have spent my life serving my community in a variety of capacities. From the US Navy to becoming a farmer, I have given my life to serve and lead my community. I recently began seeking an opportunity to transition from farming into local government. This opportunity seems to uniquely fit my skill set and leadership qualifications.

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

The Mayor is the chief executive officer of the city government, the primary public figure that interacts with the community at large, as well as with other government and public leaders. As the CEO of a large organization it is imperative for the Mayor to foster the working relationships between the department heads and their staff in order to meet their obligations of service to the entire community of Missoula. It is also of the utmost importance that the Mayor has a strong public presence throughout the community as a whole.

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

The Mayor provides leadership and oversight to all the departments within the city government, including daily affairs, long term planning, departmental leadership, and the quality of services provided by the departments. This does not include supervision over the Municipal Court. The Mayor executes all ordinances and resolutions passed by the City Council. The Mayor oversees the presentation of the City's annual operational budget, as well as a quarterly update of the budget to the City Council. With the guidance and consent of the City Council, the Mayor oversees the appointment of city boards, agencies, authorities and commissions created by Council. This does not include appointments reserved by the City Council, or appointments reserved for the Mayor solely. The Mayor is presiding officer of the City Council, while also having the power to veto in whole or part any resolution or ordinance. As laid out in MCA Title 7.

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

I believe that the Mayor's cultural and social leadership qualities should not differ from any other area of leadership role within the Mayor's scope. The Mayor should know and support the various cultural and social organizations of Missoula. Striving to have a familiar relationship with those organizations, as well as an understanding of their needs and challenges. This gives the Mayor an understanding of how to support them in finding solutions with the support of the Missoula community and its city government. It is vitally important that the Mayor clearly demonstrates enthusiastic support of the various organizations that represent our diverse city. One of our greatest strengths as a nation, state, and city is our diversity of thought and culture, and the mayor must be a champion of that ideal.

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

As with all leadership moments, I will first and foremost lead by example. Treating others as I would be treated; with empathy, respect, and consideration for everyone. One of the crucial pieces of leadership in a crisis is trust. The Mayor must trust in the departmental leaders and their teams to execute their responsibilities, in relation to the situation and to the best of their abilities. It is important to be present, supportive, and knowledgeable of the crisis, while also allowing the team of leaders, and their personnel to accomplish their individual responsibilities. The Mayor should also be focused on public relations in order to keep the community as informed as possible. It is of the utmost importance that the citizens of Missoula understand what is happening within our city during a crisis. Authentic transparency is vital to

maintaining public trust. And the public's trust in the government's ability to handle the crisis hinges on how informative the government is. The city's message will be better received by the public if communicated clearly, effectively, and often.

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.

The taxation structure for local government is based on property taxes. Individual property taxes are based on the market value of the property, the tax rate for the property, and the mills levied within the levy district. Each levy district is also subject to a Mill cap, which governs the district's revenue. This is the primary revenue source for local governments as outlined in MCA Title 15. One opportunity I see in this tax structure is its ability to provide consistent revenue over time to the local governments. The limitations are that it is not dynamic enough to adapt to the ever changing realities that local governments face. When this tax structure was designed there were large landowning industries that contributed a majority of the tax revenue. Individual property values were low which in turn makes homeowner taxes low. Today that is dramatically different, large industries have diminished state wide as has their tax revenue, while property values have skyrocketed which has created an unsustainable tax burden on individual homeowners.

Given that there is a Mill cap, municipalities have what I would consider secondary revenue options such as Tax Increment Finance TIF, special districts, and voter approved levies. TIF is a local funding option that allows the city to designate a specific district, and any tax revenue from new development within that district can be directed back into improvements within the district. As found in MCA Title 7 Chapter 15 for reference.

The opportunity I see with TIF is that it has proven successful at generating revenue for the designated district. The limitation of the program seems to be in not allowing the TIF to sunset. At a certain point the designated district is keeping revenue from the general fund.

Special districts are specifically designated areas of the city that generate tax revenue that can then be allocated to infrastructure improvements, such as roads and parks, within the district. As found in MCA Title 7 Chapter 11. The opportunities I see in special districts is the ability to make revenue specifically for infrastructure improvements within the district. The limitation seems to be that a governing body can only raise so much money through property taxes before placing an undue burden on its citizens. The creation of too many special districts or attaching high tax rates with them is not a sound long term financial plan.

Voter Approved levies create annual tax revenue that supports specific programs throughout the levies designated period of operation. As found in MCA Title 7, and Title 15 Chapter 10. The opportunities for this are that you can create funding for specific things such as schools, Missoula Aging Services, or libraries for a set period of time. The limitations in my mind mirror those of Special districts. An overuse of tools for taxation of property owners can become too much of a tax burden.

I would consider these four tax options as the primary sources of revenue for the city. There are other revenue options available such as bonds, block grants, and federal grants or aid.

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 is one of the greatest challenges facing Missoula and the entire state of Montana. Housing has long been an issue in Missoula, however today it is an acute problem. We have low inventory, skyrocketing property values, a higher tax burden, a housing department that needs greater resources to meet demand, poor leadership and legislation from the state legislature, supply chain issues, and a shortage of skilled labor. None of these things are going to change overnight. Addressing the problem here in Missoula, I would commit more resources and funding to the Housing department, specifically Developmental Services, while continuing to work with all the affected industries in order to create solutions to their immediate and long term needs. It will also be important to work with other municipalities to develop successful strategies in conjunction with one another.
2. Homelessness has been a growing reality for many Americans since the 2008 economic recession. The first hurdle to addressing Homelessness is having compassion and empathy for people. The majority of people will act on the opportunities offered to them, if as a society we can create those organizations that have the ability to be of service to the Americans who are struggling to survive. As a city I believe we need to continue to build upon the success of the efforts made so far. It also seems clear that the local government is going to have to work hard to find funding to maintain these programs. Revenue sources outside of raising local property taxes must be found.
3. City infrastructure is inexplicably tied with housing and growth. As it stands, we are playing catch up on building out our infrastructure to meet current growth; one significant obstacle being funding. On multiple occasions, as a member of the Missoula Consolidated Planning board, I have reviewed subdivision requests that place a greater burden on the existing infrastructure but also offer no clear idea of when and where funding for maintaining or upgrading that infrastructure would be available. We seem to consistently be putting the cart before the horse as we build out the city of Missoula. There is no immediate resolution to this issue, however it is imperative as a city that we continue communicating with other state and federal agencies so that solutions can be created that don't require a greater tax burden on the citizens of Missoula. Ideally State and Federal funding can be found to move these projects along as quickly as possible.
4. Education, in my opinion, is one of the fundamental pillars to a free and democratic society. A society that is educated well enough to read, write, do arithmetic, and think critically is more resilient to undemocratic forces. Missoula's schools are doing a great job, but there are still daunting challenges facing educators. This is why it is so important for local, state, and federal governments to contribute tax revenue to meet those challenges and support educators. Again, there are no immediate solutions which is why it is imperative that we are consistently working to improve our education system. That as a nation and a community we work together to ensure everyone has access to a high quality education.
5. Global Climate change is an issue too big to ignore. As a wildland firefighter and a farmer, my jobs have been inexplicably tied to the seasonal weather patterns. I have watched wildland fires become an ever increasing problem. Fire season used to encompass 6-7 months throughout most of the nation; today it is a reality year round. As a parent I am concerned with what future impacts climate change will have on my kids. What problems are we passing on to them when natural disasters have increased in frequency and severity world wide. As the leaders of Missoula it is important to be constantly looking for ways to improve upon the city's environmental impacts, sustainability, resilience, and emergency management. While simultaneously working directly with community members to educate and inform them on the issues. To make positive change and reduce our environmental impacts on the earth it will have to be led from the ground up, a grassroots effort led by the community and the local governments.

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?

The leaders of the executive branch consist of the Chief Operating Officer, other Mayoral staff, and all of the different department heads, such as for housing, fire, parks, police, and roads. I would approach working with these leaders by first and foremost assuring them that I clearly understood that they have just lost a great leader and a friend, and that I am keenly aware they are and have been successfully serving our community everyday. I would also emphasize that our primary mission is to keep the ship moving forward on an even keel. If everyone continues to work diligently, the transition to new leadership will go smoothly.

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) Sean P. McCoy

08/24/22

From: [Marty Rehbein](#)
To: [Frank's Little Farm](#)
Subject: RE: Mayor application for Sean McCoy
Date: Friday, August 26, 2022 11:17:00 AM

Sean,

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: Frank's Little Farm <frankslittlefarm@gmail.com>
Sent: Friday, August 26, 2022 10:48 AM
To: Marty Rehbein <RehbeinM@ci.missoula.mt.us>
Subject: Mayor application for Sean McCoy

Greetings, I am submitting my application for Mayor. Ideally you will find my cover letter, resume, and application attached to this email.

Would you please send me a confirmation that you received this email. Thank you for your time and effort.

Sean McCoy

From: [Frank's Little Farm](#)
To: [Marty Rehbein](#)
Subject: Mayor application for Sean McCoy
Date: Friday, August 26, 2022 10:48:29 AM
Attachments: [Cover letter.pdf](#)
[Resume 2022.pdf](#)
[Mayor App final.pdf](#)

Greetings, I am submitting my application for Mayor. Ideally you will find my cover letter, resume, and application attached to this email.

Would you please send me a confirmation that you received this email. Thank you for your time and effort.

Sean McCoy

Sean Patrick McCoy

203 N Curtis St., Missoula, MT 59801 (406)721-1643 frankslittlefarm@gmail.com

Dear City Council Members,

I am grateful for the opportunity to explore the potential of working with you to serve the Missoula Community.

I consider it an honor to have a chance to throw my hat into the ring for Mayor.

My primary goal is to work with you and the city staff to continue the smooth operation of the cities daily affairs. I am a hard worker and enjoy the stimulation of challenging situations.

I believe I have the knowledge and skills necessary to help lead our city through this transitional period following the loss of Mayor Engen.

It is my sincerest hope to get an opportunity to meet with you in person.

Thank you for taking the time to consider my resume and application.

Sincerely,

Sean McCoy

Sean Patrick McCoy
Veteran

203 N. Curtis St
Missoula, Montana 59801

(406) 721-1643
frankslittlefarm@gmail.com

SUMMARY: I have been a member of the Missoula community for 16 years. I have lived my life by being in service to my community. I have worked in government, non-profit organizations, and private businesses. During that time I have developed numerous skills that I can rely upon to lead teams of people.

SUMMARY OF RELEVANT SKILLS:

Leadership skills

- Actively listen to team leaders and personnel
- Consistently communicate support and ideas
- A willingness to learn and provide mentorship
- Prioritize setting the example
- Organizational prioritization

Financial Management Skills

- Prepare and monitor budgets
- Conduct inventories for audits
- Identification of alternate revenue sources

Organizational Skills

- Quickly adapts and learns in dynamic situations
- Project Management of complex, multi-partner projects with multiple funding sources
- Strong analytical skills both financial and strategic
- Collaborate with businesses, government, and non-profit organizations
- Office administration and management
- Time management

EDUCATION:

Bachelors of Arts in English Literature, The University of Montana, Missoula, Montana. Degree granted: May 2008

Emergency Medical Technician, Idaho State University. Completed April 2000.

Firefighter Journeyman Apprenticeship Certification, Department of the Navy. Awarded 1997

RELATED WORK EXPERIENCE:

Frank's Little Farm

Owner operator

Missoula, MT

2013 - present

Execute and supervise daily operations over every division of the farm. Organize and promote farm sales programs. Develop and manage the annual farm plan, seed inventory, crop rotations, maintenance schedules, harvests, and distribution. Oversee budgeting and accounting. Be adaptive to constant changes as problems arise. Time management and organization skills have proven invaluable in operating a farm.

Wildland Firefighter

Smokejumper, Type 1 firefighter

Redmond Air Center

Seasonal 2000 – 2001

Coordinate daily operations for firefighting personnel up and down the chain of command. Organize, inventory, and maintain equipment according to the prescribed maintenance schedule. Participate and organize in annual training for all personnel. Maintain all physical fitness standards, and inspire others to find a higher standard. Execute situational plans to address emergencies with multiple government agencies.

United States Navy

Damage Controlman

USS Chosin CG-65, Pearl Harbor, Hawaii

1993 – 1997

Organize and lead training programs to ensure all shipboard personnel were proficient in Damage Control operations. Supervise and communicate affectively with subordinates and superiors to achieve daily requirements. Worked well with the chain of command to find solutions to supply chain issues. Received the Navy/Marine Corps Achievement medal for work performed as the Supply Petty Officer for Repair Division.

PROFESSIONAL AND PERSONAL REFERENCES:

Bill Ellen

EverAftering Wood Studio

Veteran USMC

406-370-2699

jarhead1968@gmail.com

Rebecca Smith

Attorney at Law

406-531-8133

publicdefense@gmail.com