

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: Jordan Hess	1.2 Email: jordan@jordanhess.com
1.3 Daytime Phone: (406) 552-4050	1.4 Alternate phone:
1.5 Street Address: 834 Sherwood St Missoula, MT 59802	1.6 Mailing address (if different than street address):
1.7 What ward do you live in? Ward 2	1.8 How long immediately prior to today's date have you been a resident of the City of Missoula? 17 years
1.9 What is your current occupation? City Councilmember	1.10 Where are you currently employed? City of Missoula

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.

See attached.

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

See attached.

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

See attached.

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

See attached.

3.6 Why do you want to serve as Mayor?

See attached.

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

See attached.

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

See attached.

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

See attached.

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

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.

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?

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?


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)



Digitally signed by Jordan Hess

Date: 2022.08.26 11:35:52

-06'00'

8/26/22

Mayoral Application Questions

Jordan Hess, Candidate

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

I am a Democrat.

I've ran for election and prevailed in three previous election cycles. During those campaigns, I have been endorsed by the Missoula County Democrats, the Montana Conservation Voters, and the Missoula Organization of Realtors. While these endorsements don't apply to this appointment process, they do highlight organizational alignment in previous campaigns.

Outside of politics, I serve on the board of directors for the Poverello Center. In the past, I've served on the Missoula Urban Transportation District board of directors, as a member of the Missoula Advocates for Sustainable Transportation, and on various boards and committees at the University of Montana.

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

I have served on the Missoula City Council since 2014. Council is an ongoing masterclass on municipal operations and is the best preparation for serving as mayor. I served alongside Mayor John Engen for my entire tenure, and I'm deeply steeped in the mission, strategic vision, and culture of the City of Missoula. I helped write the current strategic plan objectives, understand their significance, and am committed to implementing them. I chair the Council's Land Use and Planning Committee and play a lead role in the city's housing initiatives and zoning code reform. I was instrumental in the adoption of our innovative growth policy.

As we continue to adapt to a protracted pandemic with challenging statewide politics in a polarized world, it is more important than ever to have experienced local government officials. The learning curve for a City elected official is long, shallow, and challenging, so my service as mayor would provide needed continuity in a fragile time. My experience and my record on the Council has prepared me to take on the extraordinary challenges local governments face today.

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

My story is like so many others. I moved to Missoula to attend the University of Montana nearly two decades ago, fell in love with our beautiful, vibrant community, and decided to stay and make a life here.

For over eight years, I served as the Director of Transportation at the University of Montana. In 2016, UM became the first university in the country to deploy modern, fast-charging battery-electric buses under my leadership. Since then, Mountain Line has followed suit with over a dozen electric buses of their own. UM is so central to Missoula's identity; working on campus was formative and stoked my passion for public service.

Most importantly, I'm active in my community. I talk to my neighbors; participate in community events; try hard to know my farmer, my brewer, my banker; and volunteer and give back where I can.

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

I moved to Missoula to attend the University of Montana in August 2005. At UM, I studied Geography with emphases in both Community & Environmental Planning and Cartography & GIS.

3.6 Why do you want to serve as Mayor?

I have served on the Missoula City Council since January 2014. Mayor John Engen was a friend and a trusted colleague, and we were reelected in the same election cycle in 2021 with many of the same campaign aspirations and a shared community vision.

It is an honor to be able to work every day to make our community a better, more equitable place to live and work. I am proud of the work that the City has accomplished during my nearly nine-year tenure on the City Council, but there is so much more to be done. In the coming years, we need to look at every municipal decision through the lenses of housing, equity, and climate. These are the defining issues of our moment in history, and we need to rise to these challenges with innovative solutions.

It would be a tremendous honor to serve Mayor Engen's term until the next municipal election and attempt to fill his big shoes.

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

The mayor's primary duty is serving as the chief executive officer of the City of Missoula. This job has internal leadership and management duties along with external constituent services and public relations functions. The mayor is a highly public figure who represents the City (the organization, with a capital "C") and the city (the place, more broadly speaking). A good mayor is a thought leader and a role model—both within and outside the organization.

The City of Missoula has a strong mayor form of government. Our mayor is a full-time managing mayor who is responsible for the day-to-day operations of the organization.

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

The mayor swears an oath to preserve, protect and defend the Constitution of the United States and the Constitution of the State of Montana. The mayor's legal duties and authorities are outlined in the Charter (Article III) and in statute (Title 7 MCA). The mayor is the accountable executive who leads the city in accordance with the self-governing powers granted by Article XI, Section 6 of the Montana

Constitution. In short, the mayor's legal authority is clearly defined by the constitution, statute, the charter, and city code.

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

An effective mayor plays a broad and nuanced leadership role in the community. While outside the duties defined in the charter, a good mayor is involved in the community—as a booster of local causes and as a champion of local organizations. The mayor is also a convener, bringing together people and organizations to work through conflict or build consensus or community. The mayor should be a public figure that the community respects.

Our mayor also needs to respect and honor the diversity that makes our community a vibrant place by modeling and implementing our justice, equity, diversity, and inclusion goals.

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

I lead and manage by collaborating and building consensus whenever possible and by achieving informed consent when consensus is not possible. I try to be thoughtful, deliberative, and inclusive in my decision-making. I seek contrary opinions. I think big picture and try to be strategic, but I'm eager to get into the weeds if details need to be sorted out.

During a crisis, I step up to the plate, take on extra work, and rapidly make the best decisions possible with the given information. As mayor, I would surround myself with great people, and I would rely on their expertise and judgement to inform my decisions—crisis or not.

By way of example, I managed a public transportation system through the pandemic. The system never stopped operating and providing essential transportation—even during the stay-at-home order in spring 2020. I worked extremely hard, communicated clearly—internally and externally—and relied on expert guidance to keep our drivers, supervisors and patrons safe. I didn't hesitate to course correct as new information became available.

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.

Municipal governments in Montana are severely limited in their ability to adequately and equitably raise revenue for valued government programs. Per Montana state statute, local government is almost exclusively reliant on property taxes to fund government operations, so local governments are always in a position of scarcity. Despite the lack of options, the City provides parks and transportation options, police and fire protection and clean drinking water, housing programs and public health measures, among other things, for about 29% of local tax bills.

The City's general fund is primarily comprised of local property taxes levied by the Council in the annual budget process. The Road and Parks Districts are assessments on property tax bills and fund eligible activities within each city-wide district. Non-tax sources of revenue include fees (building permit,

business license, etc.), utility fees, federal grants, and other sources. Non-tax revenues generally must be earmarked for specific purposes.

The 2001 Montana Legislature eliminated several local revenue sources, including gambling revenues and various excise taxes and replaced these with an entitlement share which is distributed proportionally to municipalities based on a formula. This nets roughly \$10 million annually for Missoula, however, the entitlement share does not keep pace with inflation or demand.

The 2001 Legislature also modified Initiative I-105, passed by voters in November 1986, to limit the rate of property tax increases to half the rate of inflation. Additionally, the 1999 Montana Legislature cut several revenue sources that local governments relied upon, including the business equipment tax, motor vehicle taxes, and centrally assessed utility taxes. These legislative changes and Montana's changing economy largely shifted the property tax burden from commercial and industrial to residential. Montana's property tax system is broken. It's regressive, and it was built around an economy that no longer exists.

The state needs meaningful property tax reform to sustainably fund local government into the future.

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?

The most critical issues facing Missoula and many cities across Montana and the west are the intersection of a worsening climate emergency, deepening inequality, and an escalating housing crisis. Ensuring that our community remains a safe, vibrant place for all people requires careful consideration of these interrelated challenges. Fortunately, Missoula is a strong community that has been investing in its future for decades.

Housing – Housing prices have risen on a very steep curve over the past few years in Missoula, but the City is well positioned to address our community housing needs. We need to work steadily to implement A Place to Call Home, Missoula's housing policy. Through land banking and targeted investment, we can support the creation of homes Missoulians can afford. Comprehensive land use code reform, underway now, will streamline and simplify development while protecting our community's standards.

Climate – The climate crisis is the defining battle of our generation. Climate crisis is an existential threat to health, safety and welfare, and we need to continue to work to reduce our direct carbon emissions and build resiliency throughout our community. We need to continue to work to implement our 100% clean electricity goals, our zero waste goals, and our climate action strategies. We also need work to make our community resilient so that we're positioned as well as possible for a changing world.

Tax reform – Municipal programs are threatened by an antiquated tax code. Recent attempts to diversify local revenue sources have been thwarted by the legislature. We need to continue to work to build a state-wide coalition for thoughtful tax reform. We have 2-4 million tourists per year in Missoula, and while we're glad to have them, it's time we start collecting some tax revenue from visitors.

Equity – The city needs to support all residents and local businesses by fostering a just, equitable, diverse, and inclusive community. We need to foster a healthy and vibrant community where all residents have access to opportunity and can have their needs met.

People in Crisis – Our mobile crisis support team improves the lives of Missoulians experiencing crises and saves our community money. Legislative cuts to case management have resulted in an increase of people experiencing addiction and mental health crises and falling into houselessness. We need to invest in the services that help people in crisis and keep our community safe, including our mobile crises support team, because we all do better when we all do better.

It is not possible to rank these issues; the City has multiple priorities that must be evaluated and weighed continuously. We can't work on climate resiliency to the exclusion of housing or vice versa. They are interrelated and require constant attention at all levels of government.

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?

Under the City Charter, the mayor has the authority to appoint an assistant or assistants—in the case of Mayor John Engen, this was the City's Chief Administrative Officer. While the CAO is the only direct report to the mayor, the mayor has a major role in leading and managing city staff. First, the mayor is responsible for hiring department heads with the advice and consent of the city council.

The mayor, as the City's chief executive officer, has a major role in setting tone and culture for the organization. Mayor Engen recruited and assembled a highly competent senior leadership team, and there are innumerable high caliber employees throughout the organization. The next mayor needs to work hard to lead, support, and retain this workforce.

Certain political processes require the mayor's leadership. At other times, it is important that the mayor defers to professional staff's technical and subject matter expertise. The mayor needs to make competent decisions that are highly informed by both the staff's expertise and the political realities of any given situation.

Jordan Hess is serving his third term on the Missoula City Council. On the Council, Jordan has been a tireless advocate for responsible land use and transportation decisions. He currently chairs the Land Use and Planning Committee where he works to increase access to quality affordable housing and to promote livability and equity in new development. Jordan has been a champion of the city's zero-waste and clean energy goals, expanding Missoula's open space network, and providing diverse transportation options. He was instrumental in securing public ownership of our community's water system and played a key role in several transportation projects, including the Mullan BUILD grant set to break ground this summer.

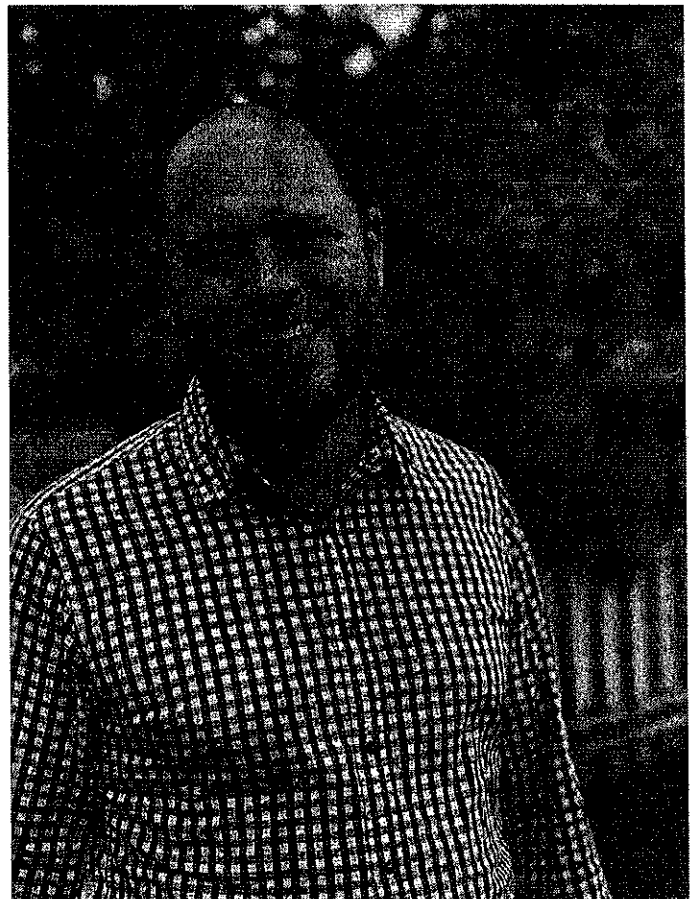
In his third term on the Council, Jordan looks forward to modernizing Missoula's zoning code, continuing to implement the city's new housing policy, and achieving the city's goals to transition to 100% clean energy for municipal operations. He believes that the city needs to approach all decisions with equity and sustainability in mind.

Outside of City Council, Jordan formerly directed the Office of Transportation at the University of Montana. At UM, Jordan helped bring electric buses to Missoula in 2016, a move that Mountain Line followed in 2019.

Jordan moved to Missoula from Helena in 2005 to study Community and Environmental Planning and Cartography and GIS in the Geography Department at UM. He lives in Missoula's Westside neighborhood with his partner Katherine.

Contact:

Jordan Hess
jordan@jordanhess.com
(406) 552-4050



W. JORDAN HESS

jordan@jordanhess.com

406-552-4050

EDUCATION

2005 – 2009

University of Montana, Missoula, MT

Studied Geography with emphases in:

- Community and Environmental Planning.
- Cartography and GIS Sciences and Technologies.

EXPERIENCE

January 2014 – July 2022

University of Montana: Director of Transportation

Served as the director of one of the only student-run transportation systems in the country. Oversaw the UDASH public transit system and university transportation demand management programs. Supervised program with up to five full time staff and 30 part time student employees.

- Led effort to replace an aging bus fleet with state-of-the-art electric buses, making the University of Montana the first college campus in the nation to operate modern, fast-charging battery electric buses. Wrote successful grant applications totaling over \$2.5 million for additional electric buses delivered in 2021.
- Oversaw technological upgrades and process improvements to streamline transit planning and operations. Implemented custom software to track transit ridership and bus maintenance needs. Expanded the use of automated passenger counters to provide real-time passenger counts remotely.
- Implemented data-driven analysis for transit service planning. Conducted thorough analyses of student residential patterns, class schedule patterns, ridership, and survey data. Designed and implemented two new transit routes accordingly.
- Reclassified staff role descriptions and created career ladder advancement and professional development opportunities to improve retention and satisfaction of staff.
- Supported student transit system employees by improving training, offering development and leadership opportunities, and encouraging and fostering diversity in the workplace.
- Developed departmental budget during time of unprecedented enrollment decreases while avoiding layoffs or major service reductions. Successfully presented budget enhancements to the Montana University System Board of Regents resulting in program growth.
- Built effective working relationships and collaborative partnerships with individuals, departments, and organizations both on- and off-campus to help achieve regional transportation goals, university strategic objectives, and department priorities. Worked with regional and national trade groups and associations.
- Improved communications through traditional and new media channels. Focused staff efforts on improving communications and customer service.
- Responded rapidly and effectively to campus emergencies:
 - Developed new safety measures, operations procedures, and communication protocols to safely continue public transportation service during COVID-19 pandemic.
 - Immediately implemented contingency plans during campus lockdown in subzero temperatures.

January 2014 – Present

City of Missoula: *City Councilmember, Ward 2*

Elected three times (first in November 2013) to serve on city's legislative body.

- Developed broad understanding of city operations, finances, policies, and strategic objectives.
- Cultivated deep trust-based relationships with city staff, fellow elected officials, constituents, neighborhood councils, developers, and community leaders.
- Serve in leadership roles on Council: served as chair of Public Works Committee for six years and chair of the Transportation Policy Coordinating Committee for four years. Currently serve as chair of Land Use and Planning Committee and Council Vice President.
- As Public Works Committee chair, provided consistent leadership, support, and counsel during multiyear legal battle to secure ownership of Missoula's water system for public benefit. Provided oversight during creation of city water utility and integration of water system into city operations.
- Championed transportation projects throughout community:
 - Co-wrote Missoula's award-winning Complete Streets Policy.
 - Supported development of the Bicycle Facilities Master Plan, the Pedestrian Facilities Master Plan, and two iterations of the Long-Range Transportation Plan.
 - Built relationships with the Montana Department of Transportation and worked to integrate city priorities into state projects. Worked to improve design of state-owned facilities.
 - Helped Missoula County successfully apply for a \$13 million federal BUILD grant.
 - Worked with community partners to pass Montana's first voter-approved local-option gasoline tax which will bring in over \$1 million per year for roadway maintenance projects.
- Led public processes for challenging land use decisions with positive outcomes. Secured beneficial development agreements, affordable housing mandates, historic preservation requirements, and other community benefits through negotiation and application of land use decision-making processes.

April 2011 – December 2013

Maureen and Mike Mansfield Library: *Web Developer / Coordinator*

Managed complex website environment for academic library with over 2 million virtual visits annually.

- Planned and implemented multi-year projects informed by extensive usability testing; student, faculty, and staff feedback; and data analysis.
- Implemented systems to ensure information accessibility for patrons with disabilities.
- Engaged in university-wide IT coordination and planning.
- Had lead role in developing the University of Montana's new brand and visual identity.
- Chaired University Web Committee and worked to restructure web communication governance on campus.

2010

Alliance for Climate Protection (Helena, MT): *Community Organizer*

Advocated for clean energy legislation through canvassing, phone bank events, small business coalitions, and special events. Built relationships with stakeholders of diverse political backgrounds.

2007 – 2009

Mountain Line: *GIS and Data Technician, Web Developer*

Developed and deployed data for online transit trip planner tool. Redesigned agency website; deployed mobile website to increase information availability via mobile devices and cell phones. Part-time position.

City Clerk Staff

From: Marty Rehbein
Sent: Friday, August 26, 2022 11:42 AM
To: Jordan Hess; City Clerk Inbound
Subject: RE: Mayoral Application

Jordan,

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

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



From: Jordan Hess <jordan@jordanhess.com>
Sent: Friday, August 26, 2022 11:40 AM
To: City Clerk Inbound <CityClerk@ci.missoula.mt.us>
Subject: Mayoral Application

Hi Marty, Megan, and Claire,

Attached, please find my application for mayor. There is a combined PDF as well as individual files. I'm on my way downtown with a hard copy as well.

Thanks for everything. I look forward to a new chapter, perhaps!

Thanks,
Jordan

Jordan Hess
(406) 552-4050
jordan@jordanhess.com

City Clerk Staff

From: Jordan Hess <jordan@jordanhess.com>
Sent: Friday, August 26, 2022 11:40 AM
To: City Clerk Inbound
Subject: Mayoral Application
Attachments: Hess-Resume.pdf; Hess-Application-Questions.pdf; MayoralApplication-Hess.pdf; Hess-Bio.pdf; Hess-MayoralApplicationWithAttachments.pdf

Hi Marty, Megan, and Claire,

Attached, please find my application for mayor. There is a combined PDF as well as individual files. I'm on my way downtown with a hard copy as well.

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Jordan Hess
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