



**Work Session Meeting Agenda
2 Park Drive South, Great Falls, MT
Commission Chambers, Civic Center
September 16, 2025
5:30 PM**

The agenda packet material is available on the City's website: <https://greatfallsmt.net/meetings>. The Public may view and listen to the meeting on government access channel City-190, cable channel 190; or online at <https://greatfallsmt.net/livestream>.

Public participation is welcome in the following ways:

- Attend in person.
- Provide public comments in writing by 12:00 PM the day of the meeting: Mail to City Clerk, PO Box 5021, Great Falls, MT 59403, or via email to: commission@greatfallsmt.net. Include the agenda item or agenda item number in the subject line, and include the name of the commenter and either an address or whether the commenter is a city resident. Written communication received by that time will be shared with the City Commission and appropriate City staff for consideration during the agenda item, and, will be so noted in the official record of the meeting.

CALL TO ORDER

PUBLIC COMMENT

(Public comment on agenda items or any matter that is within the jurisdiction of the City Commission. Please keep your remarks to a maximum of five (5) minutes. Speak into the microphone, and state your name and either your address or whether you are a city resident for the record.)

WORK SESSION ITEMS

1. Cascade County Metro Region Governance Committee for Opioid Abatement. Presented by David Dennis (estimated 30 minutes)
2. Infrastructure Development and Investment Review Continued from 9/2/25 Work Session. Presented by Greg Doyon. (estimated 30 minutes)

DISCUSSION POTENTIAL UPCOMING WORK SESSION TOPICS

ADJOURNMENT

City Commission Work Sessions are televised on cable channel 190 and streamed live at <https://greatfallsmt.net>. Work Session meetings are re-aired on cable channel 190 the following Thursday morning at 10 a.m. and the following Tuesday evening at 5:30 p.m.

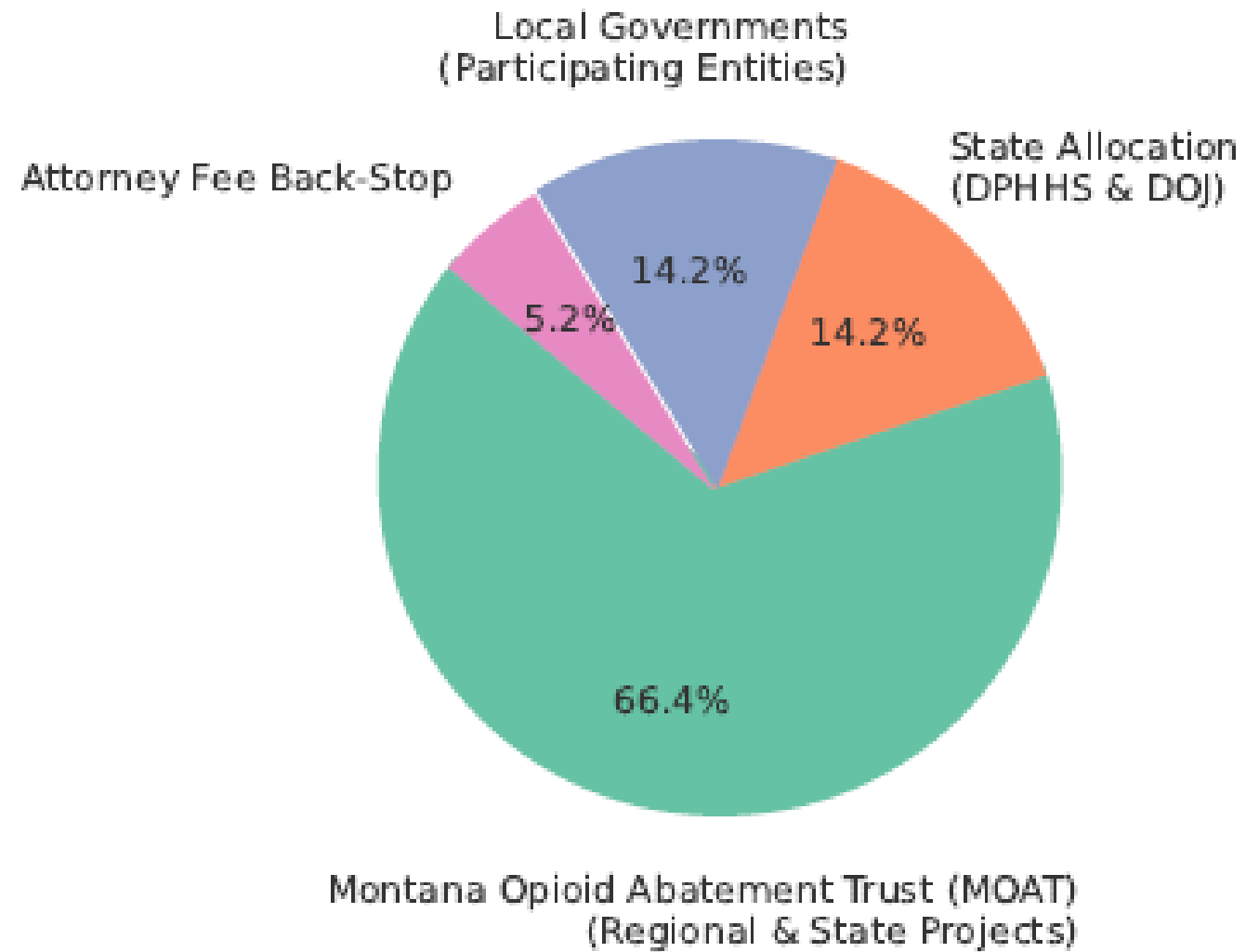
Wi-Fi is available during the meetings for viewing of the online meeting documents.

UPCOMING MEETING SCHEDULE

City Commission Work Session - Tuesday October 7, 2025 5:30 p.m.

City Commission Meeting - Tuesday October 7, 2025 7:00 p.m.

Montana Opioid Settlement Fund Allocation



Governance

MOAT Regions

- **MOAT holds 70% of funds.**
- **80% of 70% designated for MOAT Regions**
- **Each MOAT Region must form Governance Committee**
- **MOAT Region Governance Committee approves proposals**
- **MOAT Advisory Committee must release funds for approved uses**

Local Government

- **Funds go directly to Local Government**
- **Local Government must form Governance Committee and appoint Fiscal Agent**
- **Local Governance Committee receives and approves proposals**
- **Local Governance Committee distributes funds**

INTERLOCAL AGREEMENT

Governance Committee

- Composed of equal members appointed by the Cascade County Commission and the Great Falls City Commission
- Each appointing body appointment process
- Members serve at the pleasure of the appointing body

Committee Responsibilities

- Review and recommend approval of regional MOAT applications
- May coordinate joint applications between the City and County
- Designate a single point of contact with MOAT.

Individual Applications

- Either the City or County may submit separate funding applications independently.
- These do not require Governance Committee review.

Meetings and Transparency

- Committee meets as needed.
- All meetings follow Montana's open meetings and public records laws.
- May adopt internal bylaws

INTERLOCAL AGREEMENT

BETWEEN CASCADE COUNTY AND THE CITY OF GREAT FALLS ESTABLISHING THE CASCADE COUNTY METRO REGION GOVERNANCE COMMITTEE FOR OPIOID ABATEMENT

WHEREAS, the Montana Interlocal Cooperation Act, codified at Mont. Code Ann. § 7-11-101, et seq. (hereinafter, the “Act”), permits local government units to make the most efficient use of their powers by enabling them to cooperate with other local government units on the basis of mutual advantage, and thereby to provide services and facilities in a manner and pursuant to forms of governmental organization that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities; and

WHEREAS, the Act provides that public agencies may authorize and approve interlocal agreements with other public agencies to perform any administrative service, activity, or undertaking which such public agencies are otherwise authorized by law to perform; and

WHEREAS, Cascade County and the City of Great Falls, are corporate political subdivisions of the State of Montana, and as of such are “public agencies,” as defined by Mont. Code Ann. § 7-11-103; and

WHEREAS, Cascade County and the City of Great Falls, are Participating Local Governments under the Montana Distributors’ and Janssen Opioids Settlement Memorandum of Understanding dated November 26, 2021, as amended January 27, 2022 (collectively, the “MOUs”); and

WHEREAS, the MOUs authorize Participating Local Governments and Abatement Regions to create governance structures for the administration, management, and use of Opioid Remediation funds distributed through the Montana Opioid Abatement Trust (“MOAT”), including individual and regional allocations as set forth in Exhibit B of the MOUs; and

WHEREAS, Cascade County and the City of Great Falls comprise the Cascade County Metro Region and are eligible to access both individual and regional opioid abatement funds held by the MOAT; and

WHEREAS, Cascade County, through Resolution No. 23-47, appointed the Board of Cascade County Commissioners as its opioid abatement governance authority and designated Commissioner Joe Briggs as Fiscal Agent and primary point of contact for opioid remediation funding requests and administration; and

WHEREAS, the City of Great Falls, through Resolution No. 10577, designated Melissa Kinzler as its Fiscal Agent with respect to opioid litigation settlement funds, and designated Commissioners Rick Tryon and Shannon Wilson, and its Fiscal Agent, Melissa Kinzler, as the governing board to serve as the primary administrative agents responsible for opioid remediation funding requests and administration; and

WHEREAS, both entities desire to coordinate efforts within the Cascade County Metro Region and establish a joint regional governance body to oversee the review, planning, and submission of funding requests to MOAT and to ensure equitable distribution of any joint funds received;

NOW, THEREFORE, in consideration of the mutual covenants and agreements herein, the parties agree as follows:

1. Incorporation of Recitals

The Recitals set forth above are incorporated into and shall constitute a material part of this Interlocal Agreement (“Agreement”).

2. Purpose

The purpose of this Agreement is to formally establish the Cascade County Metro Region Governance Committee (“Governance Committee”) as the regional governance body authorized to review, evaluate, and coordinate funding requests submitted to the MOAT that implicate the Cascade County Metro Region, and to oversee administration of regional opioid abatement funds.

3. Membership and Composition

The Governance Committee shall consist of an equal number of representatives appointed respectively by the Cascade County Board of Commissioners and the City Commission of the City of Great Falls. Each governing body shall determine its own appointment process. Members shall serve at the pleasure of the appointing body and for such terms as it may designate.

4. Authority and Responsibilities

The Governance Committee shall be responsible for reviewing and providing recommendations on all funding applications submitted to the MOAT for projects located within or impacting the Cascade County Metro Region. In performing this responsibility, the Committee shall evaluate each application to determine whether it aligns with the Approved Purposes as defined in the MOUs and the underlying Settlement Agreements. The Committee shall also coordinate and assist in the preparation and/or approval of joint funding applications when both entities agree to do so. In the case of jointly submitted or approved applications, the Committee shall facilitate equitable allocation of any awarded funds in accordance with each entity's allocation percentage under Exhibit B of the MOUs, unless a different allocation (i.e. pooling the funds) is agreed to in writing by both Participating Local Governments at the time of submission or approval. The Committee shall also designate a single point of contact to coordinate with MOAT staff and trustees on matters relating to the Cascade County Metro Region.

The Parties acknowledge and agree that Cascade County and the City of Great Falls may, by mutual agreement, elect to fund opioid abatement projects jointly using funds allocated to the Cascade County Metro Region from the Montana Opioid Abatement Trust ("Metro Region Funds"). Such jointly funded projects shall be paid from the general Metro Region Funds without diminishing the portion of those funds equitably available to the other Party for future projects, unless otherwise agreed in writing by both Parties.

5. Fiscal Agent

The Governance Committee shall designate a Fiscal Agent for the funds jointly acquired and administered by the Cascade County Metro Region. The designated Fiscal Agent shall be responsible for receiving, holding, and disbursing any Cascade County Metro

Region funds awarded by the MOAT for projects approved by or through the Committee. The Fiscal Agent shall also maintain accurate financial records, provide necessary reporting, and ensure compliance with applicable state and federal fiscal management requirements.

6. Individual Applications

This Agreement shall not limit or interfere with the authority of Cascade County or the City of Great Falls to submit, review and/or approve individual applications to the MOAT. Any funds awarded in response to an individual application shall be distributed solely to the submitting Participating Local Government, and no Committee review shall be required for such applications. The Committee's point of contact will notify the MOAT of the approval and terms of the individual applications.

Cascade County or the City of Great Falls may also independently fund opioid abatement projects using its individual allocation as identified in Exhibit B to the Settlement MOUs, provided such funding does not reduce or otherwise affect the funds allocated to the other Party's individual allocation or to the Metro Region Funds, unless expressly agreed in writing by both Parties. Based on Exhibit B to the Settlement MOUs, the allocation percentages for the Cascade County Metro Region are as follows: City of Great Falls – approximately 52.78% of the Metro Region's total allocation; Cascade County – approximately 47.22% of the Metro Region's total allocation. These percentages are used for purposes of equitable allocation of joint Metro Region Funds unless otherwise agreed in writing by both Parties.

Projects that are not jointly funded shall be paid solely from the funding party's remaining share of the Metro Region Funds, calculated in accordance with the above percentages. Under no circumstance may either Party fund opioid abatement projects from Metro Region Funds in excess of its remaining proportional allocation, unless both Parties expressly agree in writing to a different arrangement.

7. Meetings and Governance

The Governance Committee shall meet as necessary to review applications, set priorities, and conduct its official business. All meetings shall be open to the public and conducted in accordance with Montana's open meetings and public records laws.

The Committee may adopt bylaws or procedural rules, provided they are consistent with this Agreement, the MOUs, and applicable state law.

8. Term and Termination

This Agreement shall remain in full force and effect until terminated by mutual written agreement of both Cascade County and the City of Great Falls. Either party may unilaterally withdraw from this Agreement upon providing ninety (90) days' written notice to the other party. Withdrawal by one party shall not affect the allocation or administration of funds already awarded or committed through the Governance Committee prior to the effective date of withdrawal.

9. Amendments

This Agreement may not be amended except by a written Agreement of the undersigned Parties, in conformance with the requirements of the Montana Interlocal Cooperation Act, codified at Title 7, Chapter 11, Part 1, Mont. Code Ann.

10. Severability

If any provision of this Agreement is determined to be invalid or unenforceable by a court of competent jurisdiction, such determination shall not affect the validity of the remaining provisions, which shall continue in full force and effect.

11. Creation of Legal Entity

This Agreement does not create a separate legal entity.

12. Retirement Systems Contributions

No new employment is contemplated by this Agreement and therefore no retirement systems contributions will be paid by either party under this Agreement.

15. Administration

Any administration necessitated by this Agreement shall be performed by Cascade County.

16. Jurisdiction, Venue, Costs and Fees.

This Agreement shall be interpreted and enforced pursuant to Montana law. In the event of litigation concerning this Agreement, venue shall be proper in the Eighth Judicial District Court, Cascade County, Montana. The Parties in any action brought to enforce this Agreement shall bear their own costs and attorney fees.

17. Merger.

This Agreement constitutes the entire Agreement of the undersigned parties with respect to matters addressed herein and supersedes any and all previous agreements or representations, if any, between the parties, except as stated herein.

18. Construction.

In the event of any ambiguity or imprecision in regard to the construction of the provisions of this Agreement, such ambiguity or imprecision shall not, as a matter of course, be construed against any of the undersigned entities. All provisions of this Agreement shall be construed to effect the manifest intent and purpose of this Agreement. If any provision of this Agreement is held unenforceable or invalid, then such provision shall be modified, by an amendment, to reflect the parties' intention. All remaining provisions of this Agreement shall remain in full force and effect.

19. Assignment and Authority.

Neither party may assign, transfer, or convey any right or obligation set forth in this Agreement without the prior written consent of the other Party. The undersigned represent that they have authority to enter into this Agreement.

20. Assent

Pursuant to Mont. Code Ann. § 7-11-104, the undersigned Cascade County and the City of Great Falls, hereby authorize, approve, and execute the terms of this Agreement.

21. Effective Date

This Agreement shall become effective upon adoption and execution by both parties and shall be filed with the Cascade County Clerk and Recorder.

DATED this _____ day of _____, 2025.

CITY OF GREAT FALLS,
MONTANA

Greg Doyon, City Manager

ATTEST:

(Seal of the City)

Lisa Kunz, City Clerk

*APPROVED AS TO FORM:

By _____
David G. Dennis, City Attorney

*By law, the City Attorney may only advise or approve contract or legal document language on behalf of the City of Great Falls, and not on behalf of other parties. Review and approval of this document was conducted solely from the legal perspective, and for the benefit, of the City of Great Falls. Other parties should not rely on this approval and should seek review and approval by their own respective counsel.

BOARD OF COUNTY COMMISSIONERS,
CASCADE COUNTY

James L. Larson, Chairman

Joe Briggs, Commissioner

Eric Hinebauch, Commissioner

ATTESTED this ____ day of _____, 2025

Cascade County Clerk & Recorder

* APPROVED AS TO FORM:

Josh Racki, County Attorney

DEPUTY COUNTY ATTORNEY

* THE COUNTY ATTORNEY HAS PROVIDED ADVICE AND APPROVAL OF THE FOREGOING DOCUMENT LANGUAGE ON BEHALF OF THE BOARD OF CASCADE COUNTY COMMISSIONERS, AND NOT ON BEHALF OF OTHER PARTIES OR ENTITIES. REVIEW AND APPROVAL OF THIS DOCUMENT BY THE COUNTY ATTORNEY WAS CONDUCTED SOLELY FROM A LEGAL PERSPECTIVE AND FOR THE EXCLUSIVE BENEFIT OF CASCADE COUNTY. OTHER PARTIES SHOULD NOT RELY ON THIS APPROVAL AND SHOULD SEEK REVIEW AND APPROVAL BY THEIR OWN RESPECTIVE COUNSEL.



City Manager's Office

Memorandum

To: Mayor Reeves and City Commissioners

From: Gregory T. Doyon – City Manager

Re: Strategic Development Officer Position

Date: September 16, 2025

In my April 12, 2025 Infrastructure Development and Investment memorandum, I offered reflection on the City's economic development efforts and tools. One of the recommendations in the memo included creating a new position to help facilitate economic development in the community.

In subsequent conversations, the City Commission expressed interest in exploring the creation of a position to fill specific economic development needs of the City and to complement existing efforts with community partners and stakeholders.

From the April 12th memorandum, the initial recommendation is restated below:

3. Create a new position, funded by water, sewer, storm drain and TIF called a Strategic Development Officer (Attachment B). The City needs someone to manage its TIF Districts under the state's new law (SB 3), but more importantly, be the City's representative at the very front-end of new development. The City relies on GFDA as its development agency, and that would continue. The position removes the city manager, public works director, planning and community development director, and finance director from a negotiating role and allows more immediate contact with developers to address infrastructure options.

Position Concept Discussion

The **Strategic Development Officer (SDO)** would serve as the City of Great Falls' lead representative for coordinating economic development initiatives, managing public-private partnerships, and overseeing key infrastructure financing tools such as Tax Increment Financing (TIF) and Special Improvement Districts (SIDs). Reporting to the City Manager's Office, the SDO is the primary point of contact for developers and business stakeholders, guiding projects through early planning stages and ensuring alignment with City policies, funding capacities, and infrastructure priorities.

This role is grounded in the ethical stewardship of public resources and is responsible for advocating fair, transparent, and financially responsible development practices. The SDO leads cross-departmental coordination, advises the City Manager and Commission on growth strategies, and maintains trusted relationships with economic development partners and the public. A strong understanding of municipal

finance, land use, and infrastructure policy—combined with diplomacy, integrity, and strategic focus—is essential to this position.

Bottom Line: The primary benefit of creating this position is to professionalize and modernize the City’s development posture: providing early engagement, disciplined use of financial tools, and transparent negotiation—ultimately making Great Falls more resilient, competitive, and fiscally sustainable in how it manages growth.

Position Benefits:

1. Centralized Leadership for Economic Development

- The SDO provides a dedicated, consistent point of contact for developers, investors, and economic partners, rather than ad hoc (and often delayed) involvement of the City Manager, Public Works, Planning, and Finance directors
- This improves coordination and reduces mixed signals, which currently create perceptions that Great Falls is not “business friendly”, that development processes are too complicated, burdensome, and uncoordinated.

2. Stronger Management of Financial Tools (TIFs and SIDs)

- The City’s TIF districts, SID’s expansions and the new Strategic Capital Improvement Fund are complex and politically sensitive; they require specialized oversight and compliance management
 - Will help help reduce workload in both Finance and P&CD
- The SDO would ensure these funding tools are applied consistently, transparently, and strategically—protecting taxpayer interests while maximizing public value.

3. Early-Stage Development Engagement

- Developers often approach the City late in the process. At that point, their expectations are high, but staff’s influence is limited and creates conflict that can escalate publicly, to economic development organizations, and ultimately to the Commission.
- The SDO would act as the “tip of the spear”, engaging developers early, aligning expectations with City capacity, and preventing friction at the Commission hearing stage

4. Improved Infrastructure Financing and Cost Recovery

- The SDO brings expertise in fiscal impact modeling, revenue projections, and scenario planning
 - This allows the City to negotiate infrastructure contributions, structure financing agreements, and align growth with long-term financial sustainability—reducing the strain on the General Fund and existing ratepayers.

5. Balanced Advocacy and Public Trust

- The role advocates for economic growth while safeguarding community standards (infrastructure capacity, regulatory compliance, and design standards; zoning; and growth policy compliance).
 - By being transparent about what the City can and cannot do, the SDO helps bridge public expectations with developer demands, maintaining credibility and fairness

6. Capacity Building and Internal Efficiency

- The position will relieve executive leadership (City Manager and department directors) from direct negotiating roles, freeing them to focus on higher-level policy and operations
- The SDO will also serve as an “internal translator/coordinator,” aligning Finance, Public Works, Legal, and Planning around development priorities and ensuring unified messaging

7. Strategic Partnerships and Representation

- The SDO would strengthen relationships with GFDA, Chamber of Commerce, Downtown Great Falls Association, BID/TBID, and state/federal partners
- This coordinated advocacy increases Great Falls’ competitiveness for investment and grants, while keeping the City—not outside entities—as the primary voice for community interests.

Position Challenges:

- Cost: Wages and benefit cost, reliance on sensitive (non-General Fund) funding sources.
- Confusion: Resident, business confusion about role. May be seen as overlapping with GFDA/Chamber.
- Perception: Requires highly ethical person; could be seen as additional bureaucracy or favoritism toward developers.
- Authority gap: Does not have actual authority to make promises required for development infrastructure without by board and commission approval. Must guard against promising more than the City can deliver.
- Uncertain ROI: Market conditions may limit measurable wins.
- Political exposure: Positioned squarely in high-profile growth debates

Alternative Models:

Below are some other options for consideration beyond the creation of a new position.

1. Structural Alternatives (Reassign or Reconfigure Existing Staff)

- Internal Reassignment / “Development Ombudsman” Role
 - Instead of creating a new FTE, designate a current senior staff member (Deputy City Manager, Planning Director, Finance Director) to serve as the front-end point of contact for developers.

➤ *Pros:* No added salary; uses existing expertise.

- *Cons:* Staff capacity, adds workload (would need to redirect/defer workload to another employees); responsiveness, risks diluting their current responsibilities, does not address the multiple party ad hoc negotiation process. The current staff may not possess the needed skill set.

2. Development Review Team (DRT) Model

- Formalize an interdepartmental team (City Manager's Office, Finance, P&CD, Public Works, Legal) that meets regularly weekly to review projects and serve as a joint developer contact.
- *Pros:* Promotes unified messaging, shared accountability.
- *Cons:* Developers may still lack a single "closer"; significant coordination challenges, responsiveness, and capacity. Does not address the multiple party ad hoc negotiation process. Will add additional workload with limited capacity.

3. Contractual Alternatives (Buy Expertise as Needed)

- Third-Party Contracting (On-Call Advisors)
- Hire consultants (e.g., financial, legal, economic development) to step in when projects require complex TIF modeling, SID structuring, or fiscal impact analysis.
- *Pros:* Pay only when needed; expertise tailored to project type.
- *Cons:* No continuity, limited flexibility/accessibility, or institutional knowledge; more reactive than proactive. Potentially perceived as not having the City's "best interest". Cost and responsiveness would be a concern.

4. Shared Staff with GFDA / Chamber / BID

- Negotiate a cost-sharing arrangement with GFDA or Chamber for a staffer who serves as a liaison between City and developers.
- *Pros:* Spreads cost; aligns external promotion with City capacity.
- *Cons:* Conflicts of interest (GFDA often plays both promoter and developer roles); City loses direct control and separation in process. Oversight, accountability, and transparency.

Hybrid Options:

1. Pilot or Term-Limited SDO

- Create the position as a 3–5 year pilot funded by TIF or enterprise funds, with performance metrics (projects managed, dollars leveraged, infrastructure financing agreements).
- *Pros:* Provides dedicated resource; built-in accountability.
- *Cons:* Risk of institutional loss if role proves necessary long term.

2. “Assistant” or “Assistant to” or “Deputy City Manager” with Development Emphasis

- Hire a second Assistant or Deputy City Manager, bake into the position as a core function of the job development leadership responsibilities instead of creating a separate SDO.
- *Pros:* Expands senior leadership without siloing development. Allows the positions to be used for other projects/assignments. Provides a clear “chain of command” over Planning and Community Development, Finance, and Public Works.
 - Stronger Authority: Ensures development and infrastructure priorities aren’t just coordinated but are directed by someone with formal supervisory power over key departments.
 - Streamlined Decision-Making: Reduces the need for the City Manager to directly referee between PCD, Finance, and Public Works on growth-related issues.
 - Greater Accountability: Puts responsibility for growth, infrastructure, and fiscal sustainability in one executive office, reducing finger-pointing across departments.
 - Elevated Visibility: Signals to developers, business partners, and the community that growth and economic development are executive-level priorities.
 - Builds leadership bench strength by having an ACM who can step in for the City Manager when needed, especially on growth-related policy and negotiations.
- *Cons:* Adds administrative cost; DCM role may get pulled in too many directions.
 - Risk of Dilution of Technical Focus: Economic development finance (TIFs, SIDs, reserve fund) may get less direct attention if the ACM is consumed by broad departmental oversight.
 - Potential Turf Friction: Department directors (PCD, Finance, Public Works) may resist losing direct access to the City Manager, creating adjustment or morale challenges.
 - Recruitment Challenge: Requires a rare candidate with both executive leadership skills and deep knowledge of development finance, infrastructure, and planning.
 - Organizational Disruption: Shifting reporting structures could slow operations during the transition period and may face internal or political pushback.
 - Blurring of Roles: If not clearly defined, overlap between ACM responsibilities and City Manager’s executive functions could create confusion.
 - Reduced Flexibility: Once created, the ACM position may be difficult to reassign or restructure without significant organizational change.

Final Thoughts

The City has tried many approaches over the years to energize economic development (i.e., consolidating Planning *and* the Community Development Departments into *one* department, relocating a Development Engineer to Planning from PWD, creating TIFs [expanded uses/definitions], direct payments to GFDA, moderate infrastructure investments, annexing parcels, completing studies, adopting strategies/plans, financed debt, etc.), ***but these efforts have not seemed to deliver the results the community wants and expects.***

The Commission has made clear it wants a growing tax base, and that residents are asking for more employment opportunities, housing options, services, and businesses that they see, similar to other Montana communities.

Creating a Strategic Development Officer is a different approach and is another step forward to positioning the City Commission to meet community wants, desires, and expectations. This role is an investment to help grow Great Falls. It places the City at the front end of development conversations—rather than reacting too late—ensuring projects align with our infrastructure capacity, financial tools, and community priorities. It provides upfront coordination for complex projects, one clear point of contact for developers, and streamlines negotiations.

To be clear: This position is not the “be all, end all”. This is a **part** of an overall strategy to change how the staff and elected officials move Great Falls forward. Our collective experience has shown that a passive approach to development—simply waiting for projects to come to us—does not generate the growth the community expects. If we want new jobs, housing, and businesses, we need to engage proactively, shape opportunities early, and signal clearly that Great Falls is ready to partner responsibly in growth.

At its core, this position is about making Great Falls more competitive, economically agile, and effective in how it attracts and manages growth. It’s an investment in the City’s future, different from anything else previously attempted—and one that directly responds to the Commission’s priorities and the community’s call for more opportunity, broader services, and a stronger local economy.

I look forward to visiting with the Commission about this more during the work session.

- Gtd

CITY OF GREAT FALLS
City Manager's Office
JOB DESCRIPTION – Strategic Development Officer

FLSA STATUS: Exempt

PAY RANGE: TBD

NATURE OF WORK

The Strategic Development Officer leads the City's efforts to attract and retain businesses, oversees the management and performance of Special Improvement Districts (SIDs) and Tax Increment Financing (TIF) Districts, and serves as the City's primary facilitator for development projects requiring public infrastructure investment. Acting on behalf of the City Manager's Office, the Strategic Development Officer is the City's chief advocate for advancing economic development, strategic growth, and redevelopment initiatives, ensuring projects align with the City's strategic goals and deliver financially sound, publicly beneficial outcomes.

Reporting to the City Manager, the Strategic Development Officer serves as the first point of contact for developers and business partners, working to reduce conflict and improve coordination between external stakeholders and City departments, including Finance, Planning and Community Development, and Public Works, and Legal. The position clearly communicates the City's policies, capabilities, and limitations, striving to "get to yes" wherever feasible while promoting a balanced growth perspective that supports new investment, meets community needs, and ensures the City can reliably deliver the infrastructure and services that make growth successful over the long term.

As a key advisor to executive leadership, the City Commission, and various boards, the Strategic Development Officer develops strategies, builds partnerships, and executes deliverables that promote economic vitality. This role advocates for taxpayer interests, ensures regulatory compliance, and serves as a critical link between the City, the business community, and local, state, and federal agencies, maintaining transparency, consistency, and public trust throughout all development initiatives.

ESSENTIAL FUNCTIONS OF WORK

Development Leadership and Advocacy (May not include all duties performed)

- Act as the City's primary point of contact for economic development partners, developers, and community stakeholders. Support business recruitment and retention efforts in coordination with the Great Falls Development Authority, Chamber of Commerce, and other partners.
- Serve as the lead City advocate on all matters related to economic development, business support, and strategic growth.
- Support the City Manager and Executive Team in achieving City Commission goals for economic growth.

- Maintains a strong, coordinated relationship with all City departments, particularly those involved in growth and development (such as Public Works, Planning & Community Development) and those significantly impacted by growth requirements (such as Fire & Police), to ensure unified and effective project delivery.
- Represent the City's development capabilities (funding mechanisms, infrastructure capacity, and project timelines) to developers and partners.
- Serves as the City's primary economic development liaison with various boards, commissions, and stakeholders.

Strategic Planning and Policy Implementation

- Develop and implement economic development and growth strategies in coordination with other jurisdictions, including Cascade County, state agencies such as the Montana Department of Commerce, and federal partners to support business attraction, infrastructure planning, and investment initiatives.
- Evaluate development proposals and City policies to ensure they generate long-term value for both the community and the taxpayer.
- Lead and manage Special Improvement District (SID) creation, tracking, compliance, and successful project delivery.
- Oversee Tax Increment Financing (TIF) district applications, compliance, financial reporting, and monitoring.
- Administer, coordinate, and implement the City's Strategic Capital Infrastructure Fund (SCIR) to support infrastructure investments that align with growth, redevelopment, and community priorities.
- Develop, research, draft, and facilitate the initiation, amendment, and implementation of City policies, ordinances, code changes, related to enhancing economic development, infrastructure development, and financing tools.
- Manage special projects, including land appraisals, property transactions, and other strategic initiatives as directed and assigned.

Financial Analysis and Infrastructure Financing

- Conduct advanced financial analyses such as development revenue modeling, cost-of-service evaluations, scenario planning, and public asset valuations.
- Identify and implement infrastructure financing strategies that support public and private development projects.
- Maintain close coordination with the City Attorney's Office and the Finance Department to ensure development projects comply with all legal, regulatory requirements and financial requirements.
- Develops relationships and monitors activities of Montana Department of Commerce, Department of Revenue, and State Fire Marshal's Office to address taxation, revenue, and code compliance.

Internal Coordination and Capacity Building

- Serve as an internal translator between City departments and external stakeholders, simplifying complex infrastructure and finance concepts.
- Educate and coordinate with City departments to ensure unified, informed economic development practices.
- Convene and facilitate cross-departmental teamwork to support City programs, policies, and strategic initiatives.

Community and Stakeholder Engagement

- Engage with developers, businesses, and partners early in the process to anticipate needs and reduce friction, positioning the City as a partner in success.
- Work with the community at-large to identify new economic development opportunities and assess how City regulations and processes address emerging needs.
- Maintain strong working relationships with local businesses, developers, clients, the public, and regional economic development partners such as the Great Falls Development Authority (GFDA), Great Falls Area Chamber of Commerce, Downtown Great Falls Association, NeighborWorks Great Falls, Business Improvement District (BID), Tourism Business Improvement District (TBID), and other relevant organizations.
- Facilitate efforts to address complex community complaints and inquiries related to economic development activities.

Boards, Committees, and Representation

- Is the City's liaison or representative on various advisory Boards and partner organizations (i.e., DDP, GFDA, TIF Advisory, Planning Advisory Board, TBID, BID).
- Represent the City on external boards, committees, and public forums as assigned.

Other Duties

- Perform related duties as required to achieve the objectives of the position.

REQUIREMENTS OF WORK

- Excellent interpersonal and collaboration skills across diverse departments and external agencies.
- Strong analytical, problem-solving, and project management skills.
- Ability to clearly communicate complex technical and financial concepts to both public and private audiences.
- High attention to detail, organizational skills, and ability to manage multiple high-priority tasks simultaneously.
- Strong experience in land use planning, subdivision processes, annexations, TIF regulations, SID creation, and municipal finance.
- Ability to perform sophisticated financial modeling and fiscal impact analysis.

- Capacity to operate effectively in time-sensitive environments and manage conflict situations on a regular basis.

CORE COMPETENCIES

- Highly ethical
- Diplomatic
- Experienced with negotiations
- Financial and technical acumen
- Strategic planning and thinking
- Communication and collaboration
- Problem-solving
- Confidentiality
- Conflict resolution

SUPERVISORY RESPONSIBILITY

None, unless assigned by the City Manager.

WORK ENVIRONMENT

Work is performed primarily in an office environment, with occasional exposure to outdoor conditions when visiting project sites.

PHYSICAL DEMANDS

While performing the duties of this job, the employee is frequently required to stand, walk, sit, bend, crawl, twist, reach, ride, and perform similar body movements.

Must have the ability to perform light physical work and to lift and carry up to 25 pounds at a time; possession of hand/eye coordination sufficient to operate a computer and office equipment, and a motor vehicle; ability to talk and hear in person or by telephone; and the ability to see and read instructions and reports.

EXPECTED HOURS OF WORK

This is a salaried (exempt) position and is therefore not eligible for overtime compensation. The standard work schedule is 40 hours per week, typically Monday through Friday. However, due to the nature of the role, actual hours worked may exceed 40 hours and may include occasional evening, weekend, or additional hours as necessary to fulfill the responsibilities of the position.

TRAVEL

Travel is primarily local during the business day. Occasional travel may be required for business and industry attraction, recruitment initiatives, development opportunities, meeting with

investors, and partner organizations, as well as off-site meetings, trainings, and professional development opportunities.

EDUCATION AND EXPERIENCE

- Bachelor's degree in Public Administration, Planning, Economics, Finance, Engineering, or related field.
- Five (5) years of experience in economic development, municipal finance, urban planning, infrastructure management, or related fields.
- Demonstrated experience with SIDs, TIFs, cost-of-service analysis, fiscal modeling, and economic development initiatives.

SPECIAL QUALIFICATIONS DESIRED

- Master's degree preferred.
- American Institute of Certified Planners (AICP) Certification.
- Certified Economic Developer (CDcD) Certification.
- Project Management Professional (PMP) Certification.
- Valid driver's license and ability to meet City insurance requirements

EEO STATEMENT

The Equal Employment Opportunity Policy of the City of Great Falls is to provide a fair and equal employment opportunity to all persons regardless of race, color, religion, sex, political belief, national origin, age, physical or mental ability, marital status or other characteristic protected by law.

OTHER DUTIES

This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee for the job. Management may change the duties, responsibilities, and activities at any time, with or without notice.

SIGNATURES

Manager: _____	Date: _____
Department Head: _____	Date: _____
HR: _____	Date: _____
Employee's Signature: _____	Date: _____

Position Title: *Strategic Development Officer*

Date Created: September 2025

With Public Work Funds

120,000.00 49,964.75 169,964.75

FY 2025					
Fund	Revenue Budget	Allocation	Salary	Benefit	Total
Enterprise Funds					
Water	17,940,150	37.2%	44,589.20	18,565.73	63,154.93
Sewer	13,176,105	27.3%	32,748.44	13,635.56	46,384.00
Storm Drain	4,267,500	8.8%	10,606.62	4,416.31	15,022.93
Streets	8,482,823	17.6%	21,083.56	8,778.62	29,862.19
TIF Funds					
Central MT	679,115	1.4%	1,687.90	702.80	2,390.70
Airport	211,678	0.4%	526.11	219.06	745.17
East Industrial	423,567	0.9%	1,052.75	438.34	1,491.09
West Bank	1,000,220	2.1%	2,485.99	1,035.10	3,521.09
Downtown	2,100,000	4.3%	5,219.43	2,173.23	7,392.66
	48,281,158		120,000.00	49,964.75	169,964.75

With Tax Increment Funds 120,000.00 49,964.75 169,964.75

Fund	FY 2025 Revenue Budget	Allocation	Salary	Benefit	Total
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TIF

Central MT	679,115	15.4%	18,460.15	7,686.31	26,146.45
Airport	211,678	4.8%	5,753.97	2,395.80	8,149.77
East Industrial	423,567	9.6%	11,513.68	4,793.98	16,307.66
West Bank	1,000,220	22.7%	27,188.63	11,320.61	38,509.24
Downtown	2,100,000	47.6%	57,083.57	23,768.05	80,851.63
	4,414,580		120,000.00	49,964.75	169,964.75