


HELENA WORK PLAN FY22 - First Quarter


Improve Neighborhood Livability

Q1 STATUS


Progress Avg % Complete

<p>Improve Neighborhood Livability:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Increase the integrity of streets & sidewalks <input type="checkbox"/> Increase access to a broad range of quality housing that is accessible and affordable <input type="checkbox"/> Protect and preserve the City's quality of life and neighborhoods <input type="checkbox"/> Ensure that future development is compatible with community expectations through public engagement work during appropriate planning, land use, and historical preservation 	 ON TRACK	26%
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Promote Healthy and Sustainable Growth

<p>Promote Healthy and Sustainable Growth:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Support effective and innovative economic health initiatives <input type="checkbox"/> Support employment opportunities through business retention, expansion incubation and attraction <input type="checkbox"/> Support workforce development <input type="checkbox"/> Foster sustainable infill and redevelopment on private property <input type="checkbox"/> Diversify economic activity to improve economic vitality of the community <input type="checkbox"/> Sustain high water quality and quantity to support the community 	 ON TRACK	37%
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Promote Safe Community

<p>Promote Safe Community:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Foster public trust and create a safer community. <input type="checkbox"/> Increase the community's wildfire preparedness. 	 ON TRACK	31%
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Other Priorities:

<p>Other Priorities:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Other Commission priorities <input type="checkbox"/> Other operational priorities 	 ON TRACK	33%
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Red = Needs Attention

Yellow= Progressing

Green = On Track



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Focus Area	Activity	Q1 Status % Completed	Project On Track? Y/N	Update
Growth Plan	Planning Division will be finalizing the process for selecting the neighborhoods that will be the focus of the Neighborhood Center process and will complete one of the Neighborhood Center plans.	25%	Y	Sixth Ward Midtowne selected as first Neighborhood Plan
Housing	Planning Division will finalize the policies and procedures for implementing the Housing Trust Fund and funding one project.	75%	Y	Draft guidelines developed. Advertising for Trust fund Advisory Board
Community Event Sponsorships <i>Commission Priority</i>	Big Sky Pride Event Sponsorship	5%	Y	Need to ensure that the Big Sky Pride requests the funding via reimbursement or in advance. Funding set aside in budget.
City Office Facility	City-County Building East entrance door replacement	5%	Y	Info sent to SHIPO for design recommendations
	City-County Building LED lighting retrofit	5%	Y	Engaging with contractors for proposals
	City-County Building Tile roof repairs	5%	Y	Engaging with contractors for proposals
	City-County Building West/South parking lot seal & striping	0%	Y	Once the North ADA parking lot is complete, this project will be completed
	LED lighting retrofit (CF Garage, Boiler Room)	5%	Y	Engaging with contractors for proposals
	Law & Justice Center reimbursable projects (if needed)	25%	Y	Police office reconfiguration construction will begin in December
Parks Facility	Conference Room Audio/Video Improvements	10%	Y	RFP drafted and will be advertised in the next couple of weeks
	CC Tennis Courts	5%	Y	
	Frontier / Memorial playground replacement	5%	Y	
	Kindrick Field Artificial Turf	0%	?	Funded at 50%
	Kindrick Field bleacher replacement	10%	Y	
	Park Wells	25%	Y	
Transfer Station Facility	Waukesha well project	25%	Y	
	Pit Floor Improvements	5%	Y	Project to be completed in the spring
	Solid Waste Master Plan	5%	Y	Filling the steering committee positions
	Transfer Station Entrance Improvements	30%	Y	Design complete waiting on the game to be delivered
	Transfer Station Floor Resurfacing	5%	Y	Project to be completed in the spring
	Warm Storage Building	25%	?	Re-Design complete
Street/Sidewalk Improvement	Waste Oil Burner (Shared w/Residential & Commercial)	5%	Y	The project to be completed this spring
	Benton Turn Lanes	55%	Y	Design is complete, bidding this winter, construction summer of 2022
	Chip seal parking lot - Transit	100%	Y	Project complete.
	<i>Commission Priority</i> Henderson Street Flashers	25%	Y	Finalizing design aspects and preparing to order RRFB's
	<i>Commission Priority</i> Implement any sidewalk program changes including Slips/Trips/Fall Hazard Improvements	60%	Y	Implementing new programs, in process of hiring sidewalk coordinator.
	<i>Commission Priority</i> Knight Street Project	55%	Y	Design is complete, bidding this winter, construction summer of 2022
	Lawrence/Warren Sidewalks	95%	Y	Design and construction complete. Chip seal summer 2022
	Parking lot chip seal maintenance	25%	N	Fixing some areas prior to chip seal in spring/summer 2022.
	Rodney Street Reconstruction Phase II	45%	Y	Design is in process, bidding is expected winter 2021/2022 and construction
	<i>Commission Priority</i> Safe Crossing at Ewing St	10%	Y	Going out for design, design this winter, construction fall 2022
<i>Commission Priority</i> Safe Crossing at N Montana and Bozeman	10%	Y	Going out for design, design this winter, construction fall 2022	
<i>Commission Priority</i> Safe Routes to Schools	5%	N	Staffing closing out 2021 construction projects. Once we are in winter	
Street Reconstruction Mill and Overlay	100%	Y	Annual project complete.	
Parks Regional District	Adopt and implement master plan determining boundaries	10%	Y	
	Begin public involvement campaign	0%	Y	
	City Commission involvement and strategic planning	5%	Y	Pending new commission members
	Contract with a consultant	5%	Y	
	Steering Committee/working group with City/County Parks Board and involvement of School District, Fort Harrison, Counties, Cities, Sports and User Groups	5%	Y	

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	Work with Helena Regional Sports Association and YMCA on support and partnership	75%	N	Letter sent to YMCA last fiscal year in support of the YMCA's project as a partner in the larger Regional Park District
Staff Capacity	Hire part-time Volunteer Coordinator to assist with recruitment and placement in volunteer opportunities including snowbusters and other citywide volunteering opportunities.	50%	Y	In recruitment currently.
	Transition part-time Planner to full-time position.	50%	Y	Have to readvertise. Candidate withdrew due to housing issues
	Hire 0.88 FTE Administrative Assistant III position to address gap in support due to reassignment of a position to the Civic Center for event promotion needs.	100%	Y	This position has been filled
	Hire a Deputy Transportation Director to allow Director to focus on larger projects and improve systems.	100%	Y	This position has been filled.
	Hire two part-time Transit Operators to convert four on-call drivers to more reliable scheduled staff.	50%	N	Position has been advertised since August have received little to no response. We have even reduced the requirements to try to attract applicants. No luck so far.
Vehicle & Equipment Purchase/ Replacement	Semi-Tractor and Accessories	5%	Y	
	Vehicle (Replace Unit 118)	50%	Y	
	Replace Mail Vehicle 6th Ward	5%	Y	Investigating if a new vehicle is available
			?	
	Golf 2 Greens Mowers	5%	Y	
	Golf Utility Cart	5%	Y	
	Golf Utility Cart	5%	Y	
	Open Lands 1-ton Supercab	5%	Y	
	Open Lands 20,000 lb Trailer	5%	Y	
	Open Lands Flatbed w/tool boxes	5%	Y	
	Parks & Rec Ford ½ ton replacement	5%	Y	
Parks & Rec Ford F350 dump truck	5%	Y		

26% 88%

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Focus Area	Activity	Q1 Status % Completed	Project On Track? Y/N	Update
Economic Development	Invest in economic development recruitment and community development navigation of City processes.	50%	Y	Recruitment of a Community Development Engineer currently; Economic Development Campaign engaged.
Fiscal Stability	Support implementation of fiscal stability policies	25%	Y	Team is on track to complete policies needed; CIP program first draft under review currently
	Financial Enterprise Resource Planning (ERP) software	4%	Y	This is a 24+ month project split into phases. Phase I is needs assessment, RFP and vendor selection. Phase II is software implementation. City entered into an agreement with Berry Dunn to provide consulting services. City hired a Project Management Specialist to be the internal project manager. Project team has been selected. Bi-weekly meetings to start needs assessment have become. Work sessions for needs assessments are beginning week of Nov. 8th.
Staff Efficiency Improvement	Office Workstations	50%	Y	New Partitions are in place. Back orders for ergonomic desks are delaying delivery. One more workstation is pending. Project will be complete by end of March.
	M-files and electronic filing	30%	Y	Attending all available trainings, converting documents to work in Mfiles
Facility Efficiencies	Computerized Maintenance Management Software	50%	Y	Contracted with vendor; Facility assessments 11/9-11/18
	Facilities energy deficiencies study	10%	N	Did not engage with consulting engineers in FY21. Will work with the Sustainability Coordinator to finalize the Energy Performance Contract RFP
Water & Sewer Service and Plants	Continue to Develop City Water Rights	25%	Y	Well contract has been awarded
	Cruse Infrastructure study	20%	Y	Consultant has been selected
	Digester Liquid Blowers	100%	Y	Blower ordered 9/23/2021 from Power Service.
	DNRC Pond – Stormwater Inlet Lining – Capital Area	90%	Y	Closing punch list
	Drying Bed Pavement/Roll-off	10%	Y	Waiting on bid from CAP paving.
	Engineering of the Malben/Hale Tank and pressure zones	5%	Y	RFQ process will start this winter
	Hydrant Replacement Project	10%	Y	Being designed
	I&C Electrician Building Mezzanine	10%	Y	Awaiting a bid return from Golden Eagle Construction
	Integrated Solid Waste Master Plan	5%	Y	Filling the steering committee positions
	K-Mart Pond Improvements	5%	Y	Negotiating design contract
	Lampole/manhole Replacement	5%	Y	In preliminary design
	Monitor Pressure Reducing Valves (4)	25%	Y	Project has been designed
	M RTP Natural Gas Heater (Pretreatment)	90%	Y	On final step of gas and electric being connected.
	M RTP/TMTP Chemical Feed Systems	75%	Y	Can only be worked in low demand season. On chemical storage upgrade
	Reeders / Upper Hale Connection Engineering	5%	Y	Start RFQ process this winter
	Rodney Phase II Water	10%	Y	90% designed, design review meeting set for 11-10-21
	Roll off Container	100%	Y	Container is in service.
	Roll-off Drying Bed Pavement	5%	Y	Waiting on return bid from CAP paving.
	SCADA System/Software Update	40%	Y	HDR has the City contract and has started programming. Waiting on ordering computers from the IT department.
	Secondary Sampler	0%	Y	Have not ordered yet.
Shared Service Line	5%	Y		

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	Shared Sewer Lines	5%	Y	
	Standby Generator (Back Plant)	15%	Y	Data logger information is complete. In the process of writing the specs to be reviewed by Mike Brant with Morrison-Maierle.
	TMTP Backwash Actuator	100%	Y	Installed and working
	TMTP Carbon Feeder	50%	Y	Currently being worked on by staff
	TMTP Generator Upgrade	75%	Y	Received estimate 10/26. Working with contractor
	TMTP HVAC Primary Pumps	5%	Y	Need to coordinate with building maint.
	TMTP HVAC Secondary Pumps	5%	Y	Need to coordinate with building maint.
	TMTP Lagoon Cleaning	50%	Y	All historic sludge has been removed from facility. Lagoon 1 is currently drying. Received TCLP on 11/3. Cleaning will commence once TLCP is accepted
	TMTP Parking Lot Improvements	100%	Y	Phase 1 has been completed. Phases to following in years to come.
	Transfer Station Entrance Upgrades	25%	Y	
	Upgrade the Pressure Reducing Valves	25%	Y	Awaiting bid award
	Wastewater Collection Master Plan	10%	Y	RFP being written
	Wastewater Treatment Master Plan	10%	Y	RFP being written
	Water and Sewer Rate and System Development Fee Study	5%	Y	Funded, In talks with consultants
	Water Facility Master Plan	5%	Y	Funded, on-deck after Wastewater's master plan
Septic Dump Station Camera/Security	100%	Y	Project complete.	
Transportations Systems	Implement Transparent Public interactions	85%	Y	Implementing new communication plan.
	Evaluate Parking needs and operations	10%	N	Sorting out some specifics before moving forward.
	Evaluate efficiencies for Helena Transit services and implement changes in FY23	65%	Y	Plan on presenting some decision points to the Commission in December 2021.
	Pilot IBS purchasing program in the Fleet Division, creating an in-house parts room for the Fleet purchasing of parts and other consumables.	75%	Y	Contract has been signed by IBS contractor. Contractor to be here to start taking inventory in the next week or two.
Staff Capacity	Hire Assistant City Attorney	50%	Y	Revised hiring plan to address gap in candidates.
	Hire Community Development Engineer	50%	Y	Advertised position. Closes November 11, 2021
	Hire Water Treatment Plant Operator to reduce overtime due to insufficient staffing and assure cross-training with staff who anticipate retirement.	50%	Y	Hired 1 out of 2 new positions. Currently working on second start date
	Transition Environmental Pre-treatment Coordinator position from part-time to full-time to manage water and wastewater operations in the Department	100%	Y	Position has been hired
Vehicle & Equipment Purchase/ Replacement	Water Pickup/Hoist/Accessories Vehicle Replacement #410	25%	Y	Truck has been ordered
	Wastewater Pickup/Hoist/Accessories Vehicle Replacement #436	100%	Y	Vehicle has been replaced
Public Access	Building Division will participate in E-Trakit Train when provided and make it available to public	25%	Y	Waiting on IT; Training budgeted

37% 96%

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Focus Area	Activity	Q1 Status % Complete	Project on Track? Y/N	Update
	Digitization and prioritization of the City records project. The records management schedule for all city departments and the corresponding processes will be revised with the assistance of the City Attorney and the records management committee.	25%	Y	Currently in early roll out phase. It is four months since Commission approval of the budget for departments to purchase licenses for the software and begin implementation. Several departments are acting as the pilot team to develop a workflow which can be implemented throughout the organization.
Emergency Preparedness and Resiliency	Continue Fire Safe Helena	100%	Y	
	Expand the capabilities of the Fire Prevention Investigation and Education Bureau, to include the Wildland-Urban Interface (WUI), by hiring a Fire Inspector by 9/21.	50%	Y	
	Create a strategic plan to address the ESCI report recommendations by 1/23.	0%	Y	
	Build a team of fire department personnel and City Manager to complete a work plan, to implement the ESCI report recommended changes by 1/23.	25%	Y	
	Explore ways to reduce the risk associated with the WUI to include recommendations made by the ESCI review by 6/22.	25%	Y	
	Request that Emergency Services Consulting Inc. (ESCI) work with stakeholders to complete another fire service review by 10/21.	100%	Y	
Court Process Efficiency	Continue to educate defendants on their options for completing sentencing	100%	Y	This will be a something that we will continue to work on everyday with each new defendant in our court system.
	Work on auditing all warrant files for accuracy, posting a current warrant list, and work with HPD for a warrant roundup	5%	Y	
Police Operations	Complete implementation of police reform working group recommendations.	10%	Y	Three of five working groups have met. A new MOU for SROs is in the process of being drafted. The recommendation of the Mental Health working group was for the Chief to make a recommendation to the commission. That will occur within the next month.
	Develop volunteer program and organize volunteers to work with the community on crime issues that do not require a police response (abandoned vehicles, graffiti, walk in reports, etc.).	75%	Y	A volunteer coordinator has been hired and has recruited several volunteers. The program needs to be developed further to include a graffiti and abandoned vehicle program.
	Update policy and procedures using Lexipol.	40%	Y	Four out of five of the tiers have been drafted and are in final stages of review.
	Hire a project manager to guide us through selecting a new records management/computer aided dispatch center vendor and software.	25%	Y	The project manager has been hired. There is a kick off meeting with the selected vendor on November 15. Replacement of the CAD/RMS system is a 18-24 process.
Staff Capacity	Hire Fire Inspector.	75%	Y	Start new employee end of November
	Hire Records Supervisor / SVOR Coordinator to address increase in registered offenders.	95%	Y	The records supervisor has been hired. She has begun to complete all phases of SVOR registration to include fingerprinting. She still needs to establish a schedule for offenders to register and implement the state online registrations system.
	Hire Urban Wildlife / Animal Control Officer to return the urban deer program. Increase animal control ordinance enforcement.	50%	Y	Urban Wildlife / Animal Control Officer has been hired. The officer has been trained and the deer count is complete. Deer culling will begin in early December.
	Hire civilian volunteer coordinator			
Vehicle & Equipment Purchase/ Replacement	Bat 1	50%	Y	Vendor has the spec. Awaiting order confirmation
	Com 3 (1 additional radio)	50%	Y	Vendor has the spec. Awaiting order confirmation
	Confined Space Communications kit	75%	Y	Ordered
	EMAC Preparedness Project	0%	N	
	Forcible Entry Prop	75%	Y	Ordered
	Thermal Imagers x 3	50%	Y	Obtaining quotes and options
	Patrol Vehicles - AWD Hybrid Powertrain	5%	Y	Vehicles Ordered-Waiting for shipment
	18 radios - using General Fund Savings	0%	Y	Working on full department change of radio systems-Order will be placed
	Admin Vehicle	5%	Y	Equipment Ordered-Waiting for shipment

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Vehicle & Equipment Purchase/ Replacement	Video Cameras - Digital Video Systems	5%	Y	Equipment Ordered-Waiting for shipment
	Emergency Lighting for Patrol Vehicles	5%	Y	Equipment Ordered-Waiting for shipment
	K-9 Equipment	5%	Y	Equipment Ordered-Waiting for shipment
	Installation Costs	5%	Y	Equipment Ordered-Waiting for shipment
	Striping/Vinyl	5%	Y	Equipment Ordered-Waiting for shipment
	Equipment Consoles & Accessories	5%	Y	Equipment Ordered-Waiting for shipment
	Push Bumpers	5%	Y	Equipment Ordered-Waiting for shipment
	Lighting/Emergency Equipment (Admin Vehicle)	5%	Y	Equipment Ordered-Waiting for shipment
	Rifle Racks	5%	Y	Equipment Ordered-Waiting for shipment
	Equipment Installation (Admin Vehicle)	5%	Y	Equipment Ordered-Waiting for shipment
	Side Window Barriers	5%	Y	Equipment Ordered-Waiting for shipment
	Upgrade/Replacement of VoicePrint Audio Recording System (supported by grant funding)	5%	Y	Working on RFP
	ESI Net (supported by grant funding)	5%	Y	Working on RFP
		31%	97%	

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Other Commission or Operational Priorities



Focus Area	Activity	Q1 Status % Complete	Project On Track? Y/N	Update
Operational Efficiency	M-Files software implement the wildly important goal	20%	Y	Progress on this project has been delayed due to staffing issues. Now that the City Attorney's Office is at full staffing in the administrative positions, Office Manager Kaufman will have more time to devote to M
	Implement a daily, weekly, and monthly scanning schedule which incorporates all clerks working on scanning and having goals set for dates we wish to complete scanning.	1%	Y	We will continue to scan archived documents as court schedule allows
Public Access Improvements	Continue the implementation of the online streaming and archival of the City Commission meetings. This includes the upgrade to the Commission meeting rooms within the City-County building and working with the relevant departments to continue greater access to the Commission and their meetings.	35%	Y	The online meeting access has been implemented to the best of current hardware and software capabilities. The Clerk's office will continue to work with Facilities and ITS to complete an RFP for Media upgrades for all public meeting rooms. YouTube channel content is continually being developed, archived meetings are being added as time permits. Options for public engagement with Commission are being explored in
Advisory Committee Efficiency Improvements	Continue working on the revision of the City Boards and Committees system, instituting new administrative policies and governance protocols to create a more efficient and effective advisory board system. The Office of the Commission work with the City Manager and City Attorney, to identify outdated processes and inefficiencies in communication. The principles of the digitization and online meetings, previously stated, can be applied to the advisory system to meet the demands of a more inclusive, transparent, and active boards system.	20%	Y	The initial infrastructure of digitizing is being implemented. A tracking database and share drive are being created for a single source of information and communication for tracking of boards and committees. The governance revision discussions are ongoing with the City Manager, City Attorney and Clerk's office. Standardization of process will be reviewed with the Commission once those discussions are complete. Boards training will begin in conjunction with Commission onboarding in the new year.
Staff Recruitment and Retention Improvements	Hire, train, and develop human resources staff.	50%	Y	Hired HR Generalist and HR Specialist who began work in mid-May. Continue to evaluate HR priorities, workload, and staff strengths/expertise. Staff continues to learn and understand the City's organizational structure, departmental functions and responsibilities, policies, processes, culture, SOPs, U contracts, personnel issues; benefit structure; etc.
	Analyze classification and compensation systems.	15%	Y	1st Phase: Internal alignment/parity analysis underway. Recommendations and budget implications will be completed by 12/31/21.
	Evaluate employee benefits and insurance.	85%	N	Met with Employee Advisory Group; met with insurance broker; met with MMIA; currently providing data to broker for RFP process. Need to fast-track to meet MMIA and budget deadlines.
	Develop compensation philosophy.	0%	Y	Future initiative.
	Reinstate safety programs.	25%	Y	Safety Committee reinstated.
	Develop employee recognition/awards programs.	50%	Y	Ee Recognition/appreciation events occurred with each department over the summer and into early fall. Will engage the Ee Advisory Group to develop recognition award program.
	Develop Employee Advisory Group	75%	Y	It has been a challenge to find common time for the members to meet on a regular basis. Currently, the group is meeting on a monthly basis.
	Develop, deploy, and analyze Workplace Climate Survey	75%	Y	Workplace Climate Survey was developed and deployed. The results have been recorded. Need to analyze the results and share out. Will refine HR strategies and priorities based on results.
		33%	92%	