



FY22 Second Quarter Work Plan Update

		Q2 STATUS	
		Progress	Avg % Complete
Improve Neighborhood Livability			
Improve Neighborhood Livability: <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	37%
Promote Healthy and Sustainable Growth			
Promote Healthy and Sustainable Growth: <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	45%
Promote Safe Community			
Promote Safe Community: <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	42%
Other Priorities:			
Other Priorities: <ul style="list-style-type: none"> <input type="checkbox"/> Other Commission priorities <input type="checkbox"/> Other operational priorities 		 ON TRACK	45%

Red = Needs Attention

Yellow= Progressing

Green = On Track

HELENA WORK PLAN FY22

Promote Healthy and Sustainable Growth:

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- Sustain high water quality and quantity to support the community



Focus Area	Activity	Q2 Status % Completed	Project On Track? Y/N	Update
Economic Development	Invest in economic development recruitment and community development navigation of City processes.	50%	Y	Investment in an Economic Development professional was approved as part of funding to MBAC through ARPA. This professional will focus on business recruitment, retention, and expansion in the City of Helena.
Fiscal Stability	Support implementation of fiscal stability policies	60%	Y	
	Financial Enterprise Resource Planning (ERP) software	44%	Y	Phase 1 (ERP Selection) - City hired Berry Dunn as the project consultant to assist with the evaluation and selection of an ERP system and is on contract to provide implementation oversight as needed. Fact finding sessions are complete. The project team is finalizing the technical needs requirements the first week of January. Next steps are RFP development, vendor selection and contract negotiations earmarked to be completed by May 2022.
Staff Efficiency Improvement	Office Workstations	40%	Y	3 out of 4 workstations are in place. One more workstation is pending. Ergonomic office furniture has been delivered to existing staff. Project has been expanded to build out 4-5 more workstations. Partitions have been ordered. Next steps are to receive ergonomic furniture for Budget Officer and Project Manager, network drops installed, move filing, printers and copiers to allow for remaining buildout of workstations. Project is expected to be complete by May.
	M-files and electronic filing	30%	Y	Attending all available trainings, converting documents to work in Mfiles
Facility Mgmt Efficiency	Computerized Maintenance Management Software	60%	Y	Contracted with vendor; Facility assessments complete
Facility Mgmt Efficiency	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	30%	Y	Project will start drilling in Feb.
	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 punchlist
	Drying Bed Pavement/Roll-off	40%	Y	Signed Contract. Spring Construction
	Engineering of the Malben/Hale Tank and pressure zones	5%	Y	RFQ process will start this winter
	Hydrant Replacement Project	20%	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 awarded
	MRTTP Natural Gas Heater (Pretreatment)	100%	Y	Completed
	MRTTP/TMTP Chemical Feed Systems	78%	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	15%	Y	Plans are being finalized and plan to advertise for bid in Feb.
	Roll off Container	100%	Y	Container is in service.
	Roll-off Drying Bed Pavement	5%	Y	Signed Contract. Spring Construction
	SCADA System/Software Update	40%	Y	Computers have been ordered by IT
	Secondary Sampler	100%	Y	Completed

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Focus Area	Activity	Q2 Status % Completed	Project On Track? Y/N	Update
	Shared Service Line	5%	Y	
	Shared Sewer Lines	5%	Y	N Sanders Street is scheduled for spring construction
	Standby Generaotr (Back Plant)	20%	Y	Contract is in process
	TMTP Backwash Actuator	100%	Y	Installed and working
	TMTP Carbon Feeder	60%	Y	Currently being workied on by staff
	TMTP Generator Upgrade	75%	Y	Working with contractor on construction start date
	TMTP HVAC Primary Pumps	10%	Y	On-site meeting with Core on the new operating proggram
	TMTP HVAC Secondary Pumps	10%	Y	On-site meeting with Core on the new operating proggram
	TMTP Lagoon Cleaning	50%	Y	All historic sludge has been removed from facility. Lagoon 1 is currently drying. Waiting spring to continue.
	TMTP Parking Lot Improvements	100%	Y	Phase 1 has been completed. Phases to following in years to come.
	Transfer Station Entrance Upgrades	25%	Y	Project will be advertised in Feb.
	Upgrade the Pressure Reducing Valves	25%	Y	Project has been awarded
	Wastewater Collection Master Plan	10%	Y	RFP has been Advertised and recieved 2 submittals
	Wastewater Treatment Master Plan	10%	Y	RFP has been Advertised and recieved 2 submittals
	Water and Sewer Rate and System Development Fee Study	20%	Y	Consultant is hired and working on the plan
	Water Facility Master Plan	15%	Y	RFP is currently being advertised
	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	25%	N	Preparing a Parking update. Planing on February timeframe.
	Evaluate efficiencies for Helena Transit services and implement changes in FY23	85%	Y	Plan on presenting some decision points to the Commission in February 2022.
	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 on January 17, 2022.
Staff Capacity	Hire Assistant City Attorney	100%	Y	Completed. Assistant promoted and new deputy started on 1/10/2022.
	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-	100%	Y	Hired 2 new positions.
	Transition Environmental Pre-Treatment Coordinator position from part-time to full-time to manage permits	100%	Y	Position has been hired
Vehicle & Equipment Purchase/	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 availalbe to public	40%	Y	Working with IT to develop E Trakit
		45%	96%	

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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.	80%	Y	Draft guidelines developed. Advisory Board appointed Jan 2022
Community Event Sponsorships Commission Priority	Big Sky Pride Event Sponsorship			
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)	75%	Y	Police office reconfiguration construction began in December
Parks Facility	Conference Room Audio/Video Improvements	10%	Y	RFP drafted
	CC Tennis Courts	30%	Y	
	Frontier / Memorial playground replacement	15%	Y	
	Kindrick Field Artificial Turf	0%	?	
	Kindrick Field bleacher replacement	15%	Y	
	Park Wells	75%	Y	
Transfer Station Facility	Waukesha well project	75%	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 gate to be delivered
	Transfer Station Floor Resurfacing	5%	Y	Project to be completed in the spring
	Warm Storage Building	25%	?	Re-Design complete - Waiting to the Solid Waste Master Plan
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.
	Commission Priority Henderson Street Flashers	35%	Y	Finalizing design aspects and preparing to order RRFB's
	Commission Priority Implement any sidewalk program changes including Slips/Trips/Fall Hazard Improvements	75%	Y	Implementing new programs, sidewalk coordinator has been hired. RFP from contractors is under review, to conduct the sidewalk program in spring/summer/fall 2022.
	Commission Priority Knight Street Project	60%	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	35%	N	Fixing some areas prior to chip seal in spring/summer 2022.
	Rodney Street Reconstruction Phase II	50%	Y	90% design has been submitted, bidding is expected winter 2021/2022 and construction spring/summer/fall 2022.
	Commission Priority Safe Crossing at Ewing St	20%	Y	Going out for design, design this winter, construction fall 2022
Commission Priority Safe Crossing at N Montana and Bozeman	20%	Y	Going out for design, design this winter, construction fall 2022	
Commission Priority Safe Routes to Schools	10%	N	Staffing closing out 2021 construction projects. Once we are in winter shutdown staff can focus on preparing these guidelines and inspections. We already have a lot a data just need to consolidate into	
Parks Regional District	Street Reconstruction Mill and Overlay	100%	Y	Annual project complete.
	Adopt and implement master plan determining boundaries	20%	Y	
	Begin public involvement campaign	10%	Y	

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	City Commission involvement and strategic planning	25%	Y	
	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	
	Work with Helena Regional Sports Association and YMCA on support and partnership	75%	N	
Staff Capacity	Hire part-time Volunteer Coordinator to assist with recruitment and placement in volunteer opportunities including snowbusters and other citywide volunteering opportunities.	100%	Y	
	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%	Y	The part-time positions were filled but in the time since, other drivers have left. Currently there is one part-time and one full time position open. We will be posting those positions in the near future.
Vehicle & Equipment Purchase/ Replacement	Semi-Tractor and Accessories	5%	Y	
	Vehicle (Replace Unit 118)	50%	Y	
	Replace Mail Vehicle	50%	Y	Vehicle was ordered in December
	6th Ward		?	
	Golf 2 Greens Mowers	50%	Y	Ordered - arrive in March
	Golf Utility Cart	5%	Y	Determining final purchase
	Golf Utility Cart	5%	Y	Determining final purchase
	Open Lands 1-ton Supercab	50%	Y	Ordered - unknown arrival
	Open Lands 20,000 lb Trailer	10%	Y	To be purchased - spring
	Open Lands Flatbed w/tool boxes	10%	Y	To be purchased - spring
	Parks & Rec Ford ½ ton replacement	50%	Y	Ordered - arrive spring
	Parks & Rec Ford F350 dump truck	50%	Y	Ordered - arrive spring

37% 89%

HELENA WORK PLAN FY22

Promote Safe Community:

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Focus Area	Activity	Q2 Status % Complete	Project on Track? Y/N	Update
Records Management Efficiency	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.	30%	N	Currently in early roll out phase. Departments continue to work with Clerk's office and External Software PM to move project forward. Progress has slowed due to Commission Turnover and other office priorities. Should be able to prioritize following February boards training
Emergency Preparedness and Resiliency	Continue Fire Safe Helena	100%	Y	Ongoing
	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.	75%	Y	Inspector has been hired. Next steps are training and creating work plan around WUI
	Create a strategic plan to address the ESCI report recommendations by 1/23.	50%	Y	Awaiting stakeholder meetings and completed Master Plan
	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	Awaiting stakeholder meetings and completed Master Plan
	Explore ways to reduce the risk associated with the WUI to include recommendations made by the ESCI review by 6/22.	25%	Y	Awaiting stakeholder meetings and completed Master Plan
	Request that Emergency Services Consulting Inc. (ESCI) work with stakeholders to complete another fire service review by 10/21.	75%	Y	Awaiting stakeholder meetings and completed Master Plan
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	20%	Yes	This will be a something that we will continue to work on everyday with each new warrant in our court system.
Police Operations	Complete implementation of police reform working group recommendations.	40%	Y	Three of five working groups have met. A new MOU for SROs is in the process of being drafted. Chief Hagen made the recommendation to the Commission on December 15 for a community response to mental health rather than a police-first response.
	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.	60%	Y	Four out of five of the tiers have been drafted and are in final stages of review. Need final review for the 4 tiers. Once final review is completed, then implementation of new Policy program into the Department.
	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. Kick off meeting has occurred. Next meeting has been scheduled in January 2022. Need to get Charter signed by executive members.
Staff Capacity	Hire Fire Inspector.	100%	Y	New Fire Inspector is on board
	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.	90%	Y	Urban Wildlife / Animal Control Officer has been hired. Deer Culling has begun. Has split duties with culling and ACO calls.
	Hire civilian volunteer coordinator	100%	Y	Hired in July of 2021. Assisted with HPD Citizen Academy. Also has group of volunteers assisting HPD.
Vehicle & Equipment Purchase/ Replacement	Bat 1	75%	Y	Ordered with agreements signed by vendor and HFD

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Focus Area	Activity	Q2 Status % Complete	Project on Track? Y/N	Update
	Com 3 (1 additional radio)	75%	Y	Ordered with agreements signed by vendor and HFD
	Confined Space Communications kit	75%	Y	Ordered
	EMAC Preparedness Project	75%	Y	On track, still waiting on radios
	Forcible Entry Prop	75%	Y	Ordered
	Thermal Imagers x 3	75%	Y	Ordered
	Patrol Vehicles - AWD Hybrid Powertrain	5%	Y	Vehicles Ordered-Waiting for shipment (a few vehicles have made it to Livingston, MT where they will have equipment built in)
	18 radios - using General Fund Savings	10%	Y	Have reached out to Motorola to be the ordering. Awaiting pricing from Motorola.
	Admin Vehicle	5%	Y	Equipment Ordered-Waiting for shipment
	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)	20%	Y	RFP has been advertised. (4) Proposals have been submitted. Proposals now need to be reviewed by Committee.
	ESI Net (supported by grant funding)	5%	Y	Working on RFP
		42%	97%	

HELENA WORK PLAN FY22

Other Commission or Operational Priorities

Focus Area	Activity	Q2 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 Files.
	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%	N	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 conjunction with PIO and CM through alternative software and current infrastructure. Process discussions with Commission are ongoing. No additional progress on this since last report.
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.	25%	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.	75%	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.	20%	Y	1st Phase: Internal alignment/parity analysis underway through discussions with department directors and City Manager. Recommendations and budget implications will be shared to Finance and City Manager by the end of January, 2022.
	Evaluate employee benefits and insurance.	85%	Y	Met with Ee Advisory Group; met with insurance broker; met with MMIA. Currently conducting cost/premium structure analysis. Will continue to meet with Ee Advisory Group to develop plan year recommendations.
	Develop compensation philosophy.	0%	Y	Future initiative.
	Reinstate safety programs.	80%	Y	Safety Committee reinstated. Working to reintroduce regular safety training to all staff.
	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	100%	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	90%	Y	Workplace Climate Survey data analysis has been completed and shared to City Manager. Currently developing strategy to share out to directors and refine HR strategies and priorities based on results.
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45%

92%