



# City of Helena

## ADMINISTRATIVE MEETING

October 30, 2024 - 4:00 PM

City - County Building Room 326 / Zoom Online Meeting; <https://us06web.zoom.us/j/86447383114>

### AGENDA

1. **Call to Work Session, introductions**
2. **Commission comments, questions**
3. **Board Appointment Review**
  - a. Board Appointments: Helena BID, Golf Advisory Board, Helena Tourism BID, Zoning Commission
4. **Recommendations from the Helena Citizens Council**
5. **City Manager's Report**
6. **Presentations**
  - a. Helena Public Art Committee Annual Report
  - b. Strategic Plan Implementation Strategy Presentation
7. **Public Comment**
8. **Commission discussion and direction to the City Manager**
9. **Adjourn**

The City of Helena is committed to providing access to persons with disabilities for its meetings, in compliance with Title II of the Americans with Disabilities Act and the Montana Human Rights Act. The City will not exclude persons with disabilities from participation at its meetings or otherwise deny them the City's services, programs, or activities.

Persons with disabilities requiring accommodations to participate in the City's meetings, services, programs, or activities should contact the City's ADA Coordinator, Ellie Ray, as soon as possible to allow sufficient time to arrange for the requested accommodation, at any of the following:

Phone: (406) 447- 8490

TTY Relay Service 1-800-253-4091 or 711

Email: [citycommunitydevelopment@helenamt.gov](mailto:citycommunitydevelopment@helenamt.gov)

Mailing Address & Physical Location: 316 North Park Avenue, Room 445, Helena, MT 59623.

November 4, 2024

TO: City Commissioners  
FROM: Mayor Wilmot Collins  
SUBJECT: Board Appointments

I am recommending the following board appointments:

**Helena Business Improvement District**

Appointment of Christopher Cordingly to a first term on the Helena Business Improvement District. First Term expires October 31, 2027.

**Golf Advisory Board**

Reappointment of Chris Smith to a second term on the Golf Advisory Board. Second Term expires October 31, 2027.

**Helena Tourism Business Improvement District**

Appointment of Elise Whittle to a first term on the Helena Tourism Business Improvement District. First Term expires June 20, 2028.

**Zoning Commission**

Appointment of Mark Roylance to a first term on the Zoning Commission. First Term expires September 20, 2027.

\*Appointees can reapply for full terms following the completion of the Interim Appointment.

**City of Helena, Montana**

**9/26/2024**

**To:** Tim Burton, City Manager

**From:** Bridget Johnston, Community Facilities Manager on behalf of Helena Public Art Committee

**Subject:** Helena Public Art Committee Annual Report and FY26 Recommendations

**Present Situation:** The Helena Public Art Committee was established to promote awareness and involvement in public art and to identify public art projects that enhance the image of our community and recommend such projects to the City Commission for consideration. The committee shall issue to the City Commission a report in October of each year. The committee will present a report summarizing what was accomplished this past year and making recommendations to the Commission for the following year.

**Background Information:** N/A

**Proposal/Objective:** N/A

**Advantage:** N/A

**Notable Energy Impact:** N/A

**Disadvantage:** N/A

**Notice of Public Hearing:** False

**Staff Recommendation/  
Recommended Motion:** N/A

**City of Helena, Montana**

**06/04/2024**

**To:** Tim Burton, City Manager

**From:** Jake Garcin, Public Information Officer

**Subject:** Presenting the City's Strategic Plan Implementation Strategies

**Present Situation:** City staff will present the Implementation Strategies for the 2024 Strategic Plan.

**Background Information:** In December 2023, the City Commission and City Manager hosted a two-day Strategic Planning retreat. Staff summarized the goals, strategies and action items that came from the retreat in a document.

The draft document was brought before the City Commission for feedback at the March 6, 2024 Administrative Meeting before being adopted in June of 2024. City staff have been creating a document with strategies to implement the Strategic Plan.

**Proposal/Objective:** N/A

**Advantage:** N/A

**Notable Energy Impact:** N/A

**Disadvantage:** N/A

**Quasi-Judicial Item:** False

**Notice of Public Hearing:** False

**Staff Recommendation/  
Recommended Motion:** N/A

# Strategic Plan

## Implementation Strategies



# Strategic Plan

## Background



## 2024 Strategic Plan Process

- **December 2023**  
Commission & City Manager hosted Retreat
- **March 2024**  
Presented to City Commission at Administrative Meeting
- **June 2024**  
Adopted by City Commission

## Implementation Strategies

- Carry forward aspects of the Strategic Plan
- Expanded to include:
  - Work from Department Plans
  - Capital Improvement Plan Projects
  - Operational projects of high impact

# Strategic Plan

## Overview



## Implementation Strategies Overview

- **Action Items**  
Projects and Initiatives
- **Resources**  
Staff Time, Commission Decisions, Budget Impact
- **Timeframe**  
Calendar Year

# Strategic Plan

## Highlights



## Strategic Plan Document Changes

- **Expand Capital Transit**  
Moved to Services
- **Public Safety Mill Levy and Bond**  
Explore funding mechanisms for public safety personnel
- **Racial, Equity, and Leadership (REAL) Institute**  
Added to multiple sections



# Strategic Plan

## Next Steps



## Implementation Strategies

- **Update Website**
- **Periodic Updates to the Commission**

# Questions?





# Strategic Plan 2024



## Implementation Strategies

## Maintain and Improve City Services to Residents

Strategy	Action	Resources	Year	Departments
Digitize Interface with Residents	Implement CAD/RMS System	Staff / Budget / Commission	2024-2025	Police / Fire
	Establish Process for Resident Communication Routing and Confirmation	Staff	2024-2025	Clerk of the Commission / City Manager's Office
	Improve Accountability of Public Information Requests	Staff	2024-2025	Clerk of the Commission / City Manager's Office
	Digitization of Public Records Request Process and Public record access through online portal	Staff / Budget / Commission	Ongoing	Clerk of the Commission (All)
	Full Implementation of Civic Access for process transparency and permitting/licensing efficiency	Staff / Budget / Commission	Ongoing	Community Development / Finance
	Interactive Development Explorer/Development Dashboard/Development Portal Page	Staff	Ongoing	Community Development / Public Works / Transportation Systems
	Implement Utility Billing Module within ERP system.	Staff / Budget / Commission	2024-2025	Finance / Public Works
	Update/Replace meter reading infrastructure & software	Staff / Budget / Commission	2024-2025	Finance / Public Works
	Digitization of historic records / digitizing City – Wide Process through M-Files (Resolutions, Ordinances, Agreements)	Staff / Budget / Commission	2024-2026	Clerk of the Commission
	Implementation of Electronic Meeting Policy	Staff / Commission	2024-2025	Clerk of the Commission
	Agenda Management Software Conversion and integration with M-Files / Zoom Sessions Upgrade	Staff / Budget / Commission	2024-2026	Clerk of the Commission / City Manager's Office (All)



## Maintain and Improve City Services to Residents

Strategy	Action	Resources	Year	Departments
Improve Community Engagement	Accomplish a better balance of proactive and reactive policing.	Staff	2024-2025	Police
	Develop chain of command regarding responding to the public.	Staff	2024-2025	Police
	Explore the use of Beat Map to distribute calls in a more predictable manner.	Staff	2024-2025	Police
	Create public response form to facilitate responding to public requests and questions	Staff	2024-2025	Police
	Update the City's Public Participation Plan via the MPO Long Range Transportation Plan	Staff	2024-2025	Transportation
Community Risk Reduction	Strengthen readiness, mitigation and response to Wildland Urban Interface Fires.	Staff		Fire / Parks, Recreation and Open Lands
	Re-establish annual fire inspections of schools and commercial occupancies	Staff	2024-2026	Fire
	Develop detailed processes, including handouts, for assisting developers in understanding specific Fire Code requirements for all aspects of development in the city.	Staff	2024-2026	Fire
Provide Accountability	Establish Status Hearings for clients to explain their circumstances regarding the progress they are making in their sentencing requirements.	Staff	2024	Municipal Court

## Maintain and Improve City Services to Residents

Strategy	Action	Resources	Year	Departments
Modernize Internal Processes	Update City Code / Standards	Staff / Commission	2024-2026	Community Development / Public Works / Transportation / City Attorney / Clerk of the Commission
	Digitization of internal workflow for Ordinances / Codification	Staff	2024-2025	Clerk of the Commission / City Attorney
	Centralization and digitization of Legislative process for Public Hearings; Legal Ads; Public Testimony	Staff	2024-2025	Clerk of the Commission / City Attorney
	Improve Visibility of Asset Management and Planning Documents – Archiving Planning documents into Public access vaults of M - Files	Staff / Budget / Commission	2024-2025	Public Works /Transportation /Parks / Community Facilities / Clerk of the Commission
	Revision/modernization of the City’s Public records retention and destruction policy according to newly reformed SOS guidelines	Staff / Budget / Commission	2024-2026	Clerk of the Commission
	Implementation of Public Decorum Policy	Staff	2024-2025	Clerk of the Commission/City Attorney
	City Wide Boards and Committees Project	Staff / Commission	Ongoing	Clerk of the Commission / City Manager
	Implement new Payroll and HR module within ERP system.	Staff / Budget / Commission	2024-2025	All
	Expand use of M-Files	Staff / Commission / Budget	2024-2026	All
	Launch public facing Citian page	Staff / Budget / Commission	2024	Transportation
	Provide alternative options to traditional sentencing	Staff / Community Partners	2024	Municipal Court

## Maintain and Improve City Services to Residents

Strategy	Action	Resources	Year	Departments
Establish right size Police and Fire staff, and infrastructure to meet service demand.	Explore funding mechanisms for public safety personnel.	Staff / Commission / Budget	2024-2025	Police / Fire
	Design and construct Station 3 with Training Facility.	Staff / Commission / Budget	2024-2026	Fire / Finance / Public Works
Implement REAL Institute Principles	Review all ordinances and resolutions to ensure inclusive language	Staff / Commission	2024-2026	All
	Review ordinances, programs, contracts, etc. to ensure language and process are inclusive	Staff / Commission	2024-2026	All
Expand Transit System	Add hours, staffing, and increase service area.	Staff / Commission / Budget	2024-2026	Transportation
Improve accessibility to court information	Website improvement	Staff	2024-Completed	Municipal Court
Improve accessibility to court hearings	Zoom hearings are provided to those unable to make it to court for various life reasons	Zoom	2024-Completed	Municipal Court
Solidify fiscal policies to promote internal controls and accountability	Codify Debt Service Policy	Staff / Commission	2024-2025	Finance / City Manager
	Codify Financial Policies	Staff / Commission	2024-2026	Finance / City Manager
	Codify Investment Policy	Staff / Commission	2024-2025	Finance / City Manager
	Codify Procurement Policy	Staff / Commission	2024-2025	Finance / Transportation Systems / Public Works / City Attorney / City Manager



## Maintain and Improve City Infrastructure

Strategy	Action	Resources	Year	Departments
Implement Long Range Transportation Plan	Update Plan Including Staffing / Rate Study	Staff / Budget / Commission	2024-2026	Transportation Systems
	Establish Comprehensive Sidewalk Program	Staff / Budget / Commission	2024-2026	Transportation Systems
Improve Transportation Systems	Mini-Malfunction Junction – Design	Staff / Budget / Commission	2025	Transportation Systems
	Mini-Malfunction Junction – Construction	Staff / Budget / Commission	2025-2026	Transportation Systems
	Explore the creation of a dust mitigation program.	Staff / Budget / Commission	2024-2025	Transportation Systems
	Expand Mill/Overlay and Chip Seal programs to address aging roadways	Staff	2025-2026	Transportation Systems
	Provide responsive service in dirt street grading, snow plowing, pothole repair, sweeping, and leaf pickup.	Staff	Ongoing	Transportation Systems
Develop Strategic Plans for Facilities	Implement Work Plan to complete Community Facilities projects	Staff	2024-2025	Community Facilities
	Establish Capital Improvement Plan Priorities	Staff	2024-2025	Community Facilities
	Develop a comprehensive Parks Master Plan	Staff / Budget / Commission	2024-2025	Parks and Recreation







## Maintain and Improve City Infrastructure

Strategy	Action	Resources	Year	Departments
Upgrade City Facilities	Install air-conditioning system in Civic Center	Staff / Budget / Commission	2024-2025	Community Facilities
	Complete restoration of the City's Fire Tower.	Staff / Budget / Commission	2024-2025	Parks, Recreation and Open Lands
	Replace Ballroom floor at the Civic Center	Staff / Budget / Commission	2025	Parks, Recreation and Open Lands / Community Facilities
	Repave North parking lot at the Civic Center	Staff / Budget / Commission	2025	Parks, Recreation and Open Lands / Community Facilities
	Rebuild tennis courts at Kay McKenna Park	Staff / Budget / Commission	2025	Parks, Recreation and Open Lands
	Replace playground equipment at Pioneer Park	Staff / Budget / Commission	2026	Parks, Recreation and Open Lands
	Improve accessibility to City Facilities	ADA upgrades to City-County Building North Parking lot	Staff / Budget / Commission	2024-2025
Complete Master Planning Efforts	Integrated Solid Waste Master Plan	Staff / Budget / Commission	2024-2025	Public Works
	Wastewater Treatment Master Plan	Staff / Budget / Commission	2024-2025	Public Works
	Solid Waste Rate Study	Staff / Budget / Commission	2024-2025	Public Works
	Joint Growth Policy Infrastructure Study	Staff / Budget / Commission		Public Works





## Maintain and Improve City Infrastructure

Strategy	Action	Resources	Year	Departments
Improve Treated Water System	Design Red Mountain Flume upgrades to increase water retention	Staff / Budget / Commission	2024-2025	Public Works
	Replace headgates in the Ten Mile watershed	Staff / Budget / Commission	2024-2025	Public Works
	Replace Ten Mile Water Treatment Plant filter.	Staff / Budget / Commission	2024	Public Works
	Replace Cross-Town Connector	Staff / Budget / Commission	2024-2025	Public Works
	Eureka Well Reconstruction	Staff / Budget / Commission	2024-2025	Public Works
	Complete Groundwater Well project	Staff / Budget / Commission	2024-2025	Public Works
	Reconstruct Ten Mile pump house	Staff / Budget / Commission	2024-2025	Public Works
	Replace Ten Mile Transmission Main	Staff / Budget / Commission	2026	Public Works
	Explore implementation of Service Line Program where the City covers Right of Way.	Staff / Budget / Commission	2024-2025	Public Works
	Improve Wastewater Treatment System	Complete facility improvements to Wastewater Treatment Facility (Scum Pump, Digester, Bioreactor Basin Blowers)	Staff / Budget / Commission	2024-2025
Finish designing Heat Exchanger.		Staff / Budget / Commission	2024-2025	Public Works
Install Airport Gravity Main		Staff / Budget / Commission	2026	Public Works





## Maintain and Improve City Infrastructure

Strategy	Action	Resources	Year	Departments
Improve Solid Waste Infrastructure	Construct new truck storage facility	Staff / Commission / Budget	2025-2026	Public Works
Improve Utility Maintenance Infrastructure	Manhole replacement	Staff / Commission / Budget	Ongoing	Public Works
	Continue with hydrant replacement project.	Staff / Commission / Budget	Ongoing	Public Works
Support City Sustainability Goals	Solar Panels at Bill Roberts	Staff / Commission / Budget	2024-2025	Public Works / Parks, Recreation and Open Lands
	Invest in increased capacity for composting	Staff / Commission / Budget	2026	Public Works
	Explore adding a recycling bailing facility	Staff / Commission / Budget	2026	Public Works
	Install Bioreactor Mixers for Wastewater Treatment facility	Staff / Commission / Budget	2024-2025	Public Works
	Initiate Food Waste Pilot Project	Staff	2024-2025	Public Works





## Holistic Commercial and Residential Development

Strategy	Action	Resources	Year	Departments
Integrate Development Process	Create After Action Reports with Commission	Staff	2024-2025	Community Development / Transportation Systems / Public Works
	Finetune Permitting Process	Staff	Ongoing	Community Development / Transportation Systems / Public Works
	Strengthen Relationships with Development and Engineering Communities	Staff	Ongoing	Community Development / Transportation Systems / Public Works
	Update Land Use approval and development processes and workflow charts	Staff	2024-2025	Community Development / Transportation Systems / Public Works
	Utilize new digital platforms for review/approvals	Staff	2024	Community Development
	Increase visibility to standards and processes	Staff	2024	Public Works / Transportation Systems
Build Capacity for Legal Support	Training for attorneys in this subject	Staff / Budget	2024-2025	City Attorney's Office





## Holistic Commercial and Residential Development

Strategy	Action	Resources	Year	Departments
Promote Neighborhood Vitality	Update City Code / Engineering Standards	Staff	2024-2025	Community Development / Transportation Systems / Public Works / City Attorney / Clerk of the Commission
	Draft a Land Use Plan per MLUPA	Staff / Budget / Commission	2024-2025	Community Development
	Update Zoning Ordinance, Subdivision Regulations, and process in accordance with mandates and MLUPA	Staff / Budget / Commission (consultant)	2025	Community Development / City Attorney



## Be the Employer of Choice

Strategy	Action	Resources	Year	Departments
Offer Competitive Compensation Package	Establish Competitive Market Based pay Plan	Staff / Commission / Budget	2024-2025	Human Resources
	Maintain Competitive and Attractive Benefits	Staff / Commission / Budget	Ongoing	Human Resources
Cultivate Healthy Cohesive Support Culture	Offer supervisory and leadership professional development.	Staff	Ongoing	Human Resources
	Explore Work Schedule Flexibility	Staff / Commission	2026	Human Resources
Implement REAL Institute Principles	Review all ordinances and resolutions to ensure, where appropriate, reference to inclusive categories	Staff / Commission	2024-2026	All
	Review hiring materials/brochures/ads to ensure language is inclusive	Staff / Commission	2024-2026	All
Hire and Retain Excellent Employees	Establish succession plans – advancement-promotion tracks/internships/mentorships/apprentice programs.	Staff / Commission / Budget	2024-2026	Human Resources
	Offer Professional Development Opportunities	Staff / Commission / Budget	Ongoing	Human Resources
	Reward staff enthusiasm for and commitment to the City.	Staff	2025	Human Resources
	Evaluate permanent establishment of an employee position / matrix and compensation committee.	Staff	2024-2025	Human Resources (All)
Implement Digital Interface / Efficiencies	Complete transition to HR module in ERP System.	Staff	2024-2025	Human Resources