

AGENDA
GIG HARBOR CITY STUDY SESSION
Thursday, March 17, 2022 – 2:00 p.m.
Virtual Meeting

This may be accessed through Zoom at <https://zoom.us/j/93216056382> or by calling (253) 215-8782 and entering Meeting ID 932 1605 6382.

CALL TO ORDER/ROLL CALL

DISCUSSION ITEMS

1. Council Retreat Follow Up and Work/Strategic Plan

Documents:

[AGENDA BILL Strategic Plan.pdf](#)

2. Policy for Plaques

3. 2022 Active CIP Schedule Update

Documents:

[2022 Active CIP Schedule_03-11-22.pdf](#)

ADJOURN

AMERICANS WITH DISABILITIES (ADA) ACCOMMODATIONS

ADA accommodations can be provided upon request. Those requiring special accommodations should contact the City Clerk at cityclerk@gigharborwa.gov or (253) 853-7613 at least 24 hours prior to the meeting.



**City of Gig Harbor
City Council Meeting Agenda Bill**

Meeting Date: March 17, 2022

SUBJECT: Council Retreat Follow Up and Work/Strategic Plan

PURPOSE & RECOMMENDATION: The purpose of this agenda bill is to provide the City Council with additional structure and a work/strategic plan as a follow up to the retreat held on January 29 and to request input/guidance from the Council.

SUGGESTED MOTION: None

SUBMITTED BY: Tony Piasecki, Interim City Administrator; Josh Stecker, City Clerk
DEPARTMENT: Administration **PHONE:** 851-6127

BACKGROUND INFORMATION: On January 29, the City Council, Mayor, and staff held an all-day retreat to discuss and create a list of Council priorities for the next two years. The Council established the following five priorities:

1. Develop a staff retention and attraction program.
2. Provide more efficient and effective municipal services.
3. Maintain small town character and historic preservation while growing responsibly.
4. Adopt climate & sustainability action plan,
5. Support and enhance a dynamic and robust economy.

Staff was directed to put together an action plan or strategic plan for each of these five priorities.

DISCUSSION: Staff has taken these priorities and developed a draft strategic plan to guide the actions Council and staff can take over the next two years to achieve these priorities. The attached matrix shows the Council priorities in the left column, goals that describe what we want to do or be as we work on these priorities, and the actions we can take to achieve these priorities.

Council will note that wording of the first, second, and fourth priorities are not what was discussed and adopted at the retreat. As staff thought about the wording of these priorities, it appeared to us that the wording of these were more in line with a goal or an action rather than a priority. So, we are proposing new language for these three priorities. Developing a staff retention and attraction plan is a concrete action that we can take to foster a healthy City organization. Provide more efficient and effective municipal services feels more like a goal to help ensure a sustainable future for public services and facilities. Adopting a climate & sustainability action plan seems to be an action that can help promote environmental sustainability and preserve Gig Harbor's natural beauty. Staff recognizes that these are Council's priorities and Council can re-word what has been proposed or put them back as originally adopted at the retreat.

Once Council's revisions are incorporated, the strategic plan will be brought back to a regular Council meeting for adoption by resolution.

FISCAL CONSIDERATION: None.

BOARD/COMMISSION/COMMITTEE RECOMMENDATION: None.

ATTACHMENTS:

1. Council Retreat Report
 2. City of Gig Harbor Two-Year Strategic Plan 2022-2023
-

REVIEWED BY:

Mayor

City Administrator

City Attorney

Finance Director

Department Head

City of Gig Harbor

Council Retreat Report

February 1, 2022

Prepared by



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2023 City Vision

The City of Gig Harbor leads the way in livability, environmental stewardship, economic vitality, and municipal services.

SWOT Analysis

Both elected officials and department directors participated (N=17) in a present-day SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats). All of the inputs were aggregated and tabulated to surface common themes. Following are the results of that tabulated analysis.

Note: Only themes that had 5% or more responses in the same categories are presented.

#	Strengths N=47	%	#
1	An amazing, skilled and talented staff	40.4%	19
2	A strong financial position	17.0%	8
3	Strong citizen volunteer engagement/commissions	12.8%	6
4	The new collaborative Council and Mayor	12.8%	6
		83.0%	Total

#	Weaknesses N=46	%	#
1	Poor staff morale, culture, retention (overworked)	10.9%	5
2	Too many staff vacancies, not attacking applicants	10.9%	5
3	Shifting priorities, reactive vs. proactive...due to lack vision	10.9%	5
4	Working on too many projects at the same time	8.7%	4
5	Not addressing climate change	6.5%	3
6	Lack of department communications	6.5%	3
7	Not effectively engaging citizens	6.5%	3
		60.9%	Total

Opportunities and Threats are on the next page.



#	Opportunities N=37	%	#
1	Federal and State funds for improving infrastructure	27.0%	10
2	Newly elected leadership, opportunity to build trust	10.8%	4
3	Iconic and beautiful waterfront, opportunity for tourism	8.1%	3
		45.9%	Total

#	Threats N=43	%	#
1	Fed. & St. legislation, regulations, mandates means loss of local control	23.3%	10
2	Growth and development impacts on infrastructure	7.0%	3
3	The COVID Pandemic	7.0%	3
4	Climate Change	7.0%	3
		44.3%	Total

City Priority Goals for 2022/23

#	Top Five City 2022/23 Priorities	Lead
1	Develop a staff retention and attraction program (51 votes)	
	• Come up with a DEI program to attract a larger pool of candidates	

2	Provide more efficient and effective municipal services (31 votes)	
	• Fill gaps in public input and outreach on capital projects	
	• Increase communications between the City and our citizens	
	• Better understand communities needs and service expectations	
	• Develop a citizen complaint form	
	• Develop a strategy for Fed/State infrastructure funds	

3	Maintain small town character and historic preservation, while growing responsibly (17 votes)	
	• Focus on character retention and historic preservation	
	• Safe livable and attractive community	
	• Decrease distance to get the a park or open space	
	• More sidewalks	
	• Reduce traffic congestion	

4	Create a climate and sustainability action plan (9 votes)	
	• Set up a climate sustainable action committee	
	• Work on urban forest (tree replacement) management plan	

5	Develop a plan to support and enhance a dynamic and robust economy (6 votes)	
	• Increase the vitality of the downtown business district	
	• Develop a plan to increase the support to our local business community	
	• Attract larger employers, e.g. Industrial Zone	
	• Develop a strategy to maintain and enhance commercial fishing	

Retreat Evaluation

Review and Assessment of Entire Retreat	
Pros (what went well, should repeat)	Cons (need to improve or eliminate)
Really appreciated facilitator-differently abled	Get dept. directors more involved/vocal
Liked the collaborative nature	Would have helped to shared director roles
Inclusion of fun activities	Do not do this in a Saturday
Like staff attending, for goals context	
Time management was good	
Lunch was a nice touch	
Nominal Group Technique worked	
Allowing everyone to contribute	
Pre-emptive input	

City of Gig Harbor 2022 SWOT Analysis Results

#1 Strength:	#1 Weakness:	#1 Opportunity:	#1 Threat:
Our staff is qualified committed and professional.	Staff in relation to moral and the support they receive from elected in the City...although getting	The upcoming fed infrastructure funds could be used for parks and open spaces	mis and disinformation and political discourse that is non factual.
Revenues for the city still seem strong	Ability to retain staff	It's hard to think that far ahead with the current conditions and situations	Other employment opportunities are more attractive
Skilled and dedicated employees	Too many vacancies on staff	Modernizing information technology systems to make the city more efficient	Potential economic downturn
Have a wonderful staff, most are excellent.	Council has been turbulent, new person is new, we need to trust the new administration	There are state funding grant opportunities for many of our infrastructure, such as improving Hwy 16.	Currently State bill to take away our local control of city priorities, in terms of infrastructure.
our incredible staff	We are not addressing climate change	Fed funding to widen our culverts	The state wants to eliminate single family zoning
Our City staff is out greatest	We have not done much to battle climate change	There is finding from the fed gov to widen our culverts	The state legislature would like to eliminate all single family zoning.
Financial position (reserves, low debt, low property taxes)	Prioritization of projects (parks are always 1st, while transportation needs more attention)	possibly good time to move to Council-manager form of government	Growth
High quality staff	Low staff morale and lack of trust between staff and administration.	We have new elected leadership with fresh ideas and attitudes.	COVID pandemic.
Employees	City's reputation and recovering from the previous mayor. This has caused potential candidates from applying for our positions.	New leadership. New direction. Employees willingness to come together right now to see positive changes.	Wave of retirements, loss of institutional knowledge.

City of Gig Harbor 2022 SWOT Analysis Results

#1 Strength:	#1 Weakness:	#1 Opportunity:	#1 Threat:
United interest in doing our part to make this a great community.	Lack of communication from internal support departments/programs (specifically ITS and HR).	With a new mayor and many new council members now is the time to show employees the trust and leadership that used to be present at the City of Gig Harbor.	The many new residents that have moved to Gig Harbor over the past few years arrive with lists of the best ideas from the areas they have lived prior to GH. While these lists may provide great benefits and lifestyle improvements, addressing their lists may be unachievable in the short term due to staff and funding.
Strong identity	Internal communication	Growth of tax base, strain on resources and infrastructure based on use from those just outside the city limits or UGA	Climate change / sea level rise
Competent, dedicated, skilled staff and Department Heads.	Communication - both internally and externally.	Opportunity to coordinate with Pierce County, especially regarding Urban Growth Area.	Legislative Bills that intend to remove local control, especially regarding housing and density.
People (Knowledge and Abilities of Staff)	Lack of Staff (Current Position Openings)	Economic development. We have the capacity to recruit and retain strong business anchors. Need to ensure employers like Heritage Distillery and Metagenics remain here. Could recruit other strong employers - perhaps an Amazon distribution center type business, or something like a car dealership with strong sales tax revenue with little negative impact on the feel of the city.	Homelessness. Influx of rampant homeless encampments would ruin the attractiveness of the city as a tourism destination.
Excellent delivery of our municipal services from staff.	There is a potential of conflict between in growth vs. small town philosophies.	There is an interest among our citizen to be more connected and involved in city government.	Council not always wanting to work together to find common ground. Not being open to a common vision and plan

City of Gig Harbor 2022 SWOT Analysis Results

#1 Strength:	#1 Weakness:	#1 Opportunity:	#1 Threat:
City is on good financial grounds.	lack of recognition of climate change from former admin and council	Growing state and federal recognition of climate change.	The current and worsening climate change affects all of us.
We have a very strong sense of community.	We have too many large capital projects going on at the same time, and we are understaffed and cannot provide what is necessary.	The State is becoming more open to work with local jurisdiction on supporting police with mental health professions.	Mandates from Fed and State that could negatively impact our city
We have an excellent professional staff.	The reputation of our HR department	Our bay	The loss of our natural beauty from rampant development.
the elected officials are committed to be collaborative listening and learning from each other.	Not using the expertise of our advisory boards.	State grants for our Sport complex	in trenches long standing people in the community, try to control the community.
Robust revenue sources	Ability to attract applicants to positions	State grant funding for the sports complex	Unintended consequence for legislation that hamstringing our police.
We have good procedures and policies in place and most departments are trying to improve.	Trying to solve too many problems at once	Make a big push into solving transportation issues now that we have Transportation Benefit District and HBZ	State legislation trying the hands of our police
involvement of our citizen in volunteer commission	Many of the departments are understaffed, and the budget is available. We have an inefficient HR department...too slow to hire.	Upcoming retirements, vacancies, high unemployment rates.	The state has some legislations that tie the hands of our law enforcement officers
This new Council that is coming on board	Infrastructure having difficulty keeping up with our overdevelopment	Now is the time the City leadership (Administration, Council, Directors) can exhibit how the City will heal from the damage of the last administration.	Growth in crime
Staff experience in key positions	We are over developed and we struggle to get our infrastructure in line to deal with that	Changing city demographics and changing needs	As development reaches its capacity within city limits, the city must compete for other revenue sources to support current and future projects, traffic congestion, staffing needs, and capacity limits at Civic Center.

City of Gig Harbor 2022 SWOT Analysis Results

#1 Strength:	#1 Weakness:	#1 Opportunity:	#1 Threat:
Flexible staff	We take on too many projects each year (e.g. overbudget in terms of what we can actually accomplish)	Day trip tourism via water? Perhaps work with Argosy to develop daily (?) cruise boat tour stop in downtown Gig Harbor?	Climate change.
Pay Rates & Benefits	Lack of or outdated technology and limited ability to keep up with technology.	There is greater interest in regional partnership to address the most pressing issues.	The demand from City residents (and from residents in unincorporated Pierce County) for the City to improve communications to them will require more oversight and support from all departments. Additionally, despite the large variety of platforms to provide City communications, many people demand customized messaging and methods to feel satisfied that they are considered
Pride in our work.	Department leaders are being overworked, burned out, unsupported. The work keeps getting piled on, with no help in sight. As a whole we are very reactionary and have no time to plan ahead or think strategically.	Citizen awareness of loss of urban forest is supportive of new city action.	continuation of COVID restrictions on operations
Knowledgeable staff	Overly paper-dependent / unwieldy procedures and processes	Taking advance of Fed and State funds to provide affordable housing for our low income citizen.	Homelessness, especially on public property.
Healthy financial outlook.	Staff vacancies. Too much work for existing staff. Lack of stability in City Administrator position.	Our iconic waterfront	Crime. Criminal activity has exploded in our retail core, potentially closing some locations OR making shopping areas undesirable to visit.
Financial Health	Strained Labor Relations (but improving)	the B&O funds going to our downtown waterfront alliance	Unfunded mandates outside of our control, such as police housing and GMA legislations.

City of Gig Harbor 2022 SWOT Analysis Results

#1 Strength:	#1 Weakness:	#1 Opportunity:	#1 Threat:
The newly elected Mayor and Council are respectful and open to new ideas	Not all citizens feel that they are well represented, some feel that special interest groups are dividing the agenda	possible B&O funding for our downtown waterfront alliance	Gig harbor has experienced a loss of native forest.
We've got an excellent staff	lack of an urban forest retention plan	With the large array of parks projects, possibly a voted parks bond?	COVID pandemic in general in what seems to be no end in site.
Phenomenal staff that work very hard to get what citizens want to get done.	We had a negative culture, and working on that...it will take time for that to shift.	Our beautiful community.	Heavy traffic.
We've got a really great Mayor	Lack of a mental health responder to accompany police on a call.	Federal and state dollars to supplement city projects	Piece County is approving projects but they don't consider how we do things because of lack of regulation to protecting us.
our advisory boards and commission that work with the city are great, they are engaged with the city.	we have a plan, then find a better idea, we don't stick with our priorities.	Encourage development of old grocery store/post office business park. Work with developers to add additional parking for public use.	Increasing traffic beyond Hwy 16 capacity
Engaged community	lack of coherent vision	There is an influx of new citizen who are increasingly diverse, there is becoming a more inclusive culture, in addition to our exiting rich heritage.	Annexation
we have excellent financial management...sold revenues and reserves, management is great director of finance	We create more projects that we can handle, such as infrastructure. We get updates, and the last couple years, we aren't getting things on time due to short staff.	citizen supportive of new biking and walking trails within city limits	Regulations that apply to municipalities over 10,000 population and staffing levels over 100.
We have a great Capitol coming in	we need to do a better job engaging citizens to assure the concerns of all neighborhoods are represented	our rich diverse history	Litigation.

City of Gig Harbor 2022 SWOT Analysis Results

#1 Strength:	#1 Weakness:	#1 Opportunity:	#1 Threat:
We have wonder citizens who want to be engaged, such as planning commission	We need to do a better job of engaging our citizen in governing, to make sure no neighborhood is overlooked		Political polarization of citizens
Vibrant economy	Move too quickly into new projects, while older ones languish		PenMet Parks wishing to overtake City Parks.
Quality Customer Service	City operates reactively rather than proactively.		Development outside city limits that impact our infrastructure (i.e. roads, school capacity, hospital)
Public Service	We are not all focused on equity and inclusion.		A NIMBY attitude.
Engaged community	Engagement of our wider community, outside of a few frequent voices.		Restrictions on our police from the State, that effects our police office can use force, detain or pursuit people.
Engaged citizenry and stakeholders.	City Council creep into Administrative functions.		The loss our Character such our historic buildings and homes.
We live in a beautiful place, parks, harbor and forest	Hampered by budget presented by former mayor (i.e. not all department ideas were presented to council)		
We've got a natural beautiful surroundings	There seems to be a lack of a clear vision or plan for the city. We've been reactive vs proactive.		
We are in a good financial place in the City.	our city cases might be biased toward large chains, vs. small business.		
We've great Counsel			

City of Gig Harbor Two-Year Strategic Plan 2022-2023

Vision Statement: *The City of Gig Harbor leads the way in livability, environmental stewardship, economic vitality, and municipal services.*

Priorities	Goals	Actions – Routine/Annual	Actions - Project
Foster a healthy City organization	<ul style="list-style-type: none"> • Be an exceptional employer • Retain existing workforce • Attract qualified applicants • Ensure safe work environment • Encourage staff training • Encourage and obtain employee feedback 	<ul style="list-style-type: none"> <input type="checkbox"/> Fill all vacancies in a timely manner <input type="checkbox"/> Maintain effective procedures to respond to ADA, FMLA, etc. issues and situations <input type="checkbox"/> Maintain collaborative relationships with union representatives <input type="checkbox"/> Re-qualify for AWC Well City Designation 	<ul style="list-style-type: none"> <input type="checkbox"/> Priority Goal 1 - Develop a staff retention and attraction program* <input type="checkbox"/> Develop an employee recognition and appreciation program <input type="checkbox"/> Update Personnel Policies Manual <input type="checkbox"/> Update Safety Manual and Accident Prevention Program <input type="checkbox"/> Conduct employee satisfaction survey <input type="checkbox"/> Revise Employee Evaluation process <input type="checkbox"/> Develop management training for all new supervisors*
Ensure sustainable future for public services and facilities	<ul style="list-style-type: none"> • Priority Goal 2 - Provide more efficient and effective municipal services • Fill gaps in public outreach on capital projects • Increase communications between the City and residents • Better understand community needs and service expectations • Make city meetings more accessible to residents online • Source funding and implement plans for City Parks & Rec, streets/transportation options, utilities 	<ul style="list-style-type: none"> <input type="checkbox"/> Update Utility rates as needed <input type="checkbox"/> Support free vessel pump-out service <input type="checkbox"/> Continue implementing permit and land use approval process improvements <input type="checkbox"/> Continue and when possible, increase resources dedicated to capital improvement projects <input type="checkbox"/> Review/amend TIP to improve motorized and non-motorized transportation 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop an online citizen concern form <input type="checkbox"/> Conduct a Citizens Satisfaction Survey* <input type="checkbox"/> Create a City-wide Communications Plan* <input type="checkbox"/> Update Public Works Standards <input type="checkbox"/> Conduct HOA Fair <input type="checkbox"/> Implement hybrid Court system/electronic case management <input type="checkbox"/> Implement hybrid city meetings platform <input type="checkbox"/> Develop neighborhood traffic calming policy
Priority Goal 3 - Maintain small town character and historic preservation while growing responsibly	<ul style="list-style-type: none"> • Promote responsible growth • Address infrastructure issues to relieve traffic issues • Ensure adequate affordable housing • Focus on character retention and historic preservation • Foster safe, livable and attractive community • Decrease distance to get to a park or open space • Install more sidewalks 	<ul style="list-style-type: none"> <input type="checkbox"/> Annually docket specific priorities in Comp Plan <input type="checkbox"/> Provide funding support for Harbor History Museum <input type="checkbox"/> Monitor State legislative activity <input type="checkbox"/> Funding support for Senior Center programming <input type="checkbox"/> Maintain and expand support for the Arts Commission and the arts in the city <input type="checkbox"/> Implement and support Sister City Program* <input type="checkbox"/> Continue to fund Creative Endeavors Grants 	<ul style="list-style-type: none"> <input type="checkbox"/> Revise Municipal Code for Short Term Rentals <input type="checkbox"/> 2024 Comp Plan Periodic Update <input type="checkbox"/> Funding support for HHM Maritime Gallery project <input type="checkbox"/> Funding support to Senior Center permanent home <input type="checkbox"/> Annexation Study <input type="checkbox"/> Review Design Manual <input type="checkbox"/> Housing Needs and Action Plan <input type="checkbox"/> Create Historic Preservation Committee <input type="checkbox"/> Review parking requirements for businesses
Promote environmental sustainability and preserve Gig Harbor's natural beauty	<ul style="list-style-type: none"> • Address Climate Change • Preserve Tree Canopy • Preserve Natural Character • Add undeveloped land to parks inventory 		<ul style="list-style-type: none"> <input type="checkbox"/> Priority Goal 4 - Adopt Climate & Sustainability Action Plan* <input type="checkbox"/> Incorporate Climate Change into the City's Comprehensive Plan <input type="checkbox"/> Form Climate Action Committee* <input type="checkbox"/> Adopt Urban Forest Management Plan* <input type="checkbox"/> Develop recycling program in City parks <input type="checkbox"/> Install Civic Center electric vehicle charging station <input type="checkbox"/> Pursue opportunities to buy conservation parcels* <input type="checkbox"/> Annex parcels in City's Park system <input type="checkbox"/> Update tree retention policies <input type="checkbox"/> Update Stormwater Management and Site Development Manual <input type="checkbox"/> Assess gaps in public charging stations in the right-of-way for electric vehicles
Priority Goal 5 - Support and enhance a dynamic and robust economy	<ul style="list-style-type: none"> • Develop a plan to increase support to our local business community • Increase vitality of downtown business district (small businesses) • Attract larger business to industrial zone • Maintain and enhance commercial fishing 	<ul style="list-style-type: none"> <input type="checkbox"/> Support Downtown Waterfront Alliance and Chamber of Commerce <input type="checkbox"/> Promote tourism-related activities through lodging tax grants 	<ul style="list-style-type: none"> <input type="checkbox"/> Design and construct Fishermen's Home Port <input type="checkbox"/> Create a Business Retention and Attraction Plan* <input type="checkbox"/> Evaluate and amend (if necessary) development fees

*Action not funded in 2022 Budget

ID	Task Name	Duration	Start	Finish	Predecessors	1	April 1	April 1	April 1	July 1	July 1	October 1	October 1	January 1	January 1	April 1
						1/23	3/6	4/17	5/29	7/10	8/21	10/2	11/13	12/25	2/5	3/19
1	Parks Projects															
2	Skansie Netshed Structural Repairs	175 days	Mon 3/14/22	Fri 11/11/22												
3	Design	65 days	Mon 3/14/22	Fri 6/10/22												
4	Bid Award	0 days	Fri 6/10/22	Fri 6/10/22	3											
5	Construction	110 days	Mon 6/13/22	Fri 11/11/22	3,4											
6	Gig Harbor Sports Complex Phase 1B Design and Permitting	250 days	Wed 1/12/22	Tue 12/27/22												
7	Design and Permitting	250 days	Wed 1/12/22	Tue 12/27/22												
8	Ancich Human Powered Waterfont Storage Racks	98 days	Wed 12/1/21	Fri 4/15/22												
9	Design and Bidding	54 days	Wed 12/1/21	Mon 2/14/22												
10	Fabrication and Installation	44 days	Tue 2/15/22	Fri 4/15/22	9											
11	Community Paddler's Dock	357 days	Mon 11/2/20	Tue 3/15/22												
12	Design/Permitting	170 days	Mon 11/2/20	Fri 6/25/21												
13	Construction	170 days	Wed 7/21/21	Tue 3/15/22	12											
14	Commercial Fishing Homeport Design and Permitting	385 days	Mon 1/24/22	Fri 7/14/23												
15	Design and Permitting	385 days	Mon 1/24/22	Fri 7/14/23												
16	City Building Projects															
17	Civic Center Electric Vehicle Charging Station	124 days	Mon 2/14/22	Thu 8/4/22												
18	Infrastructure Preparations	70 days	Mon 2/14/22	Fri 5/20/22												
19	Design	50 days	Fri 4/1/22	Thu 6/9/22												
20	Construction	40 days	Fri 6/10/22	Thu 8/4/22	19,18											
21	Bogue Visitor's Center Building Rehabilitation	165 days	Mon 3/7/22	Fri 10/21/22												

Project: 2022 Active CIP Schedule Print Date: Fri 3/11/22	Task		Project Summary			Inactive Milestone	◆	Manual Summary Rollup		Deadline	↓
	Split		External Tasks			Inactive Summary		Manual Summary		Progress	
	Milestone	◆	External Milestone	◆		Manual Task		Start-only		Manual Progress	
	Summary		Inactive Task			Duration-only		Finish-only			

ID	Task Name	Duration	Start	Finish	Predecessors	1/23	3/6	April 1	4/17	5/29	July 1	7/10	8/21	October 1	10/2	11/13	January 1	12/25	2/5	April 1	3/19			
22	Consultant Selection	15 days	Mon 3/7/22	Fri 3/25/22																				
23	Design/Permitting	85 days	Mon 4/11/22	Fri 8/5/22																				
24	Bid Award	0 days	Fri 8/5/22	Fri 8/5/22	23																			
25	Construction	55 days	Mon 8/8/22	Fri 10/21/22	24																			
26	City Streets Projects																							
27	Public Works Ops Center-Building Design/Permit/Construct	545 days	Mon 3/8/21	Fri 4/7/23		Public Works Ops Center-Building Design/Permit/Construct																		
28	Design/Permitting	288 days	Mon 3/8/21	Wed 4/13/22																				
29	Bid Award	0 days	Mon 4/25/22	Mon 4/25/22																				
30	Construction	250 days	Mon 4/25/22	Fri 4/7/23	29																			
31	Harborview Dr./Stinson Ave Intersection Improvements	260 days	Wed 8/4/21	Tue 8/2/22		Harborview Dr./Stinson Ave Intersection Improvements																		
32	Construction	260 days	Wed 8/4/21	Tue 8/2/22																				
33	Rosedale St/Stinson Ave Intersection Improvements	221 days	Wed 8/4/21	Wed 6/8/22		Rosedale St/Stinson Ave Intersection Improvements																		
34	Construction	221 days	Wed 8/4/21	Wed 6/8/22																				
35	Annual Pavement Maintenance and Repair	253 days	Wed 1/5/22	Fri 12/23/22		Annual Pavement Maintenance and Repair																		
36	Consultant Selection	15 days	Wed 1/5/22	Tue 1/25/22																				
37	Design	62 days	Fri 2/18/22	Mon 5/16/22	36																			
38	Bid Award	0 days	Mon 6/13/22	Mon 6/13/22	37																			
39	Construction	140 days	Mon 6/13/22	Fri 12/23/22	38																			
40	Mid-Block RRFB Crosswalk System	130 days	Wed 3/2/22	Tue 8/30/22		Mid-Block RRFB Crosswalk System																		
41	Design	75 days	Wed 3/2/22	Tue 6/14/22																				
42	Construction	55 days	Wed 6/15/22	Tue 8/30/22	41																			

Project: 2022 Active CIP Schedule Print Date: Fri 3/11/22	Task	Project Summary	Inactive Milestone	Manual Summary Rollup	Deadline
	Split	External Tasks	Inactive Summary	Manual Summary	Progress
	Milestone	External Milestone	Manual Task	Start-only	Manual Progress
	Summary	Inactive Task	Duration-only	Finish-only	

ID	Task Name	Duration	Start	Finish	Predecessors	Timeline											
						1/23	April 1 3/6	4/17	5/29	July 1 7/10	8/21	October 1 10/2	11/13	January 1 12/25	2/5	April 1 3/19	
43	Burnham Dr. Improvements Ph 1A	750 days	Fri 1/1/21	Thu 11/16/23		Burnham Dr. Improvements Ph 1A											
44	Design and Permitting	390 days	Fri 1/1/21	Thu 6/30/22													
45	Construction	360 days	Fri 7/1/22	Thu 11/16/23	44												
46	Prentice- Fennimore Half-Width Improvements	370 days	Tue 12/7/21	Mon 5/8/23		Prentice- Fennimore Half-Width Improvements											
47	Design	220 days	Tue 12/7/21	Mon 10/10/22													
48	Construction	150 days	Tue 10/11/22	Mon 5/8/23	47												
49	38th Ave Improvements Phase 2 - Design and Permitting	221 days	Thu 3/10/22	Thu 1/12/23		38th Ave Improvements Phase 2 - Design and Permitting											
50	Consultant Selection	33 days	Thu 3/10/22	Mon 4/25/22													
51	Design and Permitting	188 days	Tue 4/26/22	Thu 1/12/23	50												
52	Water Projects					Water Projects											
53	Emergency Water Intertie- Canterwood Blvd	314 days	Wed 9/29/21	Mon 12/12/22		Emergency Water Intertie- Canterwood Blvd											
54	Design	214 days	Wed 9/29/21	Mon 7/25/22													
55	Bid Award	0 days	Mon 7/25/22	Mon 7/25/22	54												
56	Construction	100 days	Tue 7/26/22	Mon 12/12/22	55												
57	Reid Dr. (55th St Ct) Water Main Improvements	196 days	Mon 2/28/22	Mon 11/28/22		Reid Dr. (55th St Ct) Water Main Improvements											
58	Design	76 days	Mon 2/28/22	Mon 6/13/22													
59	Bid Award	0 days	Mon 6/13/22	Mon 6/13/22	58												
60	Construction	120 days	Tue 6/14/22	Mon 11/28/22	59												
61	Wastewater Projects					Wastewater Projects											
62	LS#6 (Ryan St) Replacement	200 days	Wed 8/11/21	Tue 5/17/22		LS#6 (Ryan St) Replacement											
63	Construction	200 days	Wed 8/11/21	Tue 5/17/22													

Project: 2022 Active CIP Schedule Print Date: Fri 3/11/22	Task		Project Summary		Inactive Milestone		Manual Summary Rollup		Deadline	
	Split		External Tasks		Inactive Summary		Manual Summary		Progress	
	Milestone		External Milestone		Manual Task		Start-only		Manual Progress	
	Summary		Inactive Task		Duration-only		Finish-only			

ID	Task Name	Duration	Start	Finish	Predecessors	1/23	3/6	4/17	5/29	7/10	8/21	October 10/2	11/13	January 12/25	2/5	April 13/19
64	LS#12 (Woodhill Dr) Rehabilitation Design	210 days	Mon 11/29/21	Fri 9/16/22		LS#12 (Woodhill Dr) Rehabilitation Design										
65	Construction	210 days	Mon 11/29/21	Fri 9/16/22		Construction										
66	Murphy's Landing Marina Navigation Channel Dredging	200 days	Wed 8/11/21	Tue 5/17/22		Navigation Channel Dredging										
67	Design/Permitting	200 days	Wed 8/11/21	Tue 5/17/22												
68	Water Treatment Plant Digester Upgrades	163 days	Wed 11/17/21	Fri 7/1/22		Water Treatment Plant Digester Upgrades										
69	Design and Procurement	118 days	Wed 11/17/21	Fri 4/29/22		Design and Procurement										
70	Construction	45 days	Mon 5/2/22	Fri 7/1/22	69											
71	Stormwater Projects															
72	Burnham Dr. Culvert Replacement (at 96th St)	750 days	Fri 1/1/21	Thu 11/16/23		Burnham Dr. Culvert Replacement (at 96th St)										
73	Design	390 days	Fri 1/1/21	Thu 6/30/22												
74	Permitting	150 days	Wed 11/24/21	Tue 6/21/22												
75	Construction	360 days	Fri 7/1/22	Thu 11/16/23	73											
76	Other Department Tasks															
77	Utility Rate Studies	100 days	Wed 3/2/22	Tue 7/19/22		Utility Rate Studies										
78	Development and Public Process	50 days	Wed 3/2/22	Tue 5/10/22		Development and Public Process										
79	Code Development and Adoption	50 days	Wed 5/11/22	Tue 7/19/22	78											

Project: 2022 Active CIP Schedule Print Date: Fri 3/11/22	Task		Project Summary		Inactive Milestone		Manual Summary Rollup		Deadline	
	Split		External Tasks		Inactive Summary		Manual Summary		Progress	
	Milestone		External Milestone		Manual Task		Start-only		Manual Progress	
	Summary		Inactive Task		Duration-only		Finish-only			