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PROJECT MANAGEMENT INFORMATION SYSTEM

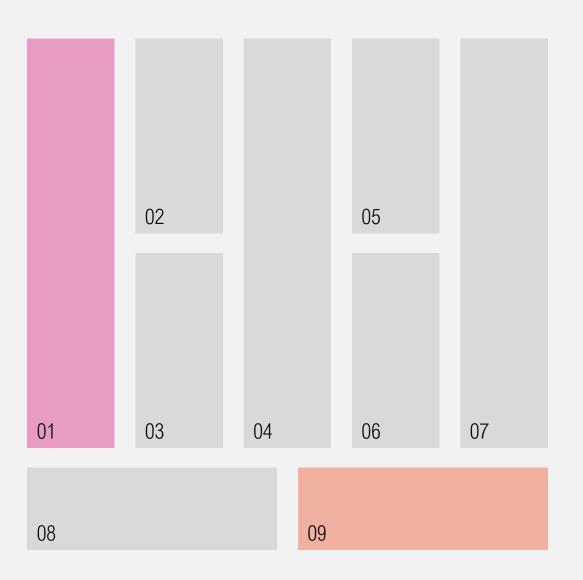City Council Study Session
December 09, 2025

AGENDA

01 – Introduction
02 – Current State vs Future State
03 – The Starting Point
04 – Governance & Collaboration
05 – Change Management
06 – Pilot Projects & Training
07 – Transparency & Public Dashboard
08 – Roadmap to Launch
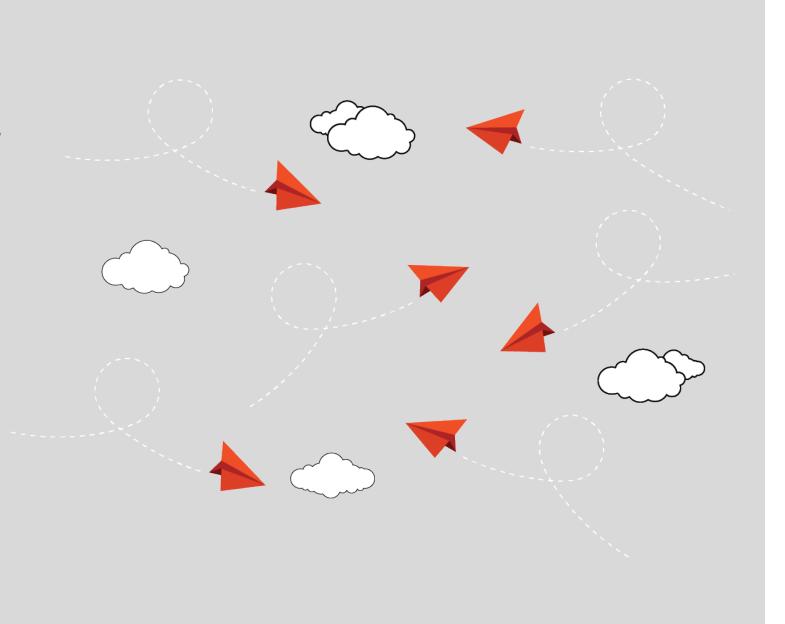09 - Closing

SYSTEM OVERVIEW

WHAT IS A PMIS?

A **Project Management Information System (PMIS)** is a centralized digital platform used to plan, track, manage, and report on projects. It integrates tools, templates, workflows, and data to support project lifecycle management—from intake through completion.

The PMIS is more than a project tracker—**it's a performance management tool** that helps the City understand how it is delivering on its commitments and where improvements are needed to better serve the community. The PMIS establishes the consistent, transparent project governance City Council will rely on as Littleton prepares for major capital initiatives and future financing cycles.

WHY THIS MATTERS NOW
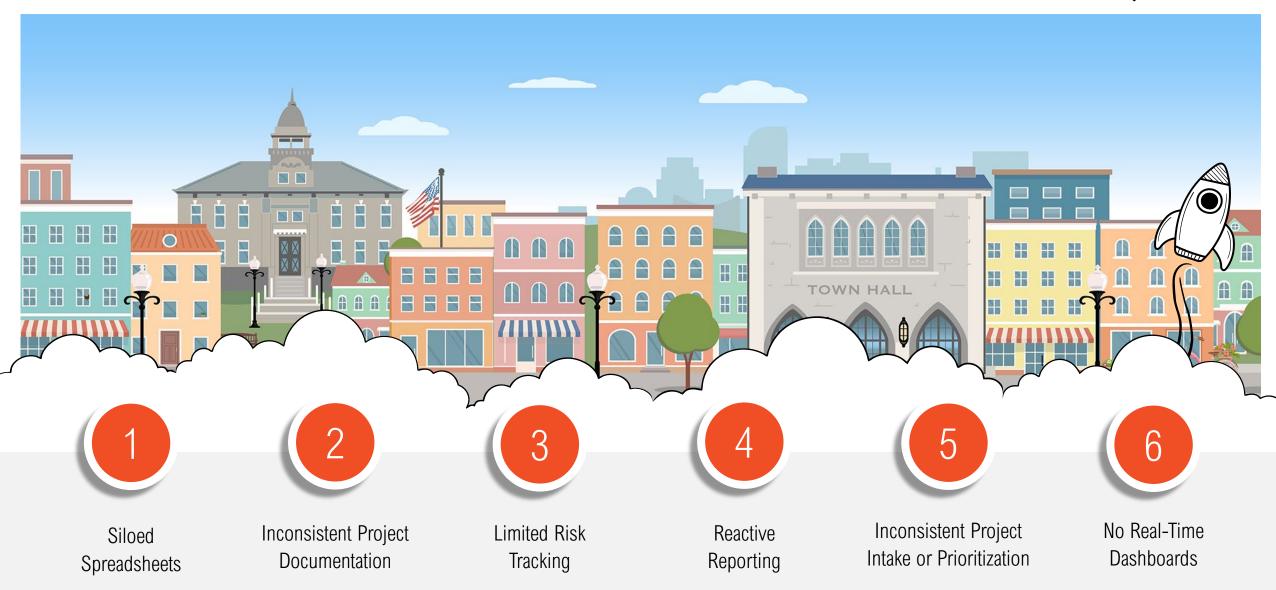
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1. Increasing need for enhanced transparency.

2. Preparation for future capital financing cycles

3. Need for consistent project visibility and cost/schedule tracking.

4. Rising number of capital projects and major initiatives.

CURRENT STATE

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1. Siloed Spreadsheets

2. Inconsistent Project Documentation

3. Limited Risk Tracking

4. Reactive Reporting

5. Inconsistent Project Intake or Prioritization

6. No Real-Time Dashboards

FUTURE STATE

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Current State	Future State
Siloed Spreadsheets	Provides Single Source of Truth
Inconsistent Project Documentation	Standardizes Templates
Limited Risk Tracking	Identifies Early Warning Signs & Track Performance Across Projects
Reactive Reporting	Provides Consistent, Proactive Reporting
Inconsistent Project Intake or Prioritization	Unifies Project Intake Process and Established Project Governance Standards
No Real-Time Dashboards	Automates Leadership Dashboards and ESRI-Integrated Public Dashboard

WHAT GOES IN THE PMIS?

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WHAT IS A PROJECT?	VS. ROUTINE OPERATIONS?
A Project is a temporary endeavor undertaken to create a discrete deliverable, service, or result.	*Routine Operations are ongoing and repetitive activities that support day-to-day functions and service delivery.*

- Characteristics:
  - Has a defined beginning and end
  - Delivers a specific objective or outcome
  - Often involves multiple departments or disciplines
  - Requires planning, tracking, and evaluation

- Characteristics:
  - Continuous or cyclical with no defined end
  - Follows established procedures
  - Focused on maintenance, service delivery, or administration

- Examples:
  - Building a new library or road
  - Developing a new policy or master plan
  - Upgrading a citywide software system

- Examples:
  - Business license processing
  - Snow removal
  - Street sweeping and pothole patching
  - Zoning and building permit reviews

THE STARTING POINT

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Why?	To strengthen consistency, accountability, and transparency in managing City projects as well as provide better lifecycle planning and enhanced readiness for major debt-funded initiatives.
Who?	Built collaboratively by staff across the City Manager's Office, Public Works & Utilities, Community Development, Economic Development, Finance, Procurement, Information Technology, and Communications.
What?	A centralized system that standardizes how projects are planned, tracked, and reported—giving Council reliable, real-time visibility into project progress and financial performance.
When?	Enterprise system developed in 2025; full rollout and public dashboard planned for Spring 2026.

GOVERNANCE & COLLABORATION

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01 — Project Team

The Project Team Built the PMIS and Drives Daily Delivery. This cross-departmental team designed, tested, and implemented the PMIS and now ensures every project follows consistent standards for planning, reporting, and documentation.

02 — Technical Advisory Committee

The Technical Advisory Committee Ensures Technical Quality and Coordination. The TAC reviews new and existing projects for scope, schedule, budget, and risk — integrating expertise from Public Works, Finance, Procurement, IT, and other departments to reduce surprises and improve decision-making.

03 — Project Governance Committee

The Project Governance Committee Provides Strategic, Citywide Oversight. The PGC evaluates major projects through an organizational and strategic lens — confirming readiness, funding feasibility, and alignment with Council priorities before key decisions move forward.

CHANGE MANAGEMENT

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01

This Is a Cultural Shift, Not Just a New Tool
The PMIS changes how projects are proposed, managed, and measured—moving the City toward consistent, transparent, and data-driven practices.

02

Success Depends on Supporting Staff Through the Transition
Phased rollout, structured training, and time to learn are essential to help staff build confidence and adopt new habits.

03

Trust, Communication, and Alignment Are Critical
Clear purpose, open communication, and cross-department collaboration ensure the PMIS strengthens accountability and aligns all projects with citywide goals.

PILOT PROJECTS & TRAINING

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- **Pilot Phase Underway:** Pilot projects were selected to test a range of project types—major capital, planning, operational—to validate the system across different departmental needs.

- *Example Pilot Projects:* Littleton Boulevard Subarea Plan, Main Street Improvements (Design), Quad Road, Museum HVAC Improvements

- Hands-On Support for Project Managers:
  - Regular, direct engagement with pilot PMs to refine workflows and increase adoption

- System Refinements Anticipated:
  - Updated dashboards from pilot user feedback
  - Improved intake forms & project metadata alignment

- Building Toward Full Implementation:
  - Lessons learned from pilot phase forming the basis of citywide rollout
  - Ensuring readiness for improved transparency, governance, and capital planning
  - Supporting upcoming long-term capital needs and funding discussions

TRANSPARENCY & PUBLIC DASHBOARD

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- **PMIS + ESRI Integration:**
  Capital projects are now linked to the City's GIS mapping platform, creating a single source of truth for project data.

- **Public-Facing Dashboard Launching in 2026:**
  Residents will be able to see:
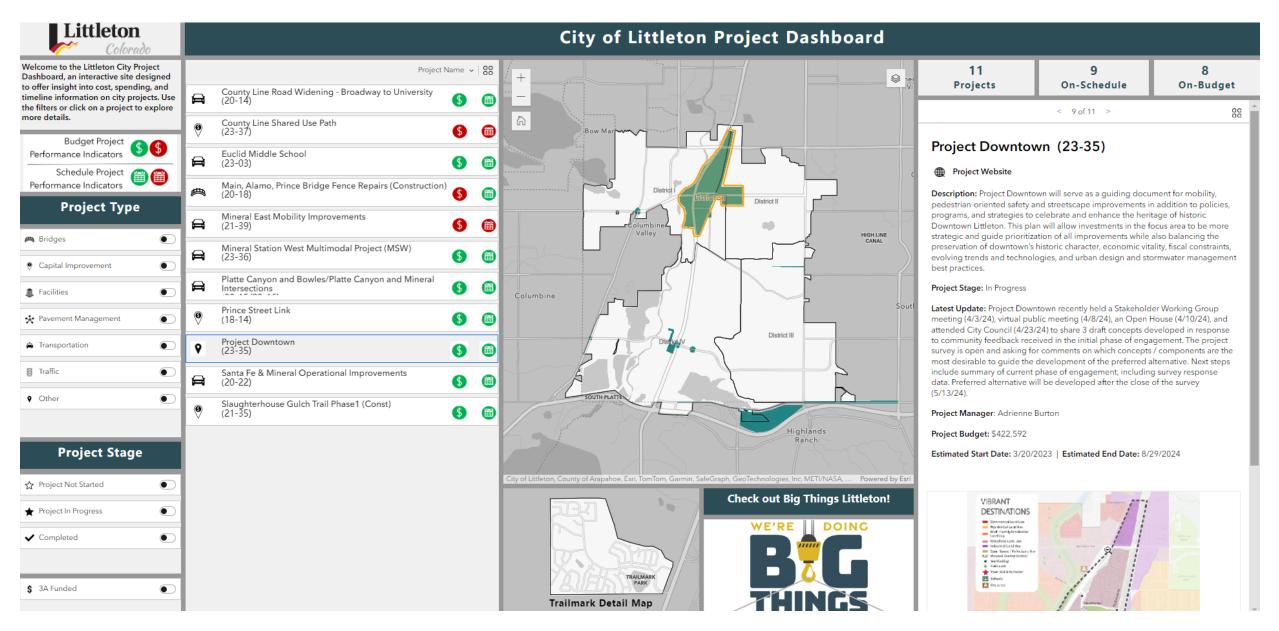 - Active capital projects citywide
  - Real-time status, budget, and schedule tracking
  - Project impact areas visualized on an interactive map

- **Why This Matters:**
  - Enhances transparency and trust in how public dollars are used
  - Supports accountable, data-informed decision-making
  - Empowers the community with clear, accessible project information
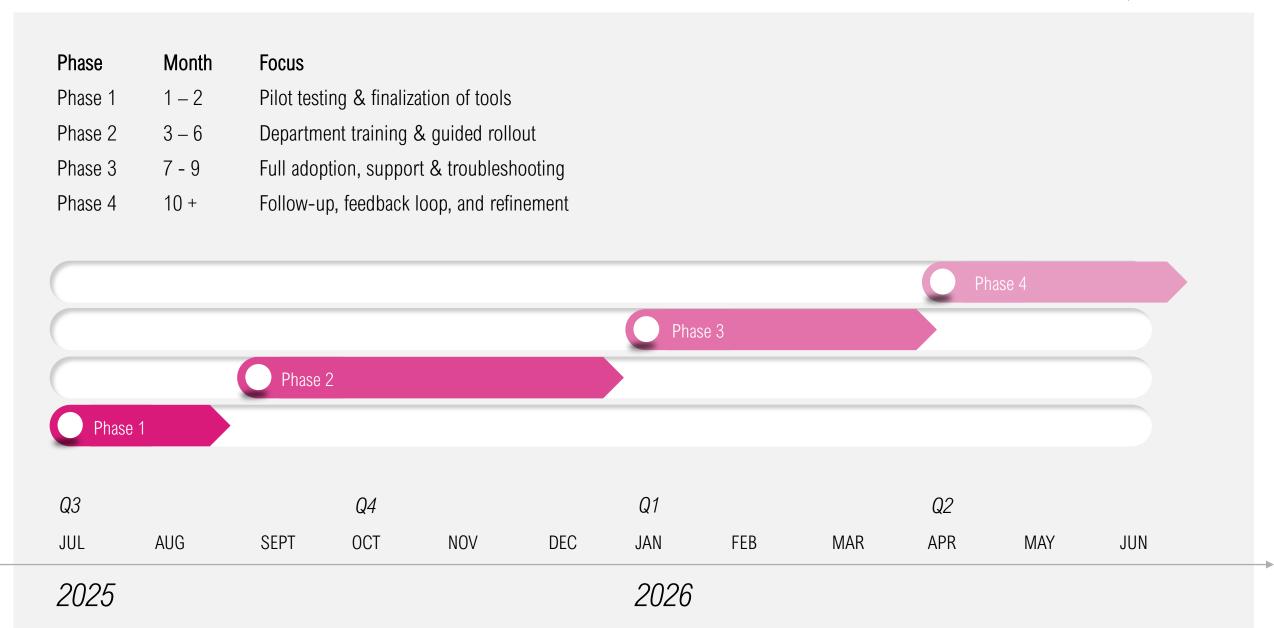
TRANSPARENCY & PUBLIC DASHBOARD

CULTIVATING THE PMIS

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Phase	Month	Focus
Phase 1	1 – 2	Pilot testing & finalization of tools
Phase 2	3 – 6	Department training & guided rollout
Phase 3	7 - 9	Full adoption, support & troubleshooting
Phase 4	10 +	Follow-up, feedback loop, and refinement

Phase 4

Phase 3

Phase 2

Phase 1

Q3		Q4				Q1			Q2		
JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN

2025   *2026*

CONSTRAINTS

- Staff Capacity & Adoption
  - This system requires time to learn new systems and staff has limited capacity.
  - Training must be concise, relevant, and accessible.
- Consistency Across Diverse Departments
  - Departments manage very different types of projects (planning, operational, infrastructure), making standardization challenging.
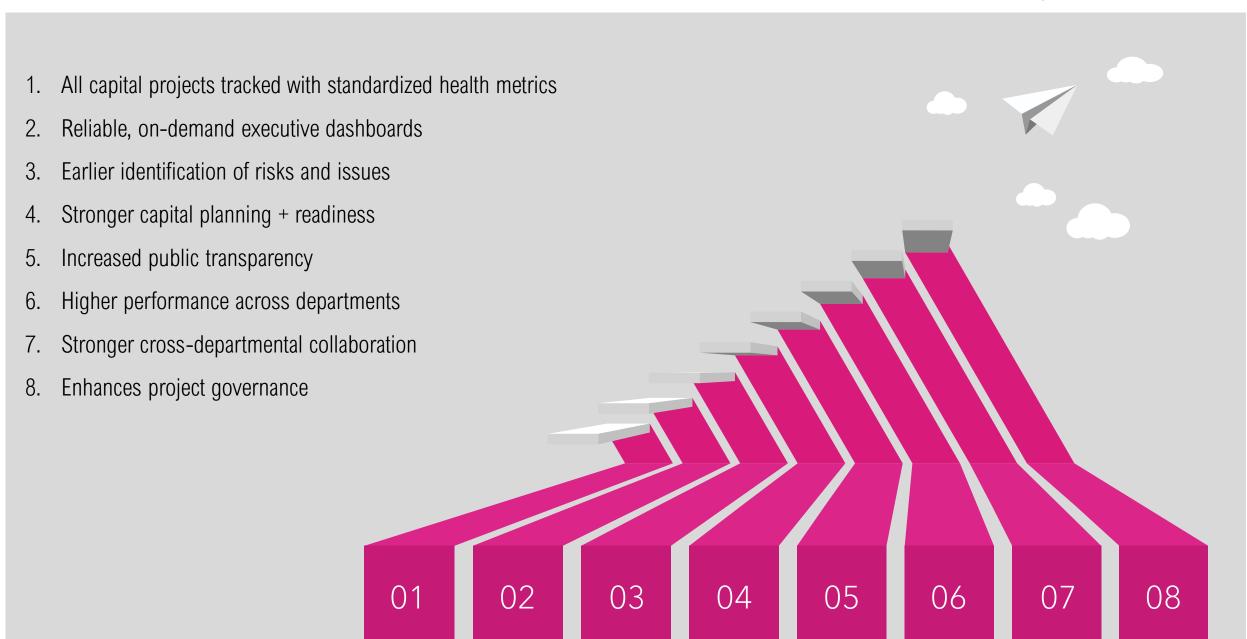- Timeline Requirements
  - Initial launch must occur within a defined fiscal year or calendar milestone to support broader reporting or strategic initiatives.
- Data Governance & Security
  - Must ensure appropriate visibility, access permissions, and data integrity across all departments.

SUCCESS

1. All capital projects tracked with standardized health metrics

2. Reliable, on-demand executive dashboards

3. Earlier identification of risks and issues

4. Stronger capital planning + readiness

5. Increased public transparency

6. Higher performance across departments

7. Stronger cross-departmental collaboration

8. Enhances project governance

01   02   03   04   05   06   07   08

CLOSING

The PMIS is more than a tool – it's a foundation for:

- Better Governance
- Greater Accountability
- True Transparency

Built for Today — Designed for What's Next.

With this system, Littleton is not just managing projects —
we're building a lasting culture of clarity, confidence, and public trust.