

CITY OF LIVINGSTON ORGANIZATIONAL STRATEGIC PLAN 2019-2024

APPROVED 05 MARCH 2019



What is an Organizational Strategic Plan?

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful. A strategic plan is a document used to communicate with the organization the organizations goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise. ¹

How will the City of Livingston Use its Strategic Plan?

The main users of the strategic plan will be City employees as they make decisions to reach the goals provided by the City Commission. However, the strategic plan also serves to communicate City activity to the Commission and the Community. The status of each action will be updated on a regular basis allowing both the Commission and the Community to follow the progress of the City in the actions and strategies outlined in the plan. Additionally, the plan itself will come before the Commission annually for additions, deletions, and revisions to ensure the strategic plan is a current reflection of the Commission's goals and a relevant document over time. The ability to see progress as it happens will allow staff, commissioners, and citizens to easily track the success of the plan and to identify areas that need new strategies or actions to be successful.

¹ Balanced Scorecard Institute <https://www.balancedscorecard.org/BSC-Basics/Strategic-Planning-Basics>

City of Livingston Organizational Mission

We provide essential services, quality of life opportunities, and maintain what is best about Livingston while providing for growth in a manner that is fiscally responsible, with integrity and compassion.

City of Livingston Organizational Vision

A dedicated team of leaders working in collaboration with a diverse community to create a vibrant home surrounded by natural beauty, respectful of our unique history, and full of opportunity.

City of Livingston Organizational Values

1. **Collaborative:** We work together effectively and transparently with the public, our boards and committees, community partners, private entities, other governments, and within our own organizations.
2. **Excellence:** We provide dependable, quality services through flexible and customer focused efforts with maximum competence.
3. **Integrity:** We are transparent, trustworthy, and honest; committed to doing what is fair and just while maintaining a sense of humor and sense of community.
4. **Innovation:** We are creative and efficient in seeking new ways to solve problems and embrace change.
5. **Stewardship:** We carefully and responsibly manage our city's infrastructure, employees, fiscal resources, and environmental impacts.

City of Livingston Organizational Goals

1. **Quality Workforce:** Instill a culture that attracts and sustains knowledgeable and engaged employees who embody the City's organizational values.
2. **Financial Stewardship:** Create and maintain a financially sustainable budget to fund first the City's responsibilities and then community enhancements by incorporating the City's values and innovative funding sources.
3. **Infrastructure:** Build and maintain infrastructure now and into the future in a strategic and responsible manner that promotes and sustains existing neighborhoods and accommodates growth.
4. **Public Engagement/Collaboration:** Inform and empower the community through open dialogue, user-friendly access to information, and a welcoming environment.
5. **Safe and Healthy Community:** Foster community resilience by facilitating access to health & wellness resources, enhancing multimodal connectivity and providing stewardship of our natural environment.

1. Quality Workforce

Instill a culture that attracts and sustains knowledgeable and engaged employees that embody the City’s organizational values.

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
1.1. Create Professional Development Programs	1.1.1. Codify Good Governance Certificate	Staff Time MSU Extension	2020	
	1.1.2. Pursue Outside Training	Staff Time Finances	2021	
1.2. Create Employee Recognition Programs	1.2.1. Survey Employees to Find Meaningful Recognition	Staff Time	2020	
	1.2.2. Develop Improved Communication Processes	Staff Time Unknown	2021	
1.3. Create Key Position Succession Plan	1.3.1. Create Assistant Chief of Police Position	Staff Time	2019	COMPLETE
	1.3.2. Create Deputy Fire Chief Position (possible Building/Fire Inspector)	Staff Time Union Agreement	2021	
	1.3.3. Identify Additional Key Positions	Staff Time	2020	
	1.3.4. Develop Succession Plans for Additional Key Positions	Staff Time	2021	Advertising for Planning Director in Sep

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
1.4. Restructure Organization and Physical Spaces Prioritizing Efficiency and Design	1.4.1. Conduct Reorganization Research	Staff Time	2020	
	1.4.2. Align Physical Space with Organizational Structure	Staff Time Finances	2023	
	1.4.3. Pursue efficiencies by combining services with Park County	Staff Time	2024	Failed to combine HR with Park County; Analyzing next step
1.5. Develop a Quality Recruitment Strategy	1.5.1. Review and Update Compensation Models	Staff Time	2019	50% Complete
	1.5.2. Review and Update Policies That Affect Recruitment	Staff Time	2020	
	1.5.3. Analyze Workforce Housing Availability & Affordability	Staff Time	2021	Researching Options for City Owned Housing

2. Financial Stewardship

Create and maintain a financially sustainable budget to fund first the City’s responsibilities and then community enhancements by incorporating the City’s values and innovative funding sources.

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
2.1. Establish Operational Reserves in all non-rate supported funds	2.1.1. General Fund 33.33%	Staff Time Budget Tradeoffs	2024	Projected 22% for FY20
	2.1.2. Ambulance Fund 16.67%	Staff Time Budget Tradeoffs	2024	
	2.1.3. Library Fund 33.33%	Staff Time Budget Tradeoffs	2024	
	2.1.4. Dispatch Fund 33.33%	Staff Time Budget Tradeoffs	2024	
	2.1.5. Light Maintenance Fund 33.33%	Staff Time Budget Tradeoffs	2024	
	2.1.6. Street Maintenance Fund 33.33%	Staff Time Budget Tradeoffs	2024	
2.2. Align Expenditures with Revenue Cycle	2.2.1. Budget with Purchase De-confliction	Staff Time	2020	
	2.2.2. Develop Quarterly Spend Plans	Staff Time	2020	

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
	2.2.3. Budget Expenditures to Maintain Cash Balances	Staff Time	2020	
2.3. Increase Budget Transparency	2.3.1. Maintain Line Item Discipline	Staff Time Commission Time	2020	
	2.3.2. Incorporate Budget Groupings Into Presentation	Staff Time	2020	Incorporated into FY20 Budget
2.4. Increase Budget Precision & Sophistication	2.4.1. Add specific completion dates in CIP	Staff Time	2019	
	2.4.2. Develop 3-5 yr budgets	Staff Time	2019	Delayed to 2020
	2.4.3. Standard Budget Calendar	Staff Time	2019	
2.5. Pursue Alternate Funding Models	2.5.1. Pursue Gateway County Local Option Tax	Staff Time	2019	Failed in House Taxation Committee
	2.5.2. Pursue Grant Funding for Applicable Projects	Staff Time	Continual	1) Executing Grant for Impact Fee Study 2) Civic Center Sewer Grant Failed 3) Applied for Railroad Crossing Planning Grant

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
2.6. Establish Operational Reserves for Rate Supported Funds	2.6.1. Water Fund 100%	Staff Time Budget Tradeoffs	2024	
	2.6.2. Sewer Fund 100%	Staff Time Budget Tradeoffs	2024	
	2.6.3. Solid Waste Fund 100%	Staff Time Budget Tradeoffs	2024	
2.7 Pursue Cost-Saving Energy Investments	2.7.1. Develop 3-5 year Energy Improvements Budget	Staff Time Budget Tradeoffs	2020	
	2.7.2. Develop Energy Savings Fund Implementation Plan	Staff Time Budget Tradeoffs	2021	

3. Infrastructure

Build and maintain infrastructure now and into the future in a strategic and responsible manner that promotes and sustains existing neighborhoods and accommodates growth.

Strategic Infrastructure

In analyzing the strategic infrastructure needs of Livingston, seven categories of infrastructure were identified: essential, facilities, foundational documents, IT and emergency communications, vehicles and equipment, solid waste, and parks and trails. Each of these categories was examined to determine the most pressing infrastructure needs and then all the categories were combined to create a 24 item, prioritized list of infrastructure needs. While the list is prioritized, available resources affect the expected completion dates of each project meaning that some lower priority projects will be accomplished before higher priority projects. The final table of priorities is provided below with the priorities divided by category provided as background information.

STRATEGIC INFRASTRUCTURE TOP PRIORITIES

PROJECT	CATEGORY	RESOURCES	YEAR	STATUS
3.1. Personnel/Public Security	Facilities	\$80K per facility	2021	
3.2. Rail Road Crossing	Essential	\$10M-\$20M Multiple Funding Sources	2023	Applied for BUILD Planning Grant
3.3. Update Growth Policy	Documents	\$65k-\$75k Staff Time	2020	RFQ Closes 31 July
3.4. Re-write current code	Documents	\$75K	2022	
3.5. Back-up and recovery	IT	\$80K Location	2024	
3.6. Wellness Center/Pool	Facilities	\$10M-\$20M Multiple Funding Sources	2023	Community Wellness Center Feasibility Study Projected Completion – June 2019

3.7. West-Side Water Loop	Essential	\$1M	2023	
3.8. Sewer PER	Essential	\$35K	2020	Grant Received 95% Draft Complete
3.9. Sewer Infiltration and Inflow Study	Essential	\$75K	2020	
3.10. Green Waste Strategy	Solid Waste	Staff Time	2019	
3.11. Minimize Maintenance Cost	Vehicles	Staff Time	2022	
3.12. Green Acres annexation (\$1.2M SID)	Essential	\$1.2M SID Staff Time	2020	Beginning Tax Analysis
3.13. Radio Replacement Strategy	IT	Staff Time	2020	
3.14. Intersection Sight Triangles Plan	Essential	Staff Time	2022	
3.15. Storm Sewer Improvements	Essential	\$750K	2023	
3.16. Glass Recycling	Solid Waste	Staff Time	2019	Funded in FY20 Budget COMPLETE
3.17. Downtown Streets & Utilities	Essential	\$12M-\$20M Staff Time	2024	Projected Completion of next Phase in Aug 2019
3.18. Analyze funding for Parks & Trails	Parks	Staff Time	2022	
3.19. ADA Compliance Plan	Essential	Staff Time	2019	COMPLETE
3.20. Cash In-lieu of Parkland Strategy	Parks	Staff Time	2020	
3.21. Solid Waste Disposal Options Analysis	Solid Waste	Staff Time	2023	Analyzing Disposal Agreement with Republic
3.22. Downtown Street Configuration Plan	Essential	Staff Time	2019	Combined with Growth Policy Public Outreach
3.23. Centennial Lift Station	Essential	\$250K Staff Time	2023	May need to be advanced on timeline due to development possibility

3.24. Sidewalks Replace & Repair Plan	Essential	Staff Time Property Owners Funding	2022	
3.25. Privatization Analysis	Parks	Staff Time	2023	
3.26. Develop and Adopt Energy Action Plan	Documents	Staff Time	2019	

4. Public Engagement

Inform and empower the community through open dialogue, user-friendly access to information, and a welcoming environment.

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
4.1. Coordinate City Outreach	4.1.1. Create Information Release Policy	Staff Time	2019	Created Web Accessible Public Notices
	4.1.2. Develop City Manager Outreach Program	Staff Time	2019	
	4.1.3. Develop Job Description for Public Information Officer	Staff Time	2024	
4.2. Enhance Commission Outreach	4.2.1. Schedule 2 Commissioners per Listening Session	Commission Time	2019	
	4.2.2. Hold 8 Commissioner Listening Sessions Jan-June & Aug-Nov	Commission Time	2019	Scheduled for May
	4.2.3. Create Comprehensive Board & Committee Policy	Commission Time Staff Time Board Time	2019	First Draft reviewed by Commission
4.3. Improve Community Access	4.3.1. Conduct Quarterly Community Surveys	Staff Time	2020	

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
	4.3.2. Create a "City Topics" Email List	Staff Time	2019	COMPLETE
	4.3.3. Develop Social Media Policy	Staff Time	2020	
	4.3.4. Create a Quarterly Newsletter	Staff Time	2019	
	4.3.5. Create/Update City Phone-Tree	Staff Time IT Time	2019	

5. Safe and Healthy Community

Foster community resilience by facilitating access to health & wellness resources, enhancing multimodal connectivity and providing stewardship of our natural environment.

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
5.1. Enhance 1 st Responder Capability	5.1.1. Maintain Ambulance Funding	\$400K/year over 10 years	2019	COMPLETE
	5.1.2. Fund Missouri River Drug Task Force Officer	\$80K/year	2020	
	5.1.3. Develop a Plan to Create a Drug Court	Staff Time	2023	County is Leading Effort
5.2. Educate & Connect Community	5.2.1. Create Adverse Childhood Experiences Training Program	Staff Time	2020	COMPLETE
	5.2.2. Create a Child Advocacy Center	Staff Time	2021	
	5.2.3. Create a Resource Webpage for the City Website	Staff Time	2019	COMPLETE
	5.2.4. Develop Community Resilience Strategic Plan	Staff Time	2019	Delayed until 2024
5.3. Support External Agencies in Providing Services Locally	5.3.1. Continue to Fund WindRider Service	\$5K Annually	Continual	Budgeted for FY20

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
	5.3.2. Expand Early Childhood Coordinator Hours	Staff Time Funding	2019	COMPLETE
	5.3.3. Design Wellness Center to Include Space for Local Services and State Service Programs	Staff Time	2020	Under Review by Consultant
5.4. Enhance Multimodal Connectivity/Transportation	5.4.1. Create Active Transportation Plan	Staff Time ATC Participation	2022	
	5.4.2. Develop Multimodal Design Standards	Staff Time	2023	
	5.4.3. Connect O Street Trail System	State Funding Finances	2019	MDOT Contract Signed
	5.4.4. Create Electric Vehicle Infrastructure	Staff Time Funding	2024	Chargers installed on Clark St in Aug 2019
	5.4.5. Create Safe Route to Schools	Staff Time Materials	2022	
	5.4.6. Connect West Side Developments	Staff Time State Funding	2023	
	5.4.7. Complete ADA Transition Plan	Staff Time	2019	COMPLETE
5.5. Preserve, Integrate, and Improve Our Natural Spaces	5.5.1. Pursue Dedicated Funding	Staff Time	2022	

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
	5.5.2. Maintain Parks, Trail Systems, & Trees	Staff Time Increased Funding	Continual	
	5.5.3. Create Policy for New Parks vs. Cash In-Lieu of.	Staff Time	2021	
	5.5.4. Analyze options for creation of a Conservation Board	Staff Time	2020	

Annual Plan 2019

January	Rail Road Crossing Budget BID- Down Town Impact Fee Sewer PER	August	Rail Road Crossing Civic Center ADT- Civic Center ADT- B Street ADT- Public Works
February	Rail Road Crossing Budget BID- Down Town Start annual reviews of employees DT Street Configuration	September	Rail Road Crossing Civic Center Quarterly EE Newsletter
		October	Rail Road Crossing Civic Center USDA I&I Application
March	ADA- Complete Budget Rail Road Crossing WRF Down Town DT Street Configuration	November	Rail Road Crossing- Levy Vote
		December	Active Transportation Plan complete Charging Stations
April	Rail Road Crossing Budget WRF Down Town City Engineer RFP Audit RFP		
May	Co. Ambulance Mill Levy Vote Budget WRF- Done Rail Road Crossing Down Town Green Cans/ Recycle- Complete MRTF Officer- Levy City		
June	Rail Road Crossing Budget Down Town BID- Down Town Gateway Tax <u>2019 FYE</u>		
July	Start of FY 2020 Rail Road Crossing Civic Center Down Town COL Safety Committee		

Annual Plan 2020

January	Infiltration & Inflow Office Consolidation Create Standard Calendar Professional Development Plan complete
February	Infiltration & Inflow Office Consolidation Annex Green Acres Start annual reviews of employees PA
March	Recruit- New Planning Director Infiltration & Inflow Office Consolidation Annex Green Acres
April	Infiltration & Inflow Office Consolidation Annex Green Acres
May	Infiltration & Inflow Annex Green Acres- Complete Office Consolidation
June	Civic Center- Levy Vote (Primary) Office Consolidation- Plan w/ cost Infiltration & Inflow <u>2020 FYE</u>
July	Start of FY 2021 Begin re-writing code New Planning Director-ACTIVE Infiltration & Inflow
August	Infiltration & Inflow
September	Infiltration & Inflow- Final Plan Organizational Structure
October	Cash-in- Lieu of Park land dedication req. Resolution Organizational Structure
November	O Street Trail Gateway Tax- Vote Organizational Structure
December	PD/PW Radio Replacement Plan Multimodal Design Standards

Annual Plan 2021

January	Revenue from Green Acres Annex- coming in Site Security Plan
February	Site Security Plan Start annual review of employees
March	Site Security Plan
April	Site Security Plan
May	Site Security Plan
June	PFL Water Loop (End) Site Security Plan <u>2021FYE</u>
July	Start of FY 2022 Install Site Security Systems
August	West Side Trail- TA Grant?
September	Privatization Analysis/ Study
October	Child Advocacy Center- Designation
November	
December	Payback 1 Million, or Start Construction on Rail Road Crossing

Annual Plan 2022

January	
February	Start annual review of employees PA
March	
April	
May	
June	Code Re-write Done Storm/Sewer Utility- Begin Billing 7/22 <u>2022FYE</u>
July	Start of FY 2023
August	Site Triangles Plan
September	Fleet Maintenance Plan/Study
October	
November	
December	

Annual Plan 2023

January	DT
February	PA Start annual review of employees
March	
April	
May	
June	Parks & Trails District (Include trees) <u>2023FYE</u>
July	Start of FY 2024
August	
September	Centennial Lift Station (Upgrade)
October	
November	
December	IT Backup & Recovery

Topics to Consider for Strategic Plan Updates:

- **Economic Health Goal or Strategy**
- **Native Landscaping**
- **Noise Reduction**
- **Preserve the Night Sky**