

# 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. <sup>1</sup>

## ***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.

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<sup>1</sup> 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<br>MSU Extension   | 2020 |  |
|   | 1.1.2. Pursue Outside Training  | Staff Time<br>Finances        | 2021 |  |
| 1.2. Create Employee Recognition Programs     | 1.2.1. Survey Employees to Find Meaningful Recognition                      | Staff Time                    | 2020 | Accomplished Annual Climate Survey in 2018 & 2019                                |
|   | 1.2.2. Develop Improved Communication Processes                             | Staff Time<br>Unknown         | 2021 | City Branded Coats Provided to Employees; Christmas Gift/Card given to Employees |
| 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<br>Union Agreement | 2021 | Changing Organizational Model  |
|   | 1.3.3. Identify Additional Key Positions                                    | Staff Time                    | 2020 |  |

| STRATEGY   | ACTION  | RESOURCES              | YEAR | STATUS   |
|--|---|------------------------|------|--|
|  | 1.3.4. Develop Succession Plans for Additional Key Positions      | Staff Time             | 2021 | Hired Deputy Planner                                       |
| 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<br>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 | Budget Proposal Completed                                  |
|  | 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<br>33.33%                 | Staff Time<br>Budget<br>Tradeoffs | 2024 | Projected<br>22% for FY20  |
|   | 2.1.2. Ambulance Fund<br>16.67%               | Staff Time<br>Budget<br>Tradeoffs | 2024 | Projected<br>23% for FY20  |
|   | 2.1.3. Library Fund<br>33.33%                 | Staff Time<br>Budget<br>Tradeoffs | 2024 | Projected<br>33% for FY 20 |
|   | 2.1.4. Dispatch Fund<br>33.33%                | Staff Time<br>Budget<br>Tradeoffs | 2024 | Projected 5%<br>for FY 20  |
|   | 2.1.5. Light Maintenance<br>Fund<br>33.33%    | Staff Time<br>Budget<br>Tradeoffs | 2024 | Projected<br>53% for FY20  |
|   | 2.1.6. Street<br>Maintenance Fund<br>33.33%   | Staff Time<br>Budget<br>Tradeoffs | 2024 | Projected<br>19% for FY20  |
| 2.2. Align Expenditures with Revenue Cycle                          | 2.2.1. Budget with<br>Purchase De-confliction | Staff Time                        | 2020 |                            |
|   | 2.2.2. Develop Quarterly<br>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<br>Commission Time | 2020      |   |
|   | 2.3.2. Incorporate Budget Groupings Into Presentation | Staff Time                    | 2020      | COMPLETE  |
| 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<br>2) Civic Center Sewer Grant Failed<br>3) Railroad Crossing Planning Grant Failed<br>4) Researching EDA Grant with County |



| STRATEGY   | ACTION   | RESOURCES                         | YEAR | STATUS                             |
|--|--|-----------------------------------|------|------------------------------------|
| 2.6. Establish Operational Reserves for Rate Supported Funds | 2.6.1. Water Fund<br>100%                                    | Staff Time<br>Budget<br>Tradeoffs | 2024 | Projected<br>71% for FY20          |
|  | 2.6.2. Sewer Fund<br>100%                                    | Staff Time<br>Budget<br>Tradeoffs | 2024 | Projected<br>150% for<br>FY20      |
|  | 2.6.3. Solid Waste Fund<br>100%                              | Staff Time<br>Budget<br>Tradeoffs | 2024 | Projected 9%<br>for FY20           |
| 2.7 Pursue Cost-Saving Energy Investments                    | 2.7.1. Develop 3-5 year<br>Energy Improvements<br>Budget     | Staff Time<br>Budget<br>Tradeoffs | 2020 | Moving to<br>Conservation<br>Board |
|  | 2.7.2. Develop Energy<br>Savings Fund<br>Implementation Plan | Staff Time<br>Budget<br>Tradeoffs | 2021 | Moving to<br>Conservation<br>Board |

### 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<br>Multiple Funding Sources | 2023 | BUILD<br>Planning Grant Failed;<br>Researching other funding options |
| 3.3. Update Growth Policy      | Documents  | \$65k-\$75k<br>Staff Time               | 2020 | Process underway;<br>projected completion Oct 2020                   |
| 3.4. Re-write current code     | Documents  | \$75K                                   | 2022 |  |
| 3.5. Back-up and recovery      | IT         | \$80K<br>Location                       | 2024 |  |
| 3.6. Wellness Center/Pool      | Facilities | \$10M-\$20M<br>Multiple Funding Sources | 2023 | Community Wellness Center Feasibility                                |

|   |             |                        |      |  |
|---|-------------|------------------------|------|--|
|   |             |                        |      | Study Complete; Researching Funding Options                        |
| 3.7. West-Side Water Loop                   | Essential   | \$1M                   | 2023 |  |
| 3.8. Sewer PER                              | Essential   | \$35K                  | 2020 | COMPLETE   |
| 3.9. Sewer Infiltration and Inflow Study    | Essential   | \$75K                  | 2020 | Applying for CDBG Planning Grant                                   |
| 3.10. Green Waste Strategy                  | Solid Waste | Staff Time             | 2019 | Researching Options  |
| 3.11. Minimize Maintenance Cost             | Vehicles    | Staff Time             | 2022 |  |
| 3.12. Green Acres annexation (\$1.2M SID)   | Essential   | \$1.2M SID Staff Time  | 2020 | COMPLETE (SID will become new goal)                                |
| 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 | Bidding New Phase Construction (Maint St Complete)                 |
| 3.18. Analyze funding for Parks & Trails    | Parks       | Staff Time             | 2022 | Reorganizing Budget Structure to Make Funding Easier to Understand |
| 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 |
| 3.24. Sidewalks Replace & Repair Plan      | Essential | Staff Time<br>Property Owners Funding | 2022 | Working on Annual Sidewalk Survey                      |
| 3.25. Privatization Analysis               | Parks     | Staff Time                            | 2023 |  |
| 3.26. Develop and Adopt Energy Action Plan | Documents | Staff Time                            | 2019 | Delayed to 2021  |

## 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 | Conducted Informational Series and Facebook Live Event |
|                                  | 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 | COMPLETE Using Multiple Venues                         |
|                                  | 4.2.3. Create Comprehensive Board & Committee Policy             | Commission Time<br>Staff Time<br>Board Time | 2019 | COMPLETE   |
| 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<br>IT Time | 2019 | COMPLETE |

## 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 <sup>st</sup> 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 | COMPLETE Budgeted for FY20 |

| STRATEGY   | ACTION   | RESOURCES                       | YEAR | STATUS  |
|--|--|---------------------------------|------|---|
|  | 5.3.2. Expand Early Childhood Coordinator Hours  | Staff Time<br>Funding           | 2019 | COMPLETE<br>(Funding in danger for FY21)                |
|  | 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<br>ATC Participation | 2022 |   |
|  | 5.4.2. Develop Multimodal Design Standards   | Staff Time                      | 2023 |   |
|  | 5.4.3. Connect O Street Trail System   | State Funding<br>Finances       | 2019 | COMPLETE  |
|  | 5.4.4. Create Electric Vehicle Infrastructure  | Staff Time<br>Funding           | 2024 | Chargers installed on Clark St<br>Evaluating Next Phase |
|  | 5.4.5. Create Safe Route to Schools  | Staff Time<br>Materials         | 2022 |   |
|  | 5.4.6. Connect West Side Developments  | Staff Time<br>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<br>Increased<br>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      | COMPLETE |

### Annual Plan 2019

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

### Annual Plan 2020

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

### Annual Plan 2021

|           |   |
|-----------|---|
| January   | Revenue from Green Acres Annex- coming in<br>Site Security Plan   |
| February  | Site Security Plan<br>Start annual review of employees            |
| March     | Site Security Plan  |
| April     | Site Security Plan  |
| May       | Site Security Plan  |
| June      | PFL Water Loop (End)<br>Site Security Plan<br><u>2021FYE</u>      |
| July      | Start of FY 2022<br>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<br>Crossing |

### Annual Plan 2022

|           |   |
|-----------|---|
| January   |   |
| February  | Start annual review of employees<br>PA  |
| March     |   |
| April     |   |
| May       |   |
| June      | Code Re-write Done<br>Storm/Sewer Utility- Begin Billing 7/22<br><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<br>Start annual review of employees                    |
| March     |   |
| April     |   |
| May       |   |
| June      | Parks & Trails District (Include trees)<br><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**