

Guiding Principles Strategic Planning Ad-Hoc Committee Agenda

Wednesday, Jun 1, 2022, from 1:00-2:30 p.m. via Zoom. The public is welcome to attend and give comments when appropriate.

To Join Zoom meeting:

Topic: Guiding Principles Strategic Planning Committee Meeting # 3

Time: Jun 1, 2022, 01:00-2:30 PM Mountain Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/86839869742?pwd=4ANCwlu-DLfz3hdvBUYK9GxD2TBc6I.1>

Meeting ID: 868 3986 9742

Passcode: 016254

1. Call to order/Roll Call
2. Approval of Meeting Minutes
 - May 11, 2022
 - May 25, 2022
3. Review and Discuss the City of Livingston Organization Strategic Plan's mission, vision, values, and goals statement using the attached "Evaluation Exercise"
4. Member comments
5. Public comment
6. Adjournment

Livingston City Commission Strategic Plan & Growth Policy Meeting Minutes

May 11, 2022 1:00PM

Meeting Number: 1

1. Call to Order
2. Roll Call: In attendance – Commissioner K. Kahle, Commissioner M. Nootz, T. Blurock, W. Windham, J. Willich
3. First motion to establish Commissioner K. Kahle as Chair, seconded by W. Windham, passed unanimously
4. Second motion to establish J. Willich as Secretary, seconded by K. Kahle, passed unanimously
5. Chair K. Kahle would like to amend the agenda to show the review of Resolution 1513, not 1517 as posted
6. Commissioner M. Nootz asked Chair K. Kahle if our meeting was still legal due to the 90-day timeframe presented in Resolution 1513. Clarification with the city attorney and/or city manager forthcoming
7. M. Nootz noted that all link to meeting materials will be in minutes
8. T. Blurock began discussion of the charge of the to understand the scope of our responsibility
9. Commissioner M. Nootz read the preamble of Resolution 1513, noting the charge of reviewing the mission, vision, values, and goals of the City of Livingston Organizational Strategic Plan.
10. W. Windham began discussion of our process and what type of tools we would use. The tools suggested by W. Windham were met favorably by the meeting members
11. Commissioner M. Nootz reminded the committee private meetings of more than three are illegal
12. Commissioner M. Nootz also clarified we are not to evaluate the effectiveness of the city or city employees
13. Chair K. Kahle revisited the 90-day issue with Commissioner M. Nootz
14. Chair K. Kahle requested W. Windham withhold releasing the evaluations tools until the legality issues are rectified
15. Chair K. Kahle and W. Windham discussed the volume of material to be included in the first iteration, all members agreed that the whole scope should be done first, then a more granular approach
16. W. Windham stated that we should have our “homework” done prior to the next meeting and the information will be collected together instead of piecemeal. All agreed that was the right approach.
17. Chair K. Kahle established our meeting time to be Wednesdays, 1:00 PM MDT, until the dissolution of this committee, seconded by T. Blurock, passed unanimously
18. 1:58 PM – End of member comments
19. 1:59 PM – End of public comments – none
20. 2:00 PM – Meeting adjourned

Livingston City Commission Strategic Plan & Growth Policy Meeting Minutes

May 25, 2022 1:00PM

Meeting Number: 2

1. Call to Order
2. 1:03 PM – Roll Call: In attendance – Commissioner K. Kahle, Commissioner M. Nootz, W. Windham, J. Willich
3. 1:04 PM – Add minutes to agenda – can't vote on minutes until it's added
4. 1:05 PM – W.Windham led us through the evaluation tool, starting with the issues facing the city. Members discussed their submissions
5. 1:27 PM – WW led discussion of the Mission
6. 1:34 PM – WW led discussion of the Values
7. 1:58 PM – Member Comments – KK stated that the 90-day duration of the committee began at our first meeting
8. 1:58 PM – End of member comments
9. 1:59 PM – End of public comments – none
10. 2:02 PM – Meeting adjourned

Public in virtual attendance: None



LIVINGSTON

Montana

RESOLUTION NO. 5013

Temporary Ad-Hoc Committee to Review the Mission, Vision, Values and Goals statements of the city of Livingston.

Evaluation exercise of current statements.

Instructions:

Take each page one at a time

Reflect on each statement

1. Bring your own experience
2. Think about any external data that supports your perspective,
please note that the date

Write in the Δ column what you think needs to be changed

In the + column write what you like about the statement

Place any comments in the last section



Greatest Issues Facing the city:

Wyeth

Reasonable housing
Workforce; pay and availability
Vision for growth
Maintaining an economically diverse population
Creating a vibrant downtown area
Supporting infrastructure needs with a tourist economy
Reducing sprawl
Support our private business so we can keep it local
Standards for the quality of our services
I feel like a lot of the problems facing the community are because of our recent economic prosperity we should try and maintain that prosperity

Melissa

Housing availability and housing diversity is low
Livable wage for workers doesn't match housing prices
Tourist economy pays low wages
Lack of diversity in jobs (a lot of jobs are based around the tourist economy)
The community infrastructure (especially connecting the north and south sides, and connecting newer north side subdivisions to pre-existing neighborhoods) is not supportive of multi-modal transportation
Tourist economy puts pressure on decreasing our available housing stock
High potential for sprawling and unsustainable development that is not following building/subdivision regulations while housing demand pressures are high

Karrie

Growth
Housing
Lack of a City Budget
Staffing Shortage
Aging infrastructure
Changing Climate

James

Crime – Major Narcotic Corridor
Railroad Crossing
Growth Management
Financial Health
Scarcity

Tom

Growth: Maintaining the city's traditional character while planning for growth
Maintaining the city's boundaries-a city surrounded by open space- growth through consolidation inside boundaries rather than sprawl- Implementation of the growth policy.
Housing: Planning for affordable housing for all citizens of all income levels
Strengthening the downtown as a commercial center, parking, housing, commercial and cultural life

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.

△ What should change?

“maintain what is best” this is a hard-to-understand statement.

quality of life opportunities – I do not understand this

‘providing for growth’ -what kind of growth?

Quality of life opportunities

Providing for growth in a manner that is fiscally responsible

Integrity and compassion

Quality of life opportunities

Integrity and compassion

⊕ What is positive?

fiscally responsible, with integrity and compassion – I like these as how's

fiscally responsible, with integrity and compassion

It's a good sentiment, and should be more clearly defined

It's good to include growth – but the info from the community is what should be prioritized before \$\$

The sentiment is good

Essential Services

While MANAGING growth

Fiscally responsible

Integrity and compassion

maintaining the traditional character

General Comments

It is easy to understand what essential services and the end fiscally responsible, with integrity and compassion. The middle is very hard to understand and needs more expression.

Should equity be included in this statement

It's a nice sentiment, but it isn't clearly defined – potentially add/address some key themes from the GP concerning housing/alternative transportation/etc

Prioritizing growth based on fiscal responsibility is unclear, and not in line with our GP

These seem subjective, I wonder if there is a way to make the more quantitative

Foundation-level of city business

That's not really the city's responsibility. Can't be done fairly across the board.

Growth needs management, growth is a by-product of a well-run city

Good inclusive words with meaning.

We supply/deliver essential city services to maintain what is best about Livingston while managing growth in a manner that is fiscally responsible, with integrity and compassion. -J.Willich

We should emphasize that growth should build on what the existing character of Livingston

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. while strengthening the traditional character of the city

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.

△ What should change?

This is a very broad vision and is full of how's, not outcomes. A vision is a place that we are going not a way to get there. Also, anytime you could apply a vision statement to any type of organization it is too broad.

“respectful of our unique history”-include environment/landscape/et

leaders

Create a vibrant home

diversity

Unique history

Full of opportunity

Is home the right word- or something that implies town urban etc.

⊕ What is positive?

‘working in collaboration with a diverse community’

Dedicated, collaboration

diversity

Unique history

Good statement

Vibrant home surrounded by natural beauty- right thought- wording could be more descriptive

General Comments

Are we trying to create this or is this the way we want to behave?

Who we are talking about when we say leaders might be more clearly defined

Many would say this is already a vibrant home, this implies it is not – maybe change to *maintain/support/etc


Recognize existing diversity, address increasing diversity while maintaining existing

Add to this – recognizing layered history of this place

Unclear what this means

We should make an effort to not let the city expand through sprawl- a community surrounded by open space.

2. Excellence: We provide dependable, quality services through flexible and customer focused efforts with maximum competence.

 What should change?


I do not like the use of the word "customer" is not citizen better

Also the word focused feels to unspecific

Customer?

"quality services"-Excellence should include more that just services

"customer focused"- customer feels like the wrong word

 What is positive?

I like maximum competence

General Comments

I would say that dependable, quality flexible and customer focused is not really excellence. Just feels very soft and not excellent.

People that live here aren't really "customers". We also serve people who don't pay taxes here (county residents, tourists, etc)

Good statement

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.



What should change?

I feel like a sense of humor seems like a miss from integrity

Sense of community feels off also see above

Maintaining a sense of humor

“sense of humor” - humor seems incorrect -perhaps sense of humility

Sense of humor????



What is positive?

I like transparent, trustworthy, and honest.

Transparency

trustworthy

“We are transparent, trustworthy, and honest; committed to doing what is fair and just”

sense of community

General Comments

I might think about a statement around being fair and just while applying the regulations and law.

Is this an appropriate place for this? What does humor have to do with integrity? I’m not sure – would love to discuss this.

Would love to have more clarity on what this means to the community

I would love to hear more about what this means to the community

4. Innovation: We are creative and efficient in seeking new ways to solve problems and embrace change.



What should change?

Add while centering our community values and comprehensive plan (aka growth policy) priorities

“We are creative and efficient in seeking new ways to solve problems and embrace change.” this statement feel like it needs to be flushed out more

While providing all citizens a home within community



What is positive?

In general, this statement appeals to me.

The whole statement


Innovation

General Comments

I like that innovation for us is seeking new ways. This means we are not always forced to create new ideas we can find them else were and use them for our community.

Good statement- could be a place to insert a statement about housing for all income levels


5. **Stewardship:** We carefully and responsibly manage our city’s infrastructure, employees, fiscal resources, and environmental impacts.

 What should change?

I think this misses managing the economic benefit.

Add – prioritizing our community’s vision and values

Add something about stewarding opportunities to maintain/support our community

 What is positive?


General Comments

How do the business that support the wages in the community get served?

Are we including that we are stewards of current residents? Or do we just focus on increasing economic benefits and supporting more development? Would love to discuss this more with the group


Stewardship is a great value- but then we change to “manage” in the statement which seems a bit forceful or militaristic. It might be nice to include stewardship of other things – when I think of stewardship I think of a leader and a partner

1. **Quality Workforce:** Instill a culture that attracts and sustains knowledgeable and engaged employees who embody the City's organizational values.

 What should change?

Not sure that culture is the way that we achieve these outcomes.

Are we managing an organizing that ...?

 What is positive?

' Instill a culture that attracts'- this is positive but could be improve to include "culture and reputation"


General Comments


I like the quality workforce header

Not sure we have enough guidance towards management.

Do we prioritize a living and competitive wage in this goal?

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.

 What should change?

 What is positive?

General Comments

by incorporating the City’s values and innovative funding sources – this section lost me. Not sure how the City’s values fit here?

Innovative funding sources make me a little nervous

“fund first”

Responsibilities then enhancements

“community enhancements’- perhaps Community wants or needs might be better?

Create and maintain a financially sustainable budget to fund first the City’s responsibilities and then community enhancements. Makes total senses

I might try something like “Develop the Cities funding sources to create a sustainable budget that funds the city’s responsibilities and then community enhancements.”

The priority of budget spending seems very specific to be part of the SP top line goals – either it is something that would be set out from the commission’s priorities and during budget meetings – or we could put our values in this statement (like competitive wages, housing priorities, etc)

There may be a better way to say this now that we have a robust growth policy/comprehensive plan.

This statement could include funding partnerships

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.



What should change?

Maybe a comment about population vs neighborhoods?

'strategic and responsible' seems repetitive, the we promote and sustain

Add that it should follow the growth policy vision and priorities

Accommodates growth

Could this be a place where we introduce the notion of growth through consolidation within city boundaries



What is positive?

I like the focus on long-term infrastructure the community has been to reactive in the past.

General Comments


After infrastructure needs a rewrite.

Anticipates growth based on our community growth policy?

Should this include a reference to consider climate change or our changing climate when building new infrastructure?

We should put a descriptor on growth- healthy, compatible something like that

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.

 What should change?


I am not sure I know what the statement means. It could just be ignorance.

Stewardship of our natural environment seems like a stretch hear? Maybe that needs to be included under stewardship?

Facilitating access

enhancing

What is multimodal connectivity?
Resilience???? Don't know what replaces this but I don't know what this means

 What is positive?

Foster Community resilience is great

Stewardship of the natural environment

General Comments

How does the mental health issue show up hear?

I'm not exactly sure what this means in this context

Improve this verb – perhaps to something like invest/improve/expand

“Safe and Healthy Community:” - this makes me consider our lack of affordable, how do talk about safe and healthy community when community members are losing their homes as rental turn to STRs and even the middle class can't afford to purchase a home.

while maintaining a wholesome place to live for all citizens.

Next steps:

1. We worked on the struggles facing the community. We now want to focus on the great things about the community. - Complete a list of the strengths of Livingston.
2. The Vision statement was not a destination or goal it was a how. Let's just do some brainstorming on where we want the city to go. This can be words or sentences.
3. We discussed the addition of a value of transparency or adjust/remove innovation.

Current Vision Statement: 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.

Example Vision Statements – to inspire [Good Article](#)

Hampton County, SC

Vision: “As one of the most progressive, small counties in the state, Hampton County seeks to uphold its...

- Vibrant Economy...
- Rural Quality of Life...
- And Sense of Community Pride...”

Mission: “The mission of Hampton County Government is to provide quality public services in a timely and competent manner, and to work with the cooperation of the community and other local government units to create a vibrant and healthy physical, social and economic environment. Services shall be provided in a fair, respectful and professional manner consistent with available human, natural and economic resources.”

City of Toronto, Canada

Vision: Toronto’s vision is four-pronged:

- Toronto is a caring city.
- Toronto is a clean, green and sustainable city.
- Toronto is a dynamic city.
- Toronto invests in quality of life.

Mission: To serve a great city and its people

Kansas City, MO

Vision: “Our local government will be nationally known for its transformative efforts that make Kansas City the diverse and sustainable community of choice for people to live, work, and play as a result of its safety; vibrant neighborhoods; business, educational, and cultural opportunities; connectedness; and vitality.”

Mission: “The mission of the City of Kansas City, Missouri is to deliver quality, customer-focused municipal services with an emphasis on public safety, neighborhood livability, job creation, responsible planning for economic growth, infrastructure improvements, transportation systems, public health, and the environment. In pursuit of this mission, we use data to make decisions and measure progress based on economic, social, and environmental factors.”

The city of Pacific Grove will thoughtfully grow as an inclusive seaside community that protects residential character, historic resources, promotes multi-beneficial development, and ensures respect for the environment.

Mayo Clinic

Vision: “Mayo Clinic will provide an unparalleled experience as the most trusted partner for health care.”

Mission: “To inspire hope and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education and research.”

Tesla: To accelerate the world’s transition to sustainable energy.

Nike: Bring inspiration and innovation to every athlete* in the world.

*If you have a body, you are an athlete.

TED: Spread ideas.

Google: To organize the world’s information and make it universally accessible and useful.

Warby Parker: To offer designer eyewear at a revolutionary price, while leading the way for socially conscious businesses.

Amazon: To be Earth’s most customer-centric company, where customers can find and discover anything they might want to buy online.

Loreal: To provide the best in cosmetics innovation to women and men around the world with respect for their diversity.

Brainstorm Words or Phrases about our vision:

