

# 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 MSU Extension	2020	
	1.1.2. Pursue Outside Training	Staff Time Finances	2021	Subscribed to IMCA Webinar Series
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, & 2020
	1.2.2. Develop Improved Communication Processes	Staff Time 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 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 Hired Public Works Project Manager Beginning Fire Chief Recruitment
1.4. Restructure Organization and Physical Spaces Prioritizing Efficiency and Design	1.4.1. Conduct Reorganization Research	Staff Time	2020	Delayed to 2022
	1.4.2. Align Physical Space with Organizational Structure	Staff Time Finances	2023	COMPLETE Combined City Manager, City Attorney's, Building & Planning Dept. Finance and HR Offices into City New Hall
	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	Complete for Fire and LPD. Researching Public Works
	1.5.2. Review and Update Policies That Affect Recruitment	Staff Time	2020	
	1.5.3. Analyze Workforce Housing Availability & Affordability	Staff Time	2021	Participating in Park County Housing Coalition

## 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 FY22 43.7%
	2.1.2. Ambulance Fund 16.67%	Staff Time Budget Tradeoffs	2024	Projected FY22 67.3%
	2.1.3. Library Fund 33.33%	Staff Time Budget Tradeoffs	2024	Projected FY22 101.5%
	2.1.4. Dispatch Fund 33.33%	Staff Time Budget Tradeoffs	2024	Projected FY 22 15.6%
	2.1.5. Light Maintenance Fund 33.33%	Staff Time Budget Tradeoffs	2024	Projected FY22 118.5%
	2.1.6. Street Maintenance Fund 33.33%	Staff Time Budget Tradeoffs	2024	Projected FY22 45.1%
2.2. Align Expenditures with Revenue Cycle	2.2.1. Budget with Purchase De-confliction	Staff Time	2020	Delayed to 2022
	2.2.2. Develop Quarterly Spend Plans	Staff Time	2020	Delayed to 2022

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
	2.2.3. Budget Expenditures to Maintain Cash Balances	Staff Time	2020	COMPLETE
2.3. Increase Budget Transparency	2.3.1. Maintain Line Item Discipline	Staff Time Commission Time	2020	Delayed to 2022
	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 2022
	2.4.3. Standard Budget Calendar	Staff Time	2019	COMPLETE
2.5. Pursue Alternate Funding Models	2.5.1. Pursue Gateway County Local Option Tax	Staff Time	2019	Failed in 2019; Tabled in 2021



STRATEGY	ACTION	RESOURCES	YEAR	STATUS
	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 – Applied under new opening 3) Railroad Crossing Planning Grant Failed 4) Researching EDA Grant with County 5) Main Street Montana Grant Awarded 6) Solar Array Grant- WRF 7) Identify Green Acres Grants 8) Identify funding for P&T Committee 9) Planning grant for sewer planning awarded 10) Grant for Rec position awarded
2.6. Establish Operational Reserves for Rate Supported Funds	2.6.1. Water Fund 100%	Staff Time Budget Tradeoffs	2024	Projected FY22 124.4%

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
	2.6.2. Sewer Fund 100%	Staff Time Budget Tradeoffs	2024	Projected FY22 48.5%
	2.6.3. Solid Waste Fund 100%	Staff Time Budget Tradeoffs	2024	Projected FY22 27.4%
2.7 Pursue Cost-Saving Energy Investments	2.7.1. Develop 3-5 year Energy Improvements Budget	Staff Time Budget Tradeoffs	2020	Moving to Conservation Board
	2.7.2. Develop Energy Savings Fund Implementation Plan	Staff Time Budget Tradeoffs	2021	Moving to Conservation 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	New City Hall addresses multiple security concerns
3.2. Rail Road Crossing	Essential	\$10M-\$20M Multiple Funding Sources	2023	BUILD Planning Grant Failed; Researching other funding options Public Meetings scheduled 6/18; 6/25; 7/9/20. Ballot language decision 8/4/20. Ballot language presented to voters Nov. 21
3.3. Update Growth Policy	Documents	\$65k-\$75k Staff Time	2020	COMPLETE Adopted

3.4. Re-write current code	Documents	\$75K	2022	Shifting responsibilities from Planning/ Building director to allow focus on code rewrite
3.5. Develop and Adopt Energy Action Plan	Documents	Staff Time	2019	Delayed to 2021
3.6. Back-up and recovery	IT	\$80K Location	2024	
3.7. Wellness Center/Pool	Facilities	\$20M-\$40M Multiple Funding Sources	2023	Community Wellness Center Feasibility Study Complete; Researching Funding Options; Funding Feasibility Study Complete; Community non-profit created
3.8. West-Side Water Loop	Essential	\$1M	2023	
3.9. Sewer PER	Essential	\$35K	2020	COMPLETE
3.10. Sewer Infiltration and Inflow Study	Essential	\$75K	2020	COMPLETE
3.11. Green Waste Strategy	Solid Waste	Staff Time	2019	COMPLETE
3.12. Minimize Maintenance Cost	Vehicles	Staff Time	2022	Reserved one EV truck as a pilot program
3.13. Green Acres annexation (\$1.2M SID)	Essential	\$1.2M SID Staff Time	2020	COMPLETE (Next phase study approved)
3.14.1 Pockets of County for annexation <ol style="list-style-type: none"> <li>1. Watson's Gravel Pit</li> <li>2. Mayor's Landing</li> <li>3. MRL Properties</li> <li>4. Love's Lane &amp; Park St.</li> <li>5. Livingston Inn- Complete</li> </ol>	Essential		2022	

<ul style="list-style-type: none"> <li>6. Patrick Property on Mountain View Ln.</li> <li>7. North Side School Property</li> <li>8. Printz's Trucking</li> <li>9. KPRK Area</li> <li>10. Whistler Towing</li> <li>11. VanBlaircom Property on HWY 10 W.</li> <li>12. Adam's Property near Armory.</li> <li>13. Island near transfer station</li> <li>14. Arbor Drive properties</li> </ul>				
3.14. Radio Replacement Strategy	IT	Staff Time	2020	COMPLETE
3.15. Intersection Sight Triangles Plan	Essential	Staff Time	2022	COMPLETE
3.16. Storm Sewer Improvements	Essential	\$750K	2023	
3.17. Glass Recycling	Solid Waste	Staff Time	2019	Funded in FY20 Budget COMPLETE
3.18. Downtown Streets & Utilities	Essential	\$12M-\$20M Staff Time	2024	80% Complete
3.19. Analyze funding for Parks & Trails	Parks	Staff Time	2022	Reorganizing Budget Structure to Make Funding Easier to Understand
3.20. ADA Compliance Plan	Essential	Staff Time	2019	COMPLETE
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	Ongoing
3.23. Centennial Lift Station	Essential	\$474K Staff Time	2021	May need to be advanced on timeline due to Eagles Landing development
3.24. Sidewalks Replace & Repair Plan	Essential	Staff Time Property Owners Funding	2022	Working on Annual Sidewalk Survey
3.25. Privatization Analysis	Parks	Staff Time	2023	



## 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	COMPLETE
	4.1.2. Develop City Manager Outreach Program	Staff Time	2019	Conducted Informational Series and several Facebook Live Events
	4.1.3. Develop Job Description for Public Information Officer	Staff Time	2024	
	4.1.4 Enhance City Manager's Outreach	Staff Time	2020	Created Quarterly Newsletter
4.2. Enhance Commission Outreach	4.2.1. Schedule 2 Commissioners per Listening Session	Commission Time	Continual	Ongoing
	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 Staff Time Board Time	2019	COMPLETE

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
	4.2.4 Identify Professional Development Opportunities for City Commissioners	Availability of training	2020	Delayed to 2022
4.3. Improve Community Access	4.3.1. Conduct Quarterly Community Surveys	Staff Time	2020	
	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 Monthly Newsletter	Staff Time	2020	Developing Format
	4.3.5. Create/Update City Phone-Tree	Staff Time IT Time	2019	COMPLETE
	4.3.6 Analyze ADA Accommodations for City Website.	Staff Time IT Time	2020	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	Delayed until 2024
	5.1.3. Develop a Plan to Create a Drug Court	Staff Time	2023	COMPLETE
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/Legal Requirements/Certification Hours	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 Wind Rider Service	\$5K Annually	Continual	COMPLETE Budgeted for FY22

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
	5.3.2. Expand Early Childhood Coordinator Hours	Staff Time Funding	2019	COMPLETE (Funding lost 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
	5.3.4 Analyze funding for HRDC's Warming Center (Not voted on by Commission – added by City Manager)	Staff Time	2021	COMPLETE
	5.3.5 Continue to fund Spay/Neuter Clinic	\$5k Annually	2020	COMPLETE
	5.3.6 Continue to fund MSU Economic Development Agent	\$30k Annually	2020	COMPLETE
5.4. Enhance Multimodal Connectivity/Transportation	5.4.1. Create Active Transportation Plan	Staff Time ATC Participation	2022	Consultant has begun Public Process
	5.4.2. Develop Multimodal Design Standards	Staff Time	2023	
	5.4.3. Connect O Street Trail System	State Funding Finances	2019	COMPLETE
	5.4.4. Create Electric Vehicle Infrastructure	Staff Time Funding	2024	Chargers installed on Clark St Evaluating Next Phase
	5.4.5. Create Safe Route to Schools	Staff Time Materials	2022	

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
	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	
	5.5.2. Maintain Parks, Trail Systems, & Trees	Staff Time Increased Funding	Continual	Repair trail from Rubber Ducky to 7 <sup>th</sup> St in 2021
	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

### **Topics to Consider for Strategic Plan Updates:**

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

### **Topics to consider for Ballot Language**

- **Storm water utility/levy**
- **Charter form of Government**
- **Crossing Update**
- **Parks & Rec. District/ Wellness Center**