

RESOLUTION NO. 20 ____

A RESOLUTION ADOPTING THE CITY OF DOUGLAS STRATEGIC PLAN FOR FISCAL YEAR 2021-2022

WHEREAS, the Governing Body of the City of Douglas believes that the development of a specific mission, vision, core value statements, and both long and short-term goals and objectives is vital to planning for the future of the community; and

WHEREAS, the Governing Body of the City of Douglas has developed a mission and vision statement, core value statements, and a series of goals for the City of Douglas for the current fiscal year through a strategic planning session which included input and collaboration from a professional consultant and facilitator, the City Administrator, and all City Department Heads; and

WHEREAS, the establishment of these values and goals provides the framework for the development of the City of Douglas and gives city staff both a direction and a sense of purpose to the actions of the community and its organizations.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE CITY OF DOUGLAS, WYOMING, that the attached 2021-2022 Strategic Plan for the City of Douglas is hereby adopted.

BE IT FURTHER RESOLVED that the mission, vision, core value statements, and goals set forth in the Strategic Plan shall be provided to other governmental entities and agencies within the community as appropriate for the purpose of coordination of activities and sharing of our vision.

PASSED, APPROVED, AND ADOPTED this _____ day of _____, 20____.

APPROVED:

René Kemper, Mayor

Countersigned:

Chaz Schumacher, City Clerk



Strategic Planning Session City of Douglas

Monday, April 26, 2021 Douglas WY

Hannah Swanbom - Yellow Horse Consulting, LLC

Strategic Planning Session Summary

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Session Scope and Overview

The City Council and Department Heads for the City of Douglas engaged in a facilitated strategic planning work session on Monday, April 26, 2021 at the Douglas City Hall in Douglas, WY. Hannah Swanbom of Yellow Horse Consulting, LLC, was contracted to plan and facilitate the session.

Ground rules or group expectations to guide the session include:

1. Respect for Time, Team and Topic
2. ELMO (Enough, Let's Move On)

Introductions and Expectations of the strategic planning session:

- Goals are attainable and also maintain the current goals
- Clear direction moving forward with progressive and challenging steps
- Review of what has been achieved and what is yet to be achieved
- How do we get community and employee buy-in

Recap of progress towards 2019-2020 Goals & Direction

- A review and affirmation or revision of the Mission, Vision and Values statements;
- A thorough progress review of the existing strategic plan; and,
- Review of goals and accomplishments:
 - Fiber Line installed
 - Spring Line installed
 - Wind River Drive completed
 - Commercial Development – Filling empty buildings
 - low interest rates – influx of out-of-state residents
 - Sewer system is good
 - Improvement in Parks & Recreational Activities
 - Worked with an agency to develop a promotional video

Quick Analysis of where we are currently

Goals & Objectives for moving forward

- Revisions to the strategic plan reflecting continuing and emerging opportunities and needs for the next 2 to 3 years
- Development of a specific process for achieving goals, communication between City Council Members and the City Administrator with Department Heads, and between Department Heads and their staff members, regarding the progress and implementation of goals and directives.

This entire strategic planning process offered opportunities for thorough reflection and discussion on the challenges, needs and opportunities in the city's past and future. Overall, in the hands of the committed and prudent Council and department heads, this plan is sure to be reviewed and refined, and used to serve the city for years to come.

Background Discussions

Basic Data: Facts revealing the City's current status	
<ul style="list-style-type: none"> • The energy industry greatly impacts the community • Current population: approximately 6,400 • Strong healthcare, schools, higher education, and parks • Uncertain financial situation; like much of the state and country, COVID has impacted economy and social structures • Diverse needs and priorities of residents (particularly socio-economic diversity) • Community can be supportive of those in needs • Citizens lack awareness of current issues; lack engagement and engagement opportunities 	
Strategic Partners	
<ul style="list-style-type: none"> • Granite Peak • County Commissioners • Wyoming State Fair Director • The Enterprise • Schools • ACT 	<ul style="list-style-type: none"> • Hospitals • Wagonhound • Rolling Hills – Glenrock • Local Legislators • EWC
Resisting Trends: Forces that are challenging or negative	Assisting Trends: Forces that are supporting or positive
<ul style="list-style-type: none"> • Change • Healthcare • Energy • Taxes • Business Development Support • Expansion and Growth, and Zoning • Many Parties Desire Control 	<ul style="list-style-type: none"> • Education • Healthcare • Energy • Improved Amenities • Growth • Council's Involvement and Attitude
Community Advantages (External) Strengths giving confidence, optimism	City Advantages (Internal) Strengths that give confidence, optimism
<ul style="list-style-type: none"> • Caring Community • Good City Infrastructure • Law Enforcement (and a community who supports them) • Collaboration between other entities (e.g. county, school district, etc.) • Pride in the Bearcats (and other elements) 	<ul style="list-style-type: none"> • Financial Status • Capable People • Current Administration and Leadership • Improved Trust - staff for Administration & Council • Cohesive Council
Concerns: Barriers that give you pause or alarm	
<ul style="list-style-type: none"> • Impact of COVID-19 on economy and budget • Lack of economic diversity • Ability to prioritize needs versus wants • Water capacity (Level II Study) • Housing Needs for Oil & Gas workers • Childcare continues to be a struggle • Entry Level Housing that is non-income based • Internal 'learning curve' for new Council members 	
Themes: What do these measures tell us about the future?	
<ul style="list-style-type: none"> • Need an 'onboarding' for new elected officials • Need a new redundant water source • Grow communication, awareness, involvement and marketing 	<ul style="list-style-type: none"> • Work toward economic stability, diversity • Care and support city personnel • Capitalize on the changing Council's attitudes, tone, and actions

- Ensure “unseen” infrastructure becomes seen (discussed, highlighted, etc.)

- Create long-term citizen benefits from short-term visitors

Mission, Vision and Values Clarity

The City's current Mission, Vision and Values Statements were reviewed, and the consensus was to keep them as they are and to move forward with updating the goals for the community.

The statements were described as:

- **Vision:** A preferred version of the future, or inspirational 'ultimate destination'
- **Mission:** A clear and simple statement describing how the future vision will be reached
- **Values:** Guiding concepts that communicate internally and externally the things that guide the city and create 'Buy-in'

Paramount to this discussion is **how the revised statements will be used** in guiding the city's leadership in 'day to day' city business, decision-making and operations.

These statements can be used to:

- Post and share visibly (physical or web presence) with the personnel and the community
- Guide Council discussions by ensuring decisions or actions align with these guiding statements
- Guide staff work and decision-making by ensuring work supports these guiding statements
- Included on city documents (e.g., meeting agendas, letterhead, etc.)
- Begin Council and/or staff meetings with a review of the Mission, Vision and/or Values

Mission Statement:

To serve our community for a better quality of life.

Vision Statement:

The highest quality of life, today and tomorrow.

Core Value Statements:

- Integrity
- Accountability
- Transparency & Openness
- Stewardship
- Innovative
- Excellence

Strategic Direction 1:

Maintain Solid Infrastructure

Rationale and Need:

- This is the most critical role of the city

Strategic Goals:

1. Cost Savings Measures for Operations
 - Zoom/web-based meetings & trainings
 - Continue to monitor opportunities to conserve resources
 - Consideration of leasing the Converse County Joint Justice Center space???
2. Complete Level II Water Study, Increase Water Capacity
 - Exploratory Well
 - Raw Water Irrigation
3. Complete Pearson Street to Ensure Connectivity Between Richards Street and Yellowstone Highway
4. Continue to adequately maintain all infrastructure and ensure connectivity

Strategic Direction 2:

Offer Great Choices to Live, Work and Play

Rationale and Need:

- Have a fun and accessible community
- Ensure resources critical to the city's economy are developed

Strategic Goals:

1. Continue Park improvements:
 - Promote Community Outdoor Recreation & Use
 - Bartling Park Lights
 - Trails, River Walking Path
2. Develop and promote the North Platte River Corridor
3. Work toward abundant, affordable Recreation
4. Work toward abundant, affordable Child Care Resources, bringing in support from the Boys & Girls Club, and determine the city's clear and appropriate role in this issue
5. Work toward abundant, affordable Housing, and determine the city's clear and appropriate role in this issue.

Strategic Direction 3:

Envision and Invest in a Well-Planned, Attractive Community

Rationale and Need:

- Visually inviting community
- Easy for residents and visitors to access

Strategic Goals:

1. Implement the Downtown Master Plan.
2. Begin revision on the next Comprehensive Master Plan, including chapters on:
 - a. Zoning / 1-mile ETJ (Extra-territorial Jurisdiction)
 - b. Recreation
 - c. Childcare
 - d. Housing
3. Continue to invest in entryways, corridors, and overall beautification, including East Richards corridor – improving walkability
4. Focus on development potentials, specifically the John Lambert Subdivision and Industrial property.
 - Identify properties for rezoning and/or annexation
 - Consideration of water & sewer services

Strategic Direction 4:

Create Opportunities for Communication, Citizen Involvement & Pride

Rationale and Need:

- Make better decisions with more citizen input
- Offer opportunities for more collaboration, education, and awareness with citizens

Strategic Goals:

1. Engage with a marketing firm to develop a City Marketing & Communication Plan, with intent to:
 - a. Share meaningful information with citizens (e.g., 'hot topics', highlight personnel and Council)
 - b. Determine and use best available formats (e.g., print, social media, newsletters, email)
2. Create opportunities for more citizen engagement, including:
 - a. Web surveys
 - b. Live feeds on social media
 - c. Committing to in-person conversations/discussions (formal or informal)

Strategic Direction 5:

Economic Opportunity

Rationale and Need:

- Ensure adequate funding to maintain this quality of life
- Look to diversify and grow the local economy

Strategic Goals:

1. Stable Funding
 - Work with Legislature to mitigate loss of funding.
 - Permanent 5th Penny
 - Explore potential of Special Districts (Fire, Cemetery, Solid Waste, etc.)
 - Utilize Wyoming Business Council as a resource
 - Explore Federal funding sources (CARES, ARPA, etc.)
 - Work with WAM to maintain/increase Sales Tax Allocation to Cities
 - Investigate possible removal of Tax Exemptions
2. Economic Development/Opportunities
 - Identify Industrial Property Needs
 - Partner with the Enterprise
 - Enhancement Grants (Façade)
 - Wyoming State Fairgrounds – Explore Opportunities
 - Utilize Eastern Wyoming Community College – Programs – Student Housing
3. Diversify Economic Base
 - open minded to new business opportunities
 - Utilize an easier, more business-friendly process
 - Advocate for ACT Skilled Workforce
 - Promote available properties (agreement with owners)
 - Recruit businesses from leakage studies (wanted and needed)
 - Improve communication with Enterprise

Next Steps and Recommendations

1. Develop action plans around each of the Strategic Goals

- a. Using the City Administrator as the 'conduit', ensure the City Council's strategic directions and goals are translated into actionable, detailed plans by appropriate department heads and personnel
- b. Share the detailed action plans with council members, and create a system for regular Strategic Plan Review (see #3, below)

2. Determine a plan for regular Strategic Plan review

- a. Determine and execute a strategic plan review, so council and appropriate department heads can review progress and next steps at regular intervals
- b. Some examples to consider:
 - i. Have one of the four 'Strategic Directions' on a council meeting agenda each month, rotating through the list of four strategic directions, for in-depth updates and discussion on one of the four each month
 - ii. Have a 'Strategic Plan Update' with the council once per month, where the entire plan is reviewed, and progress updates are offered on all aspects of the plan at one time

3. Consider a revised New Council Member "Orientation" Plan

- a. Develop a plan for for a New Council Member Orientation, to ensure newly elected Council members can:
 - i. Gain essential knowledge about each department in the City, and corresponding needs and issues, terms and acronyms, etc.
 - ii. Become acquainted with City personnel and their key roles, and
 - iii. Develop stronger bonds and working relationships with other elected officials and department heads

Appendix: Additional Resources

