



**CITY OF DOUGLAS
STRATEGIC PLAN
2017-2018**

STRATEGIC PLANNING MODEL

Strategic Planning: A systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives, including a sequence of steps to achieve them.

Vision: Describes what the organization wants to be, or how it wants the world in which it operates to be (an "idealized" view of the world). It is a long-term view and concentrates on the future. It can be emotive and is a source of inspiration.

Mission: Defines the fundamental purpose of the organization, succinctly describing why it exists and what it does to achieve its vision.

Values: Beliefs that are shared among the stakeholders of an organization. Values are what drives an organization's culture, establishes its priorities, and provides the basis from which decisions can be made.

Strategies: A combination of the ends (goals) for which the organization is striving and the means by which it is seeking to get there.

Goals: Specific projects, programs or efforts that collectively form a strategy.

Objectives: Expected outcomes or results from achieving specific goals. Can be short-term (1 -2 years), mid-term, or long-term.

GUIDING VALUES

Hometown pride

Equality

Safety

Family-focused community culture

#Douglascommunitystrong

Community support

Transparency

Stewardship

MISSION STATEMENT

The City of Douglas, the Home of the Jackalope, promotes, provides, and delivers vital resources to its residents and visitors to allow them to live, work, and play in a great community.

VISION STATEMENT

Douglas starts with “DO”

- ***We DO model hometown pride.***
- ***We DO keep Douglas an attractive, fun community.***
- ***We DO value the contributions and respond to the needs of ALL of our citizens.***
- ***We DO all that is possible to create a diversified healthy economy.***
- ***We DO encourage responsible, sustainable development.***
- ***We DO give residents and visitors opportunities to live, work and play in the Home of the Jackalope.***

<p>STRENGTHS – Internal characteristics</p> <ul style="list-style-type: none"> • Excellent Management Team • Knowledgeable, experienced staff • Good communication from City Administrator • Communication with other entities • Employee-oriented • Good people with integrity • Economically conservative • Caring City Council and staff • Transparency • Open-minded; willing to listen • Mutual respect for each other • Creative staff • Cohesive, dedicated City Council 	<p>WEAKNESSES – Internal characteristics</p> <ul style="list-style-type: none"> • Lack of communication on mid-level goals and objectives • Lack of communication leads to perception of micro-management • Loss of institutional knowledge • Lack of implementation of Comprehensive and Downtown Master Plans • Lack of Economic Development diversity • Reactive and not proactive decision-making • “City will just say no” perception by public • Lack of street infrastructure connectivity and walkability
<p>OPPORTUNITIES – Factors outside of organization</p> <ul style="list-style-type: none"> • Downtown development • More active Economic Development role • Implementation of Comprehensive and Downtown Master Plans • Family friendly atmosphere • Infrastructure improvements • Capitalize on positive community assets • Economic diversification • Build “Open for Business” culture • Strategic planning • Tapping into willing volunteers • Enhancing appearance of community 	<p>THREATS – Factors outside the organization</p> <ul style="list-style-type: none"> • Fluctuation of tax revenues • State government funding formulas and decisions that hurt local community • Booms and busts • Lack of economic diversification • Loss of fossil fuels and other energy-based businesses • Lack of aggressive Economic Development efforts • Negative thinking • Lack of leadership

STRATEGIC PLAN

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Douglas starts with “DO!”

Major Themes

- ✓ ***Healthy, Diversified Economy***
 - **Goal 1-1: Develop and clarify City role and participation in economic development activities**

- ✓ ***Well-Planned Community***
 - **Goal 2-1: Downtown Master Plan implementation**
 - **Goal 2-2: Implementation of Comprehensive Master Plan**
 - **Goal 2-3: Implement Wayfinding Plan**
 - **Goal 2-4: Develop Options for Navigation and Mobility Throughout Community**

- ✓ ***Attractive Community***
 - **Goal 3-1: Invest in community entryways and corridors**
 - **Goal 3-2: Preservation and utilization of North Platte River Corridor**

- ✓ ***Great Choices for Living, Working and Playing***
 - **Goal 4-1: Development of Recreation Master Plan**
 - **Goal 4-2: Provide conduit for social service provider interface**
 - **Goal 4-3: Engage entire community in civic processes and volunteer efforts**
 - **Goal 4-4: Utilization of the Natural Environment**

- ✓ ***Solid Infrastructure***
 - **Goal 5-1: Expansion of Douglas Park Cemetery**
 - **Goal 5-2: Facility Planning for the Future**

- ✓ ***Hometown Pride and Care***
 - **Goal 6-1: Continue to foster and encourage open communication between other governmental entities and community stakeholders**
 - **Goal 6-2: Celebrate community assets and events**
 - **Goal 6-3: Branding of “Douglas starts with “DO”**

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DRAFT ACTION PLAN AND MATRIX OF GOALS

Theme #1: HEALTHY, DIVERSIFIED ECONOMY				
Goal 1-1: Develop and clarify City role and participation in economic development activities				
Action	Outcomes	Timing	Players	Resources
Sponsor Economic Development Summit	Better understanding and support for Economic Development	Start scheduling now and make an annual or biennial event	Enterprise, City, County, Businesses	Other communities can share best practices, WEDA
Develop economic development tools and incentive packages such as financing grant/loan program for new ventures	Enable growth and send a positive message to developers that Douglas is “open for business”	Start now and be ongoing	Enterprise, City staff, county	WEDA, WBC, USDA

Theme #2: WELL-PLANNED COMMUNITY				
Goal 2-1: Downtown Master Plan implementation				
Action	Outcomes	Timing	Players	Resources
Conduct downtown infrastructure needs assessment	Roadmap for needed infrastructure	Short-term; 1-2 years	City staff	City Engineer; Community Development Block Grant; Wyo Business Council
Downtown infrastructure upgrade and development	Investment in future of downtown	Long-term	City staff	City Engineer; Community Development Block Grant; Wyo Business Council
Encourage reuse and reduction of vacancies	Economic enhancement; more vibrant downtown	Mid-term	City staff; property owners; Enterprise	Developers; WBC; property owners
Goal 2-2: Implementation of Comprehensive Master Plan				
Action	Outcomes	Timing	Players	Resources
Continue dialogue with County to adopt peripheral area maps and policies	Consistent development standards in zone of influence	Mid to long-term; 5-7 years	P&Z, County P&Z, City Council, County Commissioners	County Commissioners, WAM, WACO
Goal 2-3: Implement Wayfinding Plan				
Action	Outcomes	Timing	Players	Resources
Purchase and install directional signs	Enable visitors to navigate community efficiently through consistent signage	Short-term; 1-2 years	City Staff; Public Works	WYDOT; Enterprise
Goal 2-4: Develop Options for Navigation and Mobility Throughout Community				
Action	Outcomes	Timing	Players	Resources
Development and implement Safer Alternate Transportation Routes Plan (sidewalks and trails)	Safer pedestrian access	Mid-term, 3-5 years	City, Engineer, Public Works, Police Department	WYDOT, School District
Develop strategies for construction of Wind River	Additional emergency access in community; ease of school access	Short-term, 1 to 2 years	City, Engineer, Developers; Public Works	School District
Develop strategies for Carver Drive	Additional emergency access in community; ease of school access	Mid-term, 3 to 5 years	City, Engineer, Developers; Public Works	School District

Theme #3: ATTRACTIVE COMMUNITY

Goal 3-1: Invest in community entryways and corridors

Action	Outcomes	Timing	Players	Resources
Work with WYDOT on state highway corridor amenities	Clear linkages and visual improvements to all corridors	Long Term - 10-15 years	City staff, property owners	WYDOT, Wyoming Business Council
Public arts program development	More interesting buildings; community pride	Mid-level; 3-5 years	Enterprise; City staff; property owners	Wyoming Arts and Humanities Council; artists

Goal 3-2: Preservation and utilization of North Platte River Corridor

Action	Outcomes	Timing	Players	Resources
Promotion of public access and use of river	Maintain key part of quality of life	3-5 years; ongoing	City and County, landowners, Public Works	Wyoming Game & Fish; Fed Emergency Mgt Assn; Army Corp of Engineers, State Land and Investment Board, Foundations or Private Grants
Include North Platte River in existing event venue choices	Better utilization of asset in community	Start now; ongoing	City staff; Enterprise	Tourism Board (CCTPB)
Enhance recreational and tourism opportunities of North Platte River	Maintain key aspect of quality of life; better use of river	Mid-term and ongoing	Citizen Advisory Committee, private and public landowners, tourism and recreational businesses	Wyoming Game & Fish, Converse County Conservation District, WYDOT

Theme #4: GREAT CHOICES FOR LIVING, WORKING AND PLAYING				
Goal 4-1: Development of Recreation Master Plan				
Action	Outcomes	Timing	Players	Resources
Focus on communication with key stakeholders regarding funding: County Commissioners and CCSD#1 Rec Board	Establish goals and shared responsibilities between all three entities: City, County, School District	Short term: 1-2 years	City Council and staff; County Commissioners; CCSD#1 Rec Board and staff	City/County/School District
Prepare request for proposal and engage consultant and search for/apply for grant funding	Determine priorities for community recreation and how to help pay for them	1-2 year	City staff; Recreation Board; County Commissioners	Consultants; State Parks and Recreation; other grant sources (WY Comm. Gas, CC Conservation District, other)
Obtain community input; complete and implement Recreation Master Plan	Fun and healthy lifestyles	3-5 years	City staff; Parks and Recreation; Rec Commission; County; community stakeholders	Consultant; schools; citizens and visitors
Goal 4-2: Provide conduit for social service provider interface				
Action	Outcomes	Timing	Players	Resources
Develop communication interface for social services providers	Access to appropriate service providers	3-5 years	Service Providers, Wyoming 2-1-1	Human Resource Council, Wyoming 2-1-1; Hospital; Prevention Management
Goal 4-3: Engage entire community in civic processes and volunteer efforts				
Action	Outcomes	Timing	Players	Resources
Develop and listen to citizen advisory committees for key community projects	Citizen advisory committees can help support better decisions and general governance	1-3 years; ongoing	Mayor and Council, interested citizens	WAM
Develop outreach programs to better communicate with the public	Improved communication in community	Should start now and be ongoing	City staff; City Council	News Media; social media
Schedule informal gatherings with Council to seek input and include public in decision-making processes	Improved communication in community; transparency	Should start now and be ongoing	Mayor and Council, County	News Media, local coffee shops, restaurants, other businesses
Goal 4-4: Utilization of the Natural Environment				
Action	Outcomes	Timing	Players	Resources
Expand recycling and composting education	More effective use of consumer products; reduces space in landfill	Short-term – 1-2 years	Solid Waste District; City Council; county Commissioners	DEQ, recycling markets

Theme #5: SOLID INFRASTRUCTURE**Goal 5-1: Expansion of Douglas Park Cemetery**

Action	Outcomes	Timing	Players	Resources
Plant grass, trees, construct roads and alleys	Increased capacity for cemetery patrons	3-5 years	City staff	City Engineer

Goal 5-2: Facility Planning for the Future

Action	Outcomes	Timing	Players	Resources
Develop plan for City Hall remodel	More efficient use of current facilities	2-5 years	City Staff; City Council; City Engineer	Architectural consultant

Theme #6: HOMETOWN PRIDE AND CARE				
Goal 6-1: Continue to foster and encourage open communication between other governmental entities and community stakeholders				
Action	Outcomes	Timing	Players	Resources
Enhance partnership with Wyoming State Fair by meeting with WSF Advisory Council and WSF staff	Better collaboration on key community asset	1-2 years	City staff; Wyoming State Fair; Department of Agriculture; City Council	
Host forum and/or ask for plans and best practices from Memorial Hospital of Converse, Eastern Wyoming College, Converse County Library, etc.	Better collaboration on key community assets	Implement immediately and ongoing	City Council; city staff	Other entities in community
Reinvent quarterly community lunch or evening meeting with targeted presentations from entities	Improved communication between entities	Immediate implementation; ongoing	City Council; County Commissioners; WYDOT; school district; state and federal agencies	
Goal 6-2: Celebrate community assets and events				
Action	Outcomes	Timing	Players	Resources
Encourage development, participation, promotion of community events and festivals	Family fun; hometown pride; more events in community builds tax base	1-3 years	Enterprise; city staff	Tourism Board
Provide greater internet presence and promotion of recreational assets (Golf Course, Water Park, Bike Paths, River, etc.)	Better utilization of community assets	1-2 years	Enterprise; city staff	Tourism Board; city and community websites; social media
Goal 6-3: Branding of "Douglas starts with "DO"				
Action	Outcomes	Timing	Players	Resources
Develop multi-pronged marketing effort tied to core message	Consistent theme and message	On-going	City staff; Enterprise	Marketing consultant
Trademark "Douglas Starts with "DO"	Protection of brand	On-going	City staff	Marketing consultant