

Unified Budget & Strategic Doing Plan Highlights 20240614

For the second year, we are pleased to provide a document that “unifies” our Strategic Doing with our Budget for the fiscal year 2024-2025 (“FY2425”). The Budget has been built around the Outcomes and Key Progress Indicators (KPIs) as identified within Strategic Doing. To further unify the documents and build a supporting successful proposal, Strategic Doing references specifically authorized funds while the Budget specifically references KPIs from Strategic Doing.

Section 1: Budget

1. **Proposed Budget Expenditures** of \$59M (\$27M-FY2122; \$32M-FY2223; \$42M-FY2324).
2. **Revenues:** Based upon sales revenues that remained strong throughout FY2324, we are conservatively budgeting \$12M for sales tax revenues in FY2425, up from \$10M from the prior year. Also, due to the same strong sales tax revenues, we project our FY2425 overall revenues will total approximately \$30M, up from \$25M in the prior year.
3. **Projected Reserves:** Over the past two years, the City has managed to build reserves levels substantially from \$82M in FY2223 to a projected ending balance of \$98.5M on June 30, 2024. Previously, we had conservatively estimated that our End of Year (“EOY”) balance would be \$66.4M. In fact, this reserve has continued to grow substantially over the last few years: from \$55M-FY1920; \$60M-FY2021; \$70M-FY2122; \$82M-FY2223. With the FY2324 budget, we are now projecting the balance to be \$98.5M. Much like folks at home save up for big purchases, we have saved up to do big projects in this past year. With a total budget of \$42.3M in expenditures in FY2324, the City had purposefully planned a \$20M investment of reserves. However, due to a combination of revised sales tax receipts in FY2324, some projects unable to be bid, and conservative budgeting practices, there will be no pulldown at all, and instead will add over \$16M additional to reserves, with a closing projected balance of approximately \$98.5M.
4. **Reserve Targets** for all major funds. While it is good to have strong reserves, the City is also interested in a balanced approach to an appropriate level of reserves. Thus, an overall target of \$50M was established last year. As mentioned above, if the entire budget is expended as budgeted, we still project to end the year at \$69M, which is \$19M above the target. In addition, the current budget also will maintain the following fund reserve targets:

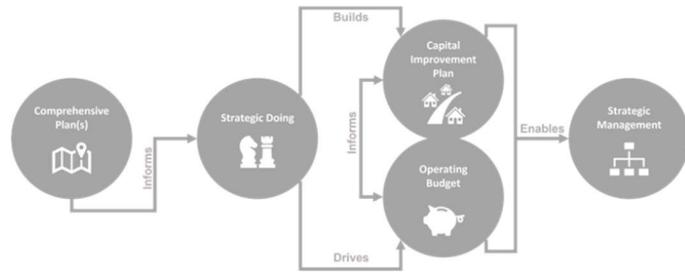
Overall:	\$50M*	Water:	\$ 4M
General:	\$15M	Landfill:	\$ 0.45M
Capital:	\$ 9M	Sanitation:	\$ 1M
Sewer:	\$ 2M		

5. **Debt:** The City has very little debt currently, with only one single loan remaining, which was a DEQ loan of \$120,000 taken out at 0% interest in 2018 for the landfill and is set to pay off in 2028 with a current remaining balance of \$56,564. This represents a debt/reserves ratio of only 0.058%.
6. **Infrastructure & Capital Investments:** Of the \$59M in expenditures, \$39M is being invested in infrastructure and capital improvements.
7. **Financial Condition - Overall,** the City is in excellent financial condition. As mentioned above, our reserves across all funds will remain above \$69M, which is \$19M above the very aggressive selected target of \$50M.
8. **Financial Condition – By Fund:** While General and Capital Funds are performing well, recent measures taken by the City Council will be addressing the shortfalls experienced in the Water and Sewer funds. Other funds such as Sanitation and Landfill are in difficult positions and will continue to be monitored. Below is a summary snapshot of the condition of the various City’s funds:

Financial Reserves:	Excellent.	Landfill:	Needs Monitoring.
Debt:	Excellent.	Water Fund:	Needs Monitoring.
General Fund:	Excellent.	Sanitation Fund:	Needs Monitoring.
		Sewer Fund:	Needs Monitoring.

Section 2: Strategic Doing

Now entering its second year, Strategic Doing, as we have defined it, is a framework, or a tool, in which not only can we build the traditional strategic plan and traditional annual budget as we are accustomed, but also build complex collaborations. At its very basic meaning, Strategic Doing means making plans actionable. It is lean, agile and fast. It is intended to make our most important outcomes or goals actionable and measurable. It is further a communication and accountability tool!



Most importantly, Strategic Doing, as implemented by the City of Douglas, is a bottom-up approach. In addition, in our second year, staff were even further instrumental in the development of Key Progress Indicators (“KPIs”) to tie into Performance Encouragement System (“PEAK”).

Strategic Doing will be used to develop and implement a multi-year strategy and will lead to shared, measurable outcomes and a roadmap. Strategic Doing will provide continuity in year-to-year budgeting and will also incorporate measurements which will enable us all to focus on the bigger picture while also enabling us to measure our progress and accomplishments.

Within Strategic Doing there are Outcomes, or “the What”: What will the City do to reach the objectives of Strategic Doing. Supporting those Outcomes are Strategies which become the guidance to how each Outcome will be addressed. Finally, each Strategy was then given one to ten KPIs which will enable us to measure overall progress.

Strategic Doing Components

Mission: To serve our community with opportunities that create a better way of life.

Vision: To be a community with the highest quality of life, growing towards tomorrow.

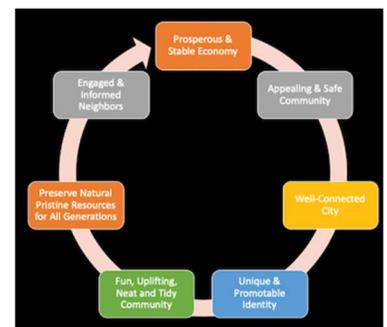
Core Values: Integrity, Transparency, Innovation, Accountability, Respect.

Commitments: Four Areas that Provide the Internal How We Achieve Outcomes:

- Demonstrating Unwavering Fairness (DUF)
- Advancing Dynamic Operations (ADO)
- Securing Financial Stability (SFS)
- Encouraging Collaboration (EC)

Outcomes: Eight Areas that Provide the External WHAT we wish to Achieve:

- Fun, Uplifting, Neat & Tidy Community (FUN)
- Well-Connected City (WCC)
- Prosperous & Stable Economy (PSE)
- Preserve Natural Pristine Resources for All Generations (PNPR)
- Unique & Promotable Identity (UPI)
- Engaged & Informed Neighbors (EIN)
- Appealing & Safe Community (ASC)
- Building Community (BC)



Key Progress Indicators (KPIs): A measurable value used to gauge how effectively an organization is achieving its main goals. These metrics, which can be shown as a percentage of progress, are crucial for monitoring progress, identifying areas for improvement, and making informed decisions to drive overall success. The completion percentages also provide a communication tool to the community of the City’s progress on certain activities.

Section 3: FY2425 Commitment Highlights – “HOW” We Wish to Operate

Demonstrating Unwavering Fairness (DUF):

Strategies:

- Continue to Grow Transparency throughout Organization.
- Provide Staff with support through updated documents.
- Provide Professional Development (P.D.) Opportunities for all staff.

KPI Highlights:

- Training.
- Policies and Procedures Manual.
- City Manager update emails to Staff & Council.

Advancing Dynamic Operations (ADO)

Strategies:

- Employee Morale.
- Develop a High Performing Organization (HPO).
- Increase efficiency, safety, and reduce costs.

KPI Highlights:

- Quarterly Employee Engagement Activities.
- Create & Implement one HPO action item.
- Leadership & Management Training.
- Develop strategy to reduce downtime.

Securing Financial Stability (SFS)

Strategies:

- Innovation: Make intentional and innovative investments.

KPI Highlights:

- Obtain a clean audit for FY2324.
- Maintain Reserve Target of \$50M.

Encouraging Collaboration (EC)

Strategies:

- Cultivate an environment that fosters collaboration, effectively linking, leveraging, and aligning available resources.

KPI Highlights:

- UW: Further relationship with UW by establishing one new partnership project.
- Alignment: One Strategic Partner has adopted Alignment strategies.

Section 4: FY2425 Outcome Highlights - “WHAT” We Wish to Accomplish

Fun, Uplifting, Neat & Tidy Community (FUN)

Strategies

City leads by example in maintenance and beautification of Parks & City Facilities (C.F.).
Community Center (C.C.).
Modernize & Digitize.
Douglas Blueprint (DBP).

KPI Highlights:

Community Center: Design, Operations & Begin Construction.
Major Renovation of the Swimming Pool.
CityWorks.
Cemetery Software.
Douglas Blueprint – Brand Book, The 112, Historic Preservation, Downtown Activation.

Well-Connected City (WCC)

Strategies

Increase Streets & Alleys Productivity and Safety.
Water/Sewer: Replace 4% of Infrastructure (2% to maintain; 2% for new).
Continued Investment and Extension of Life of Infrastructure.
Focus on Mobility Safety.

KPI Highlights

Streets Projects: Adams Street, Downtown Infrastructure, Slurry Seal.
SCADA at WWTP.
Middle School Lift Station.
Sidewalk on East Richards.
Mapping of Lead Lines.
Sheep Mountain Well II Drilling.

Prosperous & Stable Economy (PSE)

Strategies

Economic Growth & Business Development.

KPI Highlights

The 112 (\$1.4M).
The Douglas Blueprint (\$72K).
The Retail Coach (\$35K).
Business Development Incentive (\$100K).
FlyCasper (\$25K).
Development of our Story “The Douglas307” (\$10K).

Engaged & Informed Neighbors (EIN)

Strategies

Increase volume and diversity of high-quality information shared with community.

KPI Highlights

Hire City Clerk for conducting Public Relations activities.
SeeClickFix: Implement interactive Engagement Program App.
CivicClerk: Implement CivicClerk and broadcast City Council meetings via City website.
"A Day in the Life": Feature employee activities one time per week.

Section 4: FY2425 Outcome Highlights - “WHAT” We Wish to Accomplish (cont.)

Preserve Natural Pristine Resources for All Generations (PNPR)

Strategies

- Tree Canopy Management.
- Landfill Sustainability.
- Increase water capacity.

KPI Highlights

- Maintain tree inventory and implement urban forest management plan.
- Develop Cemetery tree management plan
- Develop reliable compost operation plan.
- Targets for crushing raw concrete and asphalt and chipping trees.
- Clarify and increase signage at the landfill.
- Work with Wyoming Water Development Commission to complete the water system master plan.

Unique & Promotable Identity (UPI)

Strategies

- Build artistic and cultural events while cultivating partnerships in the community that enhance interest in art and culture.
- Develop an Attractive Community & Vibrant Downtown.
- Preserve and showcase the heritage of Douglas to build pride in our past.
- Destination Development.

KPI Highlights

- Arts: Arts District; Mural Fest; Public Art Class; Youth Art.
- The 112 & Implementing Other Douglas Blueprint Programming.

Appealing & Safe Community (ASC)

Strategies

- Enhance Officer Safety.
- Succession planning, leadership, and training.
- Obtain outside funding.
- Provide opportunities for citizens to learn.

KPI Highlights

- Launch Citizens' Police Academy.
- Implement critical incident response containment and management team.
- Train two (2) officers in basic and advanced Crisis (Hostage) Negotiations.
- Apply for three (3) grant funding opportunities.
- Complete the first year of Citizens Police Academy.
- Develop anti-drug education program.

Building Community (BC)

Strategies

- Encourage Positive Uplifting Community Spirit.
- Support Local Businesses.

KPI Highlights

- Record Douglas 307 videos.
- Eastside District: Support meetings; Assist with Visioning.
- Westside: Develop contacts; Encourage contacts to meet.

Section 5: FY2425 Projects Highlights At-A-Glance

Community & Outdoor Facility Projects

Community Center Design & Development and possibly begin construction (FUN09-12, Proj. 1000, \$10M)

Major Pool Renovations (FUN-08, Proj. 1005, \$3.8M)

City Hall Façade & Site Improvements (FUN-01, Proj. 1030, \$1M)

Street & Sidewalk Projects

Adams St: Richards to Fetterman-Water & Streets Mill & Overlay – (WCC-09, Proj. 1010, \$2.9M)

Richard St Sidewalk from 5th to Mesa St – Grant (WCC-21, Proj 1235, \$2M)

Olds Road (Landfill) with County Contribution (WCC-07, Proj 1190, \$1M)

Slurry Seal (WCC-12, Proj 1265, \$300K)

Water/Sewer Infrastructure Improvements

Middle School Lift Station and River Crossing – Grant (WCC-18, Proj 1150, \$2.8M)

Clearfield Booster Station (WCC-19, Proj 1015, \$1.6M)

N. 2nd St: W Clay St. to Antelope creek- Water & Streets (WCC-08, Proj 1020, \$1.5M)

S 2nd & 3rd St: 100 Block-Water, Sewer & Streets (WCC-11, Proj 1025, \$720K/\$132K)

Eng:Downtown Infrastructure Design:S2nd & 3rd, 100 & 200 Blocks-Wtr, Swr, Str (WCC-10, Proj 1200E, \$835K)

SM Well #2 water tank and transmission main preliminary design (WCC-17, Proj 1270, \$180K)

WTP Sluice Gate Replacement (Proj1310, \$152K)

Equipment Highlights

Vector Truck (ADO-09, Proj1290, \$600K)

Sanitation Truck (Proj1245, \$270K)

Dump Truck (Proj 1085, \$230K)

Economic Development

The 112 (UPI-06-7, Proj1320, \$1.4M)

The Douglas Blueprint (FUN17-26, Proj1330, \$72K)

The Retail Coach (PSE-06, Proj 1335, \$35K)

Business Development Incentive (PSE-03-5, Proj1325, \$100K)

Development of our Story “The Douglas307” (BC-01, Proj1345, \$10K)

Services Enhancements

Civic Clerk Software System (EIN-04, \$9682)

Cemetery Management System (FUN-13, Proj 1075, \$50K)

Parks

Washington Park Playground Upgrades (FUN-05, Proj 1295, \$50K)

Section 6: Complete Alignment of Outcomes (Goals) to Budget

1. The **Budget is tied to Strategic Doing** with the inclusion of all KPIs in relevant line items.
2. Meanwhile, **Strategic Doing is tied to the Budget** by including the budget account codes in the Strategic Doing document.