

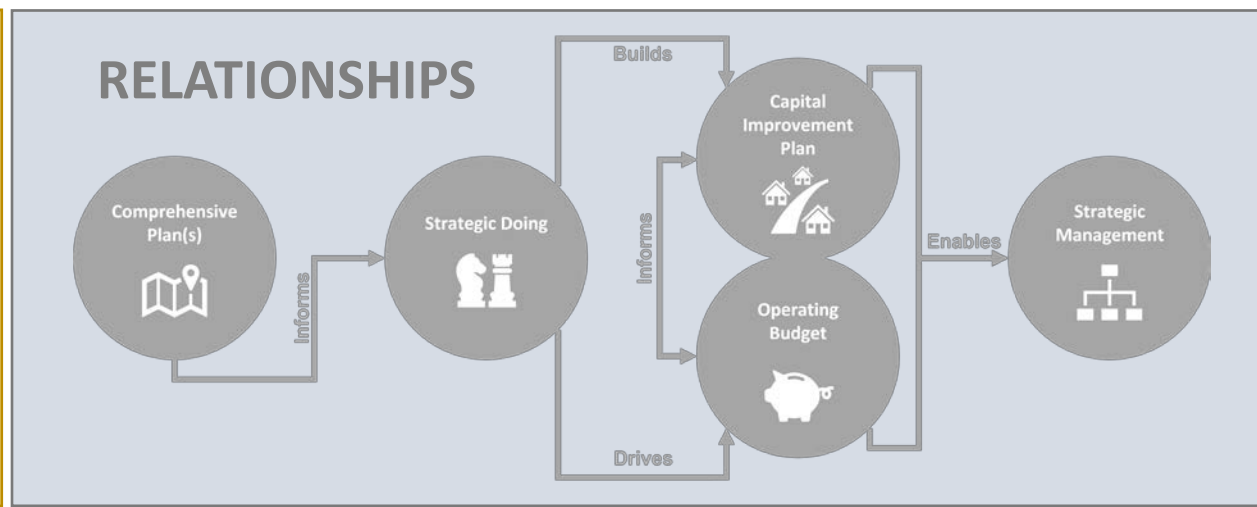


# CITY OF DOUGLAS STRATEGIC DOING 2023-2025



## Mission, Vision, Core Values

- Mission:** To serve our community with opportunities that create a better way of life.
- Vision:** To be a community with the limitless opportunities, growing towards tomorrow.
- Core Values:** Integrity, Transparency, Innovation, Accountability, Respect.



## COMMITMENTS

WE ARE COMMITTED TO:

### DEMONSTRATING UNWAVERING FAIRNESS

*We pledge unwavering support for the well-being of all individuals, demonstrating fairness consistently in every action and decision.*

### ADVANCING DYNAMIC OPERATIONS

*We align our organization to efficiently achieve desired outcomes, ensuring adaptability and innovation in response to evolving opportunities.*

### SECURING FINANCIAL STABILITY

*We are steadfast in our commitment to maintaining stable finances, continuously exploring opportunities to enhance our financial capacity and meet present and future needs responsibly.*

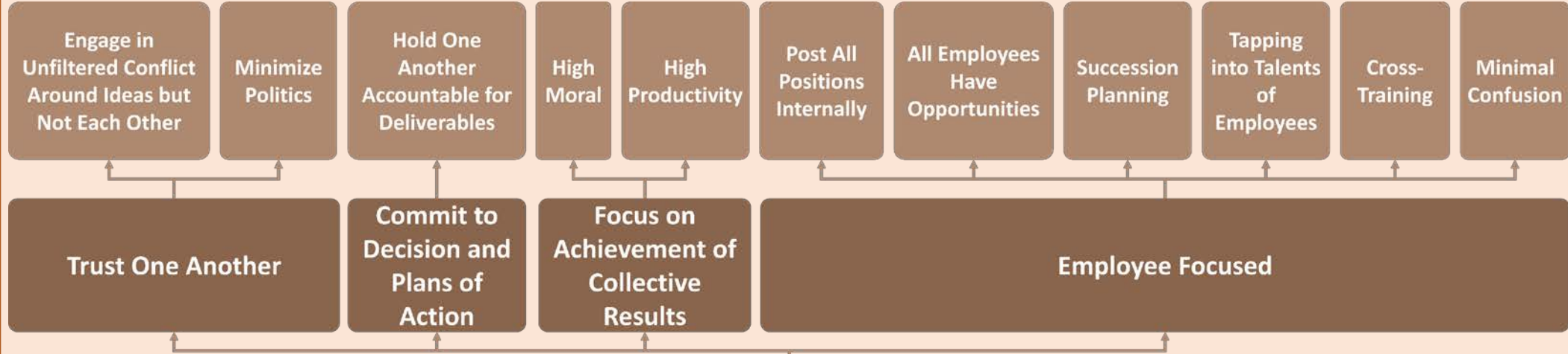
### ENCOURAGING COLLABORATION

*We aim to cultivate an environment that fosters collaboration, effectively linking, leveraging, and aligning available resources.*

## OUTCOMES

<b>Fun, Uplifting, Neat &amp; Tidy Community (FUN)</b> Champion: Community Development Director Outcome Budget FY2024: \$276,000	Strategy #1 Reduce and Remove Blight and Enhance Entryways Strategy #2 Housing (thoughtful planned housing, empty-nester, attainable, market-rate, and missing middle housing) Strategy #3 City leads by example in maintenance and beautification of Parks & City Facilities Strategy #4 Increase Opportunities for Entertainment and Activities
<b>Well-Connected City (WCC)</b> Outcome Champion: Public Works Director Outcome Budget FY2024: \$10,622,000	Strategy #1 Continued Investment and Extension of Life of Infrastructure Strategy #2 Focus on Mobility Safety Strategy #3 Transportation Development: Walkability, Bikes, Electric Vehicles, Ride-Sharing, Uber/Taxi
<b>Prosperous &amp; Stable Economy (PSE)</b> Outcome Champion: City Manager Outcome Budget FY2024: \$1,187,250	Strategy #1 Focused Efforts on Economic Growth (strive for economic diversification, strategies, and recruitment, support energy economy) Strategy #2 Encourage Competitive Business Development Strategy #3 Innovation: Make intentional and innovative investments Strategy #4 Well-planned desired development
<b>Preserve Natural Pristine Resources for All Generations (PNPR)</b> Outcome Champion: Administrative Services Director Outcome Budget FY2024: \$257,000	Strategy #1 Sustainability: Water & Recycling Strategy #2 Developing a Tree Canopy Strategy #3 Public Education (Respect Natural Environment, Consider Climate)
<b>Unique &amp; Promotable Identity (UPI)</b> Outcome Champion: City Manager Outcome Budget FY2024: \$4,791,500	Strategy #1 Connect with the great outdoors, by increasing opportunities for Recreation Utilizing Parks, River, & Public Spaces Strategy #2 Develop an Attractive Community & Vibrant Downtown Strategy #3 Development of Arts & Culture Strategy #4 Promotion (celebrate history, heritage, small-town life)
<b>Engaged &amp; Informed Neighbors (EIN)</b> Outcome Champion: Liaison Outcome Budget FY2024: \$135,000	Strategy #1 Community Involvement Strategy #2 Increase volume and diversity of high-quality information shared with community
<b>Appealing &amp; Safe Community (ASC)</b> Outcome Champion: Police Chief Outcome Budget FY2024: \$9,750	Strategy #1 Create and Maintain Programs and Partnerships to Maintain High Public Trust Strategy #2 Prevention of Harmful Drugs & DUI's (Quality of Life) Strategy #3 Mental Health Services
<b>Building Community (BC)</b> Outcome Champion: Mayor Outcome Budget FY2024: \$5,000	Strategy #1 Organizational Support and Recognition Strategy #2 Support Local Businesses Strategy #3 Building Wyoming Connections

**Healthy Organization Statement:** *We treat every staff member with fairness and equality, fostering a cohesive work environment focused on collective outcomes, high morale, and productivity. Our goal is to cultivate a team that functions like a family, where trust is paramount, and internal politics and confusion are minimized. We encourage healthy debates centered on ideas rather than personal differences. Commitment to decisions and action plans is crucial, and we hold each other accountable for their execution.*



**Foundation Composition: Collaboration, Innovation, Enthusiasm, Positivity**

Unified Budget Strategic Doing

	Strategies	Key Progress Indicator (KPI)		Budget	Budget Account	Activity No.	Partners	Champion	
Fun, Uplifting, Neat & Tidy Community (FUN) Champion: Clara FY24 Budget: 276,000	Strategy #1	Reduce and Remove Blight and Enhance Entryways	FUN-01	Encourage beautification of properties, develop awards incentive, and celebrate 6 residential properties and 6 commercial properties.	\$ 500	10-5100-3210	10001	UW Extension Office Master Gardeners Conservation District Realtors	Clara
			FUN-02	Develop Property Quality Index and establish baseline.	\$ 500	10-5106-3210	10002	Tax Assessor Market Rates	Clara
	Strategy #2	Housing (thoughtful planned housing, empty-nester, attainable, market-rate, and missing middle housing)	FUN-03	Develop baseline measurement of housing units rated average or better on Physical Condition Index.	\$ 5,000	10-5106-2158	10003	WBC Pathways to Prosperity Housing Workstream	Clara
			FUN-04	Develop baseline measurement of homes available at or below the Douglas average household income.	\$ -	n/a	10004	WBC Pathways to Prosperity Housing Workstream Realtors Tax Assessor Market Rates	Clara
	Strategy #3	City leads by example in maintenance and beautification of Parks & City Facilities	FUN-05	Improve one City facility property per year.	\$ 200,000	57-5570-6542	10005		Blake
			FUN-06	Design full streetscape for all Downtown streets South of Center Street.	\$ 50,000	56-5560-2153	10006		Brandon
	Strategy #4	Increase Opportunities for Entertainment and Activities	FUN-07	Designate person or entity to coordinate and promote events.	\$ -	n/a	10007		JD
			FUN-08	Determine feasibility of community facility.	\$ 20,000	10-5100-2158	10008	CTF	Kristen
Well-Connected City (WCC) Champion: John H. FY24 Budget: \$10,622,000	Strategy #1	Continued Investment and Extension of Life of Infrastructure	WCC-01	Water/Sewer: Replace 4% of infrastructure with complete water & sewer each year (2% to maintain and 2% for new).	\$ 4,933,000	32-5852-654432-5852-2	20001		John S
			WCC-02	Streets: Rehabilitate streets or slurry-seal 90k sq yd of road surface in coordination with water line improvements.	\$ 3,507,000	00056-5560-215356-556	20002		Blake
	Strategy #2	Focus on Mobility Safety	WCC-03	Evaluate and fix 10 blocks with mobility hazards.	\$ 2,140,000	5560-215356-5560-654	20003		Blake
			WCC-04	Evaluate and fix 2 blocks with insufficient pedestrian lighting.	\$ 25,000	5560-215356-5560-654	20004	Rocky Mountain Power	Blake
	Strategy #3	Transportation Development: Walkability, Bikes, Electric Vehicles, Ride-Sharing, Uber/Taxi	WCC-05	Perform city-wide assessment of sidewalks.	\$ 5,000	10-5305-2158	20005	CEPI 554A Grant	Blake
			WCC-06	Increase 2,300-square feet of sidewalks.	\$ 10,000	5560-215356-5560-654	20006		Blake
			WCC-07	Establish at least one City permitted vehicle operator for public transportation.	\$ 2,000	5100-211510-5100-215	20007		Clint
			WCC-08	Install one new electric vehicle charging station at Jackalope Square.	\$ -	n/a	20008	State of Wyoming	Clint
Prosperous & Stable Economy (PSE) Champion: JD FY24 Budget: \$1,187,250	Strategy #1	Focused Efforts on Economic Growth (strive for economic diversification, strategies, and recruitment, support energy economy)	PSE-01	Enhanced and collaborative economic development efforts including tourism.	\$ -	n/a	30001	EWC Tourism Ambassador WBC & VisitWY	JD
			PSE-02	Complete Economy Reports (County-wide Situational Analysis; Target Industry Analysis; Workforce Demand & Talent Attraction Study; Updated Housing Stock, Demand & Condition; Inventory & Assessment of Quality of Life Factors)	\$ 75,000	41-5410-2122	30002	WBC TA & Training Programs	JD
			PSE-03	Implement activities to diversify economy.	\$ 25,000	41-5410-2158	30003	WBC TA & Training Programs	JD
			PSE-04	Develop our story - a marketing plan to recruit businesses (videos, materials, branding, slogans).	\$ 10,000	41-5410-2115	30004	WBC TA & Training Programs	JD
	Strategy #2	Encourage Competitive Business Development	PSE-05*	Create and fund incentive program for types of businesses Douglas wants to develop.	\$ 200,000	41-5410-9000	30005	WBC Grant & Loan & TA Statewide Partners Federal Entities	JD
			PSE-06*	Assist or incentivize the expansion of local businesses.	\$ 50,000	41-5410-9000	30006	WBC Grant & Loan & TA Statewide Partners Federal Entities	JD
			PSE-07*	Recruit new companies to Douglas.	\$ 25,000	41-5410-9000	30007	WBC Grant & Loan & TA Statewide Partners Federal Entities	JD
	Strategy #3	Innovation: Make intentional and innovative investments	PSE-08	Develop mechanism for obtaining properties and transferring them to desired businesses or companies (land bank).	\$ 250	41-5410-3210	30008	WBC Grant & Loan & TA Statewide Partners Federal Entities	JD
			PSE-09	Develop a partnership agreement with large land holders to begin development of vacant properties.	\$ -	n/a	30009	WBC Grant & Loan & TA Statewide Partners Federal Entities	JD
			PSE-10*	Acquire at least one business property or 2-acres of developable land per year to add to land bank and create a fund for development of those properties.	\$ 500,000	41-5410-9000	30010	WBC Grant & Loan & TA Statewide Partners Federal Entities	JD
	Strategy #4	Well-planned desired development	PSE-11*	Prepare property from land bank for redevelopment.	\$ 300,000	41-5410-9000	30011	WBC Grant & Loan & TA Statewide Partners Federal Entities	JD
			PSE-12	Have one lot in Meadow Acres #4 under development by the end of FY24.	\$ -	n/a	30012	WBC Housing Workstream	Clara
			PSE-13	Record Replat of Meadow Acres #2 subdivision based on future development of area.	\$ 2,000	5410-215341-5410-321	30013	WBC Housing Workstream	Clara
			PSE-14	Hire Consultant to assist City identify potential water resources and solutions.	\$ -	0	30014		Josh
Preserve Natural Pristine Resources for All Generations (PNPR) Champion: Mary FY24 Budget: 257,000	Strategy #1	Sustainability: Water & Recycling	PNPR-01	Reduce Municipal consumption of treated water by 10%.	\$ -	n/a	40001		Josh
			PNPR-02	Reduce public consumption of treated water by 10%.	\$ -	n/a	40002		Josh
			PNPR-03	Evaluate existing City-owned xeriscaping and increase by 10%.	\$ 500	10-5100-2123	40003		Brandon
			PNPR-04	Update at least one existing City-owned xeriscape area.	\$ 250,000	5570-654465-5650-2153	40004		Brandon
			PNPR-05	Design and promote the use of City Hall xeriscape as a pilot program.	\$ 500	5100-211510-5100-321	40005		Brandon
			PNPR-06	Reduce amount of refuse being transported to Casper by 350-tons.	\$ -	n/a	40006		Toby
	Strategy #2	Developing a Tree Canopy	PNPR-07	Develop tree canopy management plan.	\$ 5,000	65-5650-2153	40007		Brandon
			PNPR-08	Attempt to develop agreement with WYDOT that will allow City to install landscaping to improve entryways.	\$ -	n/a	40008		Brandon
	Strategy #3	Public Education (Respect Natural Environment, Consider Climate)	PNPR-09	Create and implement education program for kids to learn how to responsibly enjoy nature.	\$ 500	5100-321010-5100-211	40009	Boys & Girls Club CCSD WY Wildlife and Natural Resource Trust Forest Service BLM	Heather
			PNPR-10	Create and implement education program on sustaining our limited resources (i.e., water, sewer, recycling, benefits of xeriscaping).	\$ 500	5100-321010-5100-211	40010	Wyoming Wildlife and Natural Resource Trust	Heather
Unique & Promotable Identity (UPI) Champion: JD FY24 Budget: \$4,821,500	Strategy #1	Connect with the great outdoors, by increasing opportunities for Recreation Utilizing Parks, River, & Public Spaces	UPI-01	Incentivize at least 5 properties to reflect our outdoor identity through façade and window display.	\$ 30,000	41-5410-2158	50001	WBC State Recreation Federal Programs Enterprise Historic Preservation Commission	JD
			UPI-02	Invest in river-based recreational activity to expand safe enjoyment and complete one enhancement project.	\$ 481,000	65-5650-6544	50002	WBC State Recreation Federal Programs Arts & Culture Board	Brandon
			UPI-03	Assess, improve and expand bike skills facilities.	\$ 25,500	10-5110-8763	50003	WBC State Recreation Federal Programs Arts & Culture Board	Brandon
	Strategy #2	Develop an Attractive Community & Vibrant Downtown	UPI-04*	Facilitate Redevelopment: At least one property under redevelopment.	\$ 1,500,000	41-5410-9000	50004	Historic Preservation Commission Arts & Culture Board	JD
			UPI-05	Install at least one block of Downtown streetscape reflective of Douglas' identity through elements of art, design, and landscaping.	\$ 2,500,000	5560-654456-5560-215	50005	WBC Main Street Program Historic Preservation Commission Arts & Culture Board	Clara
			UPI-06	Add one interactive feature at Jackalope Square.	\$ 200,000	5650-654465-5650-215	50006	Historic Preservation Commission Arts & Culture Board	Heidi
			UPI-07	Allow one free pick-up load to landfill monthly for sanitation customers.	\$ 54,000	33-5600-2158	50007	Historic Preservation Commission	Toby
	Strategy #3	Development of Arts & Culture	UPI-08	Develop visual arts program reflective of Douglas' identity.	\$ 15,000	10-5100-2158	50008	WBC Main Street Program Historic Preservation Commission Arts & Culture Board	Teya
			UPI-09	Develop 4 or more cultural programming - events or activities that reflect Douglas' identity.	\$ 15,000	5100-211510-5100-215	50009	WBC Main Street & VisitWY Historic Preservation Commission Arts & Culture Board	Heidi
	Strategy #4	Promotion (celebrate history, heritage, small-town life)	UPI-10	Promote attendance for at least 10 major public events not related to State Fair.	\$ 500	10-5100-2115	50010	WBC Main Street & VisitWY Historic Preservation Commission Arts & Culture Board	Kristen
			UPI-11	Advocate and promote all existing trail systems and parks in and around Douglas with at least one social media post and either one print or one posting to the EMD's.	\$ 500	10-5100-2115	50011	WBC State Recreation Federal Programs Trails Partners Historic Preservation Commission Arts & Culture Board Converse County Tourism	Kristen
Engaged & Informed Neighbors (EIN) Champion: Kristen FY24: \$135,000	Strategy #1	Community Involvement	EIN-01	Implement interactive engagement program by which citizens can be informed and communicate with the City.	\$ 20,000	10-5103-3220	60001	WBC Services (Amber w/ Community Engagement) Kerry Stewart: Certified Tourism Ambassador Program	Kristen
			EIN-02	Install electronic message displays and coordinate messaging with at least 5 businesses.	\$ 100,000	57-5570-6547	60002		Kristen
	Strategy #2	Increase volume and diversity of high-quality information shared with community	EIN-03	Update AV equipment and software to provide appropriate broadcasting of public meetings.	\$ 15,000	10-5103-3220	60003		Mary
Appealing & Safe Community (ASC) Champion: Todd FY24 Budget: \$9,750	Strategy #1	Create and Maintain Programs and Partnerships to Maintain High Public Trust	ASC-01	Maintain and implement 3 new community police programs/events.	\$ 3,000	5100-211510-5201-321	70001	EWC State High School Career Law Enforcement	Todd B.
			ASC-02	Start citizens police academy and hold at least one class.	\$ 1,500	5100-211510-5201-321	70002		Todd B.
			ASC-03	Business alliance program: 2 per officer for 1st year.	\$ 250	10-5201-3210	70003		Todd B.
	Strategy #2	Prevention of Harmful Drugs & DUI's (Quality of Life)	ASC-04	Develop program to educate public on how to identify drug situations.	\$ 500	5100-211510-5201-321	70004		Sean
			ASC-05	Implement K-9 program and host at least 10 PR events to provide community education.	\$ 500	5100-211510-5201-321	70005		Todd M.
	Strategy #3	Mental Health Services	ASC-06	Train all officers in crisis intervention and implementation.	\$ 3,000	5202-212210-5202-212	70006	Converse County Prevention High County; MHCC	Avery
			ASC-07	Develop peer-support program.	\$ 500	5202-212210-5202-212	70007		Rudy
			ASC-08	Post information on how to obtain mental health services in at least 5 new locations.	\$ 500	5100-211510-5201-321	70007	Crisis Intervention Converse Hope Center High Country	Teya
Building Community (BC) Champion: Kim FY24 Budget: \$5,000	Strategy #1	Organizational Support and Recognition	BC-01	Review and update employee policy manual to ensure positive incentive programs are in place by end of the fiscal year.	\$ -	0	80001		Matt
			BC-02	Core Value Award: Implement an employee recognition program, based on Core Values, from supervisors and Council for the February Employee Awards Ceremony.	\$ -	0	80002		Kim
			BC-03	Develop employee assessment and evaluation system linked to the Strategic Doing process.	\$ -	0	80003		John
			BC-04	Fund professional development for every employee through a system that ensures equity and budget realities for FY24.	\$ -	0	80004		John
	Strategy #2	Support Local Businesses	BC-05	Develop program to promote Good Things About Good People outside of Council meetings.	\$ -	0	80005		Perry
			BC-06	Recognize seven businesses owners for their support of the City's Core Values at an annual ceremony.	\$ -	0	80006		Ron
			BC-07	Council Walkabout: Council members visit local businesses on a monthly basis to strengthen the partnership between the City and businesses.	\$ -	0	80007		Kim
			BC-08	Pass Resolution supporting local businesses and encouraging shop local for May 2024.	\$ -	0	80008		John
			BC-09	Council will attend Jackalope Square Lighting, Cowboy Christmas, Trunk or Treat, Jackalope Days, and Jackalope Jump by the end of FY24.	\$ -	0	80009		Kim
			BC-10	Council host 2 community picnics by the end of FY24.	\$ 5,000	10-5100-3230	80010		Kim
	Strategy #3	Building Wyoming Connections	BC-11	All Council attend WAM and obtain required trainings.	\$ -	0	80011	WBC: Connections with regional, state, and federal partners.	Kim
			BC-12	Present one session at Summer WAM about Douglas' Strategic Doing.	\$ -	0	80012		Kim
			BC-13	Host NEWY and strengthen the region through collaboration.	\$ -	0	80013		Kim
			BC-14	Host and educate members of the Legislature twice a year to increase awareness of the unique needs and strategic priorities of Douglas.	\$ -	0	80014		Kim
			BC-15	Fund, support, and participate in the Douglas 307 communication efforts aiming for a minimum of 2 videos per month.	\$ -	0	80015		Kim