

STRATEGIC PLAN

2013 → 2018 → 2028



Green River, Wyoming
July 2013



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STRATEGIC PLANNING FOR THE CITY OF GREEN RIVER

Strategic Planning Model for the City of Green River

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-based objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of City government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

GREEN RIVER VISION 2028

Green River Vision 2028

Green River 2028

is an *ATTRACTIVE CITY*,^(A)

a WELL PLANNED CITY ^(B) with an

ACTIVE DOWNTOWN AND RIVERFRONT ^(C)

and the *PREFERRED RESIDENTIAL*

NEIGHBORHOODS IN THE REGION. ^(D)



The City is a *FAMILY COMMUNITY* ^(E)

with *GREAT CHOICES FOR RECREATION.* ^(F)

Green River Vision 2028

PRINCIPLE A

ATTRACTIVE CITY

► Means

1. Preservation of our natural beauty and vistas of rock formations and Green River
2. Attractive gateways and entrances (Exit 85, Exit 89, Exit 91, South Hill Highway 530) with low maintenance for the city
3. Well-designed, attractive corridors (Flaming Gorge Way, Uinta, 2nd South Street) streetscapes and public right of ways
4. Well-maintained and designed commercial developments
5. Picturesque river open to public use and a restored Killdeer Wetlands Natural Area
6. Community taking responsibility through regular clean-ups and beautification projects
7. Public art throughout the community (i.e. collaborate with Green River Arts Council)

PRINCIPLE B

WELL PLANNED CITY

► Means

1. Adequate quality water supply for the future and xeriscaping with low water consumption for public and commercial development
2. Effective wastewater treatment and disposal
3. Infrastructure in place as new areas develop
4. Governing body's policy decisions consistent with vision, plans, codes and standards
5. New neighborhoods that are well-designed and safe
6. City at least maintaining current service levels throughout the current community and annexed areas
7. Preservation and enhancement of Green River's "curb appeal" – vistas, river and trees
8. Effective, efficient road system and multiple river crossings that promote easy movement within the city and access to the Interstate system
9. Planned housing accommodations for temporary workers that can be adapted for future use
10. Development and growth focusing on Scott's Bottom, Downtown/Riverfront, West, East

PRINCIPLE C

ACTIVE DOWNTOWN AND RIVERFRONT

► Means

1. Restored, attractive and well-maintained buildings, streetscapes along Flaming Gorge Way and Railroad Avenue, and public spaces
2. Downtown with quality restaurants; entertainment venues; unique, niche retail shops; and governmental center for city and county
3. Preserving the historic authenticity and river heritage
4. Riverfront with recreational venues, pathways, tours and restaurants
5. Pedestrian friendly access linking downtown to riverfront activities and venues with wayfinding signage
6. Major community events drawing people (e.g. Flaming Gorge Days, River Festival, Art on the Green, 4th of July) and other festivals
7. Inviting, exciting downtown and riverfront drawing visitors from I-80 and supported by residents
8. Easy access to the area and convenient parking in downtown area and riverfront
9. River Museum celebrating the John Wesley Powell Expeditions

PRINCIPLE D

PREFERRED RESIDENTIAL NEIGHBORHOODS IN THE REGION

► Means

1. Choice of homes: type, price and lifestyles
2. Well-maintained, safe and livable old homes
3. High percentage of owner-occupied homes in environment
4. High quality neighborhood infrastructure
5. Well-built newer homes meeting current standards and codes
6. Neighborhoods having a sense of pride
7. Neighborhood developments designed for livability and sustainability
8. Walkable and bikeable neighborhoods

PRINCIPLE E

FAMILY COMMUNITY

► Means

1. People feeling safe and secure throughout our city
2. Safe public schools supported by city programs and recreational activities
3. Supporting social service agencies for all family ages from youth to seniors (e.g. RSVP, Senior Center, Child Resources Center, etc.)
4. Availability of quality daycare and after school programs
5. Leisure, athletic and recreational programs for all family generations
6. Quality medical and healthcare facilities and services available for residents
7. Family activities and events including music in park and family oriented events

PRINCIPLE F

GREAT CHOICES FOR RECREATION

► Means

1. Top quality Recreation Center and Community Center responsive to the needs of residents
2. Access to world class outdoor activities (e.g. Flaming Gorge, fishing, boat, water skiing, hiking, snowmobiling, hunting)
3. Recreation venue and programs for all ages and interests
4. Choice of active and passive recreation programs and activities
5. Competitive swimming pool serving schools and community/and other aquatic facilities for fitness and recreational uses
6. Well-designed, well-maintained parks with signage
7. River with education, historic and interpretive tours; public access and uses, river kayak course
8. FMC Park with sportsman venues, Scott's Bottom natural areas and trails
9. Recognition as a great place for mountain biking with world class trails
10. Leisure and recreational venues and programs for all seasons

GREEN RIVER CITY GOVERNMENT: MISSION AND SERVICES

Green River City Government Our Mission

The Mission of the Green River City Government

is to provide the *HIGHEST QUALITY*

MUNICIPAL SERVICES* ⁽¹⁾ and *HIGHEST

QUALITY CITY INFRASTRUCTURE and

***FACILITIES* ⁽²⁾ in a *CUSTOMER FRIENDLY* ⁽³⁾**

and *FINANCIALLY RESPONSIBLE* ⁽⁴⁾ manner.

PRINCIPLE 1

HIGHEST QUALITY MUNICIPAL SERVICES

► Means

1. Hiring, developing and retaining a professional workforce dedicated to serving residents of Green River
2. Providing a timely response to a call for service – emergency or non emergency
3. Planning for the City’s future, including preparing for growth and development
4. Providing quality recreation and leisure choices for residents of all generations
5. Being recognized for the highest quality municipal services and the best practices in the field
6. Creating a safe, secure community where the citizens share responsibility
7. Having the best equipment available to do the job, including emergency notification
8. Providing reliable utilities
9. Creating a sense of community and place

PRINCIPLE 2

HIGHEST QUALITY CITY INFRASTRUCTURE AND FACILITIES

► Means

1. Investing in the City’s infrastructure to support the growth “backbone” of the City of Green River
2. Planning, designing, building and maintaining quality roads and an effective road system for efficiently moving people
3. Planning, designing, building and maintaining an effective system for collection, treatment and disposal of waste water
4. Maintaining and secure adequate quality water supply for today and the long term
5. Planning, designing, building and maintaining an effective system for water treatment and distribution
6. Planning, designing, building and maintaining quality, customer friendly City Hall, Police Building and other buildings
7. Planning, designing, building and maintaining solid water system
8. Planning, designing, building and maintaining stormwater system
9. Maintaining and operating general aviation airport (Greater Green River Intergalactic Spaceport)
10. Having an effective capital improvement plan with project priorities and funding – the City invests in capital for growth and for maximizing the life of the capital investment

PRINCIPLE 3

CUSTOMER FRIENDLY

► Means

1. Providing customer friendly services – courteous, respectful, polite and caring
2. Knowing your customers’ needs, problems and desired outcomes
3. Providing easy, customer friendly access to City services
4. Solving problems in a timely manner
5. Delivering on our commitments and promises to the residents
6. Evaluating the level of customer satisfaction and learning to enhance services
7. Educating and engaging residents about the City of Green River – vision, mission, goals, services and programs
8. Listening to the customer
9. Creating a safe environment for customers and employees

PRINCIPLE 4

FINANCIALLY RESPONSIBLE

► Means

1. Identifying critical projects with timely phases as dollars become available
2. Completing the job or project in the most cost effective manner
3. Providing sufficient resources to support defined City services and service levels
4. Leveraging current assets and investing resources in the City’s future growth
5. Providing a financially responsible budget
6. Leveraging City dollars through grants and partnerships
7. Having an adequate, competitive compensation for the workforce within the City’s ability to pay
8. Giving taxpayers value for their tax dollars and fees
9. Providing adequate maintenance and operations for all facilities and infrastructure
10. Recovering cost from non primary customers

Green River City Government Municipal Services

No Choice

Manage Stormwater

Operate Greater Green River Intergalactic Spaceport

Choice – Daily Living

Plan for the City’s Future

Respond to Emergency Calls for Service

Provide, Treat and Distribute Quality Water

Collect, Treat, Dispose Wastewater

Suppress Fires

Collect, Dispose Solid Waste

Plan, Build, Maintain Streets

Regulate Development Land Use

Enforce State Laws and Local Ordinances

Stimulate Economic Growth

Operate a Municipal Court

Remove snow

Quality of Life – Livable

Operate a Recreation Center

Sponsor, Fund Community Events

Plan, Build, Maintain Sidewalks

Provide Recreational Programs, Services, Activities

Plan, Build, Maintain Parks, Public Spaces, Athletic Fields

Patrol the Community

Educate, Partner with Community to Prevent Fires and Criminal Activity

Plan, Build, Maintain Streetscapes and Medians

Operate Cemetery

Add Ons

Operate Mosquito Abatement

Review Plans and Inspect Buildings and Homes

Sponsor, Fund Community Events Funded by Others

Plan, Maintain Alleys

Operate Pool

Provide Weed Control for Alleys And Streets

Remove Blighted Buildings and Structures

Plan, Trim City Trees

Plan, Build, Maintain Trails and Paths

Green River City Government Core Beliefs

Green River City Government Core Beliefs

Service Oriented

Teamwork

Integrity

Fiscally Responsible

Proactive

BELIEF 1

SERVICE ORIENTED

► Means

1. Respect the customer
2. Identify, listen and understand the customer – their problems and expectations
3. Provide a timely, consistent response
4. Act in a professional manner
5. If you must say “No,” explain your decision and options
6. If you cannot help the customer, get the individual to the person who has the responsibility
7. Look for ways to say “yes” and help the customer
8. Follow up to see if needs/expectations were met
9. Have empathy for the customer’s situation and feelings

BELIEF 2

TEAMWORK

► Means

1. Work together on common goals focusing on “big picture” and within rules and procedures
2. Communicate in an open, candid, accurate and direct manner – same information to others
3. Help others to be successful
4. Be fair and consistent
5. Know your role and respect the roles of others
6. Provide constructive, timely and relevant feedback following the chain of command
7. Share resources, knowledge and skills
8. Criticize in private, celebrate in public

BELIEF 3

INTEGRITY

► **Means**

1. Take ownership and responsibility
2. Follow through on commitments
3. Treat others with respect and in a fair manner
4. Act in an ethical manner – above question
5. Treat others the way that you want to be treated
6. Trust others until they cannot be trusted
7. Be open and transparent
8. Do the right thing no matter who is watching

BELIEF 4

FISCALLY RESPONSIBLE

► **Means**

1. Anticipate and adapt to budget trends
2. Focus on services that we can provide – service quality
3. Distinguish “needs” from “wants
4. Look forward and identify new revenue sources and partnerships
5. Provide services in an efficient, cost effective manner
6. Match services to available resources
7. Invest in the maintenance and replacement: infrastructure, facilities, equipment, technology
8. Determine priorities based upon return on investment and community value

BELIEF 5

PROACTIVE

► Means

1. Be open to new ideas and changes
2. Be forward thinking
3. Evaluate current services, programs and activities; identify ways to improve
4. Identify a problem or opportunity, and work on it
5. Assess risks
6. Develop contingency plans and preplan
7. Be flexible in approach
8. Provide a safe work environment
9. Know trends and best practices – adapt to Green River

CITY OF GREEN RIVER PLAN 2013 – 2018

City of Green River

Goals 2018

Financially Sound City With Quality Services And Updated Infrastructure

Green River: A Great Place To Live In Western Wyoming

Growth In Tourism

Vibrant Downtown Core

Goal 1

Financially Sound City With Quality Services And Updated Infrastructure

OBJECTIVES

1. Provide adequate funding and resources for defined and prioritized City services and service levels
2. Expand City resources through partnerships and grants
3. Increase the amount of State of Wyoming dollars coming to the City of Green River
4. Maintain high morale among City workforce
5. Enhance maintenance of City infrastructure: streets, water treatment plant and distribution system, wastewater collection system and treatment plant
6. Create a safe work environment: facilities and operations
7. Upgrade and maintain City buildings and facilities: City Hall, Police Building

VALUE TO RESIDENTS

1. Service value for taxes and fees
2. Customer friendly city services
3. City services responsive to community and residents needs
4. City continuously investigating ways to reduce the cost of government and service delivery
5. Convenient access to city services, programs and information

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Declining City revenues
2. Aging City infrastructure, facilities and buildings with deferred maintenance
3. Retaining and hiring a top quality City workforce dedicated to serving the Green River community
4. Developing partnerships that benefit the Green River Community
5. Conflicting priorities: services and capital projects
6. Increasing costs of doing business: healthcare, materials, fuel, etc.
7. Federal and state mandates impacting the City services and service delivery

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Reduced funding from outside sources
2. Anti government, anti tax environment
3. Changing the City organization culture emphasizing the core beliefs as performance standards for managers and employees
4. Upgrading the financial management systems

POLICY ACTIONS 2013 – 2014

- | | PRIORITY |
|--|-----------------|
| 1. Human Resources Policies | Top Priority |
| 2. Long Term Financial Plan (5 years) | Top Priority |
| 3. Wastewater Treatment Plant: Upgrade | Top Priority |
| 4. Solid Waste Management: Direction | High Priority |
| 5. City Financial Policies | High Priority |
| 6. City Building Consolidation/Space Plan | High Priority |
| 7. City Organization Restructure/City Workforce Analysis | |

MANAGEMENT IN PROGRESS 2013 – 2014

1. Rocky Mountain Power Efficiency Review
2. Automatic Meter Reading: Direction (Management Initiative)
3. Strategic Planning: Plan Adoption, Report Update, Annual Report
4. Grants/Grant Position: Selection, Action Plan
5. Joint Powers Agreement on Lake/Reservoir
6. Strata Network Lease: Review Leases, Direction on Negotiations, Agreement (Management Initiative)
7. Migration to Virtual Desk Tops
8. Staff Development and Succession Planning Leadership Development for Mayor, City Council and Managers
9. Code Red: Implementation
 - a) Emergency Services: Maintenance
 - b) Utilities / Infrastructure

MAJOR PROJECTS 2013 – 2014

1. Police Building Project: Construction, Opening

ON THE HORIZON 2014 – 2018

1. DUS/DUI Finance Review and Cost: Direction
2. Zoning Regulation: Decision to Eliminate
3. Building Permits and Inspection: decision to Eliminate
4. Community Communications and Outreach Plan: Development, Activities
5. Community Events: Inventory, Direction, City Role
6. Sewer Responsibility (Private Property) Ordinance: Review, Direction
7. Vehicle Replacement Policy: Review, Direction, Funding

Goal 2

Green River: A Great Place To Live In Western Wyoming

OBJECTIVES

1. Maintain a safe community with a low crime rate
2. Expand variety and choices of housing stock: types, prices, ownership/rental
3. Continue to support events that build community identity and pride
4. Have a reputation as the place to live for all family generations
5. Expand job opportunities for residents in the region
6. Expand recreational and leisure facilities and activities during the winter

VALUE TO RESIDENTS

1. Opportunities for affordable, quality single family homes
2. Choices for your leisure time in Green River
3. Feeling safe and secure at home, in your neighborhood and in the community
4. Community events bringing residents together
5. Quality schools and educational programs
6. Convenience necessities for daily living available in Green River

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Tapping the outdoor recreational activities around Green River
2. Supporting future housing developments in Green River with infrastructure and city services
3. Attracting retail necessary for daily living
4. Expanding the range of housing choices
5. Partnering with community organizations

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Close proximity to and competition with Rock Springs for major shopping, entertainment and restaurants
2. Funding for quality of life and leisure time facilities and programs
3. Aligning and funding and alternative route to Rock Springs
4. Changing recreational and leisure activities by generations
5. Assisting in the retention of medical facilities and healthcare services

POLICY ACTIONS 2013 – 2014

1. Lights on Green Belt
2. Land Acquisition
 - a) Union Pacific Railroad
 - b) River Corridor
 - c) BLM Sections 10 and 12
3. Winter Activities Expansion
4. Walking Track in Recreation Center

PRIORITY

- | |
|---------------|
| Top Priority |
| High Priority |

MAJOR PROJECTS 2013 – 2014

1. East Teton Road and Utility Improvement
2. Locust Street Reconstructing
3. Apache Street Reconstruction
4. Wind River Street Reconstruction
5. Horseshoe Pits (6): Construction

MANAGEMENT IN PROGRESS 2013 – 2014

1. Hitching Posts: Property Sale
2. Old Lincoln School Housing Development
3. Green River Ordinance Updates: Implementation*****
4. Child Development Center: Agreement for Ground Maintenance, Grand Opening*****

ON THE HORIZON 2014 – 2018

1. Water Infrastructure to the West: Funding
2. Sidewalk Policy and Plan: Direction, Funding
3. Mobile Home Park: Direction, Development, Location
4. Zoning Code Amendments
5. Senior Housing: Needs Assessment, Direction, City Role, Project
6. South Hill Development

Goal 3

Growth In Tourism

OBJECTIVES

1. Clean up the Second South area
2. Attract local aviation businesses and aviation training with Western Wyoming Community College
3. Link Green River to current reasons that tourists come to the area: hunting, fishing, boating, biking, camping
4. Expand marketing of Green River area as a great outdoor destination
5. Increase the number of I-80 travelers stopping and experiencing Green River
6. Upgrade the Greater Green River Intergalactic Spaceport with increased use by tourists and businesses

VALUE TO RESIDENTS

1. Amenities for residents and visitors to enjoy
2. Tourists contributing to the local economy
3. Job and business opportunities for Green River residents
4. More attractive community inviting to residents and tourists
5. Protection of property values

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Linking Green River to Flaming Gorge, Dinosaur Natural Park and other natural assets
2. Funding for marketing and tourism development
3. Tapping the potential of the Greater Green River Intergalactic Spaceport
4. Capitalizing on Scenic By Ways/Back Ways around Flaming Gorge
5. Getting the travelers on I-80 to stop and discover Green River

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Developing a common vision and goals for tourism development
2. Developing amenities that attract tourists
3. Attracting hospitality and retail businesses that caterer to tourists
4. Developing a reputation as a tourist destination
5. Identifying a location and defining the City role for camping in the Green River

POLICY ACTIONS 2013 – 2014

1. Airport Master Plan
2. City Economic Development Plans and Policies
3. Campground Evaluation, Goals, Location, Direction

PRIORITY

Top Priority

MANAGEMENT IN PROGRESS 2013 – 2014

1. Business Streamlining Process: Update Report

MAJOR PROJECTS 2013 – 2014

1. City Gateways Signs
2. Wayfinding and Community Signage

ON THE HORIZON 2014 – 2018

1. Tourism Development Plan: Evaluation, Goals, Plan Development, Actions

Goal 4

Vibrant Downtown Core

OBJECTIVES

1. Enhance the attractiveness of building facades and streetscapes
2. Develop a beautiful and safe Downtown
3. Increase/expand year round community events and festivals located in Downtown
4. Preserve the historic character of Green River's Downtown
5. Preserve the Carnegie Library
6. Expand public art in the Downtown core

VALUE TO RESIDENTS

1. Reasons to go Downtown
2. Opportunities to experience and enjoy Downtown
3. Downtown as a focal point of community activities
4. More attractive, aesthetically pleasing and personally inviting Downtown
5. Business opportunities in the Downtown area

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Balancing property rights with community benefits
2. Working with businesses and property owners
3. Balancing new developments and buildings with preserving Green River's history
4. Blighted and abandoned buildings needing demolition or major restoration

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Attracting businesses and private sector investors
2. Funding for infrastructure improvements, beautification projects and maintenance
3. Defining and funding the City's role in Downtown
4. Creating a true sense of place for residents and visitors

POLICY ACTIONS 2013 – 2014

1. URA/Main Street Draft Plan
2. Carnegie Library Building
3. Building Demolition
4. Downtown Marketing, Branding and Design Action Plan

PRIORITY

- | |
|---------------|
| Top Priority |
| Top Priority |
| High Priority |

MAJOR PROJECTS 2013 – 2014

1. Clock Tower Park Renovation

ON THE HORIZON 2014 – 2018

1. 2nd South Area Clean Up: Direction, Actions
2. Viaduct Phase II
3. Union Pacific Rail Depot Project/Lands
4. County Service Retention
5. City Beautification Master Plan

CITY OF GREEN RIVER ACTION AGENDA 2013 – 2014

City of Green River *Policy Agenda 2013 – 2014*

TOP PRIORITY

Human Resources Policies

Long Term Financial Plan (5 years)

Wastewater Treatment Plant: Upgrade

Lights on Green Belt

Airport Master Plan: Development

URA/Main Street Draft Plan

Carnegie Library Building: Direction

HIGH PRIORITY

Solid Waste Management: Direction

City Financial Policies

City Building Consolidation/Space Plan

Land Acquisition

a) Union Pacific Railroad

b) River Corridor

c) BLM Sections 10 and 12

City of Green River Management in Progress 2013 – 2014

Rocky Mountain Power Efficiency Review

Automatic Meter Reading: Direction (Management Initiative)

Strategic Planning: Plan Adoption, Report Update, Annual Report

Grants/Grant Position: Selection, Action Plan

Joint Powers Agreement on Lake/Reservoir

Strata Network Lease: Review Leases, Direction on Negotiations, Agreement (Management Initiative)

Migration to Virtual Desk Tops

**Staff Development and Succession Planning Leadership Development for Mayor,
City Council and Managers**

Code Red: Implementation

a) Emergency Services: Maintenance

b) Utilities and Infrastructure

Hitching Posts: Property Sale

Old Lincoln School Housing Development

Green River Ordinance Updates: Implementation*****

Child Development Center: Agreement for Ground Maintenance, Grand Opening*****

Business Streamlining Process: Update Report

City of Green River

Major Projects 2013 – 2014

Police Building Project: Construction, Opening

East Teton Road and Utility Improvement

Locust Street Reconstructing

Apache Street Reconstruction

Wind River Street Reconstruction

Horseshoe Pits (6): Construction

Wayfinding and Community Signage

City Gateways Signs

Clock Tower Park Renovation