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

VISION

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

Destination
“You Have Arrived”

PLAN

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

Map
“The Right Route”

EXECUTION

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

Itinerary
“The Right Direction”

MISSION

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

Vehicle
“The Right Bus”

CORE BELIEFS

Personal values that define
performance standards and
expectations for employees

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, 2<sup>nd</sup> 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
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

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<td>2. Long Term Financial Plan (5 years)</td>
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<td>3. Wastewater Treatment Plant: Upgrade</td>
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<td>High Priority</td>
<td>4. Solid Waste Management: Direction</td>
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<td>5. City Financial Policies</td>
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<td>6. City Building Consolidation/Space Plan</td>
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<td>7. City Organization Restructure/City Workforce Analysis</td>
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MANAGEMENT IN PROGRESS 2013 – 2014

1. Rocky Mountain Power Efficiency Review
2. Automatic Meter Reading: Direction (Management Initiative)
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
   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
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

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<td>High Priority</td>
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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

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 cater 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


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

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

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