

CITY OF LANDER STRATEGIC PLAN UPDATE MAY 26, 2021

Goal	Project task	Status	PGF	Start	Complete	Task Description & Specific Tasks	Project Team
Communication 1-3YR						Add an additional regular meeting option push business through in order to complete in a more timely manner/ work session (round table) meeting in order to formalize strategic planning and implementation. If Council wants	
Communication 1-3YR	Extra Work Sessions with tours for council to see what employees do	Proposed	People	5/12/2021	6/30/2021		
Communication 1-3YR	Round table hardwired	Complete	People	5/12/2021	5/18/2021	Add roundtable as an agenda item for work sessions.	
Communication 1-3YR	Develop a need for community engagement	Proposed	People	7/1/2021	6/30/2022	Person? company? plan - Research and evaluate all media, presentations to the public, coffee time, email responses, etc.	
Communication 1-3YR	Develop a communications plan	Proposed	People	7/1/2021	6/30/2022	The communication plan needs to be the first step.	
Communication 1-3YR	City Web Page update	Proposed	People	7/1/2021	6/30/2022	need someone to keep it current.	CHARRI LARA,TAMI E. HITSHEW
Efficiency	Evaluate staff for filing grant positions	Complete	People	5/12/2021	4/1/2022	Hired victim witness advocate. Three year grant program. When the grant expires will we keep the position? The Police Chief will evaluate and determine if this is necessary.	RAJEAN STRUBE FOSSEN
Efficiency	Financial reports hardwired from city staff to dept heads	In Progress	Financial	5/12/2021	7/1/2021	Automation with purchase orders complete. Still working on automation with other applications that currently Caselle has on contract	CHARRI LARA
Efficiency	Energy Efficiency plan for all buildings	Proposed	Financial	7/1/2021	6/30/2024	Wyoming Energy Authority will complete an audit to evaluate but will only do four sites every year. Our plan will include an annual request to complete an energy audit.	CHARRI LARA
Efficiency	Fill assistant public works position	Proposed	People	7/1/2021	6/30/2022	We need to add an additional position. Training is an annual required task that will need completed depending on the need of the employee/position. HR will write a staff training plan for all positions.	LANCE HOPKIN
Efficiency	Evaluate Training Needs for staff	Proposed	People	7/1/2021	6/30/2024	Budget dictates the capacity. This may be evaluated based on the needs and budget. This will be an annual check-in and decision making.	LANCE HOPKIN
Efficiency	Evaluate ideal number of FTE's & which capacity	In Progress	People	7/1/2021	6/30/2022		CHARRI LARA

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Efficiency	Evaluate job descriptions/talents needed to move forward	In Progress	People	7/1/2021	6/30/2022	Public works filled out log books & Lance now manages employees with cross-over duties. Two general fund employees switched to enterprise fund. 05.12.2021 - This will be an annual review with updates. not be leadership training and needs to be combined with training and not its own category.	LANCE HOPKIN
Efficiency	Leadership development opps for department heads/management skills	In Progress	People	7/1/2021	6/30/2023		
Efficiency	Evaluate consolidation into one building	Proposed	Financial	7/1/2021	6/30/2023	Put the plan on paper> Reduced full time employees by 3 in preparation for direct distribution elimination in 2022	CHARRI LARA
Efficiency	Evaluate worst case scenario analysis for staffing	In Progress	People	2/1/2022	6/30/2022		CHARRI LARA
Explore New Revenue Str	Develop more interactive partnership with LEDA	Proposed	Growth	5/12/2021	6/30/2021	Define the expectations with LEDA and the City of Lander. We do not currently have an MOU and may need one. Request the Chair come to the Council Meeting twice per year to give us an update and a plan.	RAJEAN STRUBE FOSSEN
Explore New Revenue Str	Revise fee schedules	In Progress	Financial	5/13/2021	6/30/2021	Every year we evaluate the fee schedule.	
Explore New Revenue Str	Brainstorm the use of Community Center to increase use in "down times"	Proposed	Financial	5/19/2021	6/30/2022	Update the advertisement to include the resources/ Office of Tourism. We need to contact them. If we want a full page we will need to pay. Need to promote ourselves.	
Explore New Revenue Str	stations, parking other opportunities. Purchasing city lots for revenue development, parking, 1/2 cent	Proposed	Growth	5/19/2021	6/30/2022	relationship with the City. generate revenue. May look at partnering with other businesses that already have parking but may provide signage.	RAJEAN STRUBE FOSSEN
Explore New Revenue Str	funding project	Proposed	Growth	7/1/2022	6/30/2023		
Financial 1-3YR	Hire Grant Writers	Complete	People	7/1/2019	10/31/2021	Hired two grant writers, complete spreadsheet on roi	RAJEAN STRUBE FOSSEN
Financial 1-3YR	Financial Analysis of going to fire district	Complete	Financial	6/1/2020	5/31/2021	LVFD currently receives more budget than their 3 mils. Not prudent to take this on during statewide budget cuts. Takes a vote of the public. Look on recruiting incentives. Looking into fire districts, combining services with a long term plan	CHARRI LARA

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Financial 1-3YR	Clarity on who is on the payroll & what they are expected to accomplish	Complete	People	7/1/2020	6/30/2021	Lance now manages employees with cross over duties	LANCE HOPKIN
Financial 1-3YR	Monthly budget reports to council	Complete	Financial	7/1/2020	5/26/2021	All reports can be found in the council folder under financial	CHARRI LARA
Financial 1-3YR	Grant writing for recreation	Complete	Financial	7/1/2020	1/1/2021	Partnership with Riverton Rec & CWC ongoing. COVID huge factor	LANCE HOPKIN
Financial 1-3YR	City/County partnership, sharing staff	In Progress	People	1/1/2021	7/31/2023	Looking into city/county relationships	
Financial 1-3YR	Evaluate costs/scholarships for rec programs	Complete	Financial	2/1/2021	6/30/2021	Indoor rec programs not allowed with COVID mainly in the borrowed school district facilities. Currently partnering with CWC to provide minimal indoor programming. Outdoor rec camps being held for 2021.	LANCE HOPKIN
Financial 1-3YR	Evaluate the Cost of Living	Complete	Financial	3/1/2021	6/30/2021	Cost of living increase budgeted to employees to bring them current for the past & present year	CHARRI LARA
Financial 1-3YR	Evaluate anticipated revenue changes	In Progress	Financial	3/1/2021	3/1/2022	Reduced budget preparing for COVID and the additional monies saved with help with the 2022 year when the legislators cut the direct distribution	CHARRI LARA
Financial 1-3YR	Un-designate enterprise funds that have been restricted	In Progress	Financial	6/1/2021	6/30/2021	Release designated monies where obligations have been fulfilled to free up money for match money for grants	CHARRI LARA
Financial 1-3YR	Explore New Revenue Streams	In Progress	Financial	7/1/2021	6/30/2022	LEDA & council to review, look into taxes (ed tax, 5th cent, 6th cent)	
Financial 1-3YR	Build Equipment Replacement Fund	In Progress	Financial	7/1/2021	3/1/2022	ongoing annually based on the budget	CHARRI LARA

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Financial 1-3YR	Forecasted plan for retirement/attrition/recruitment/retention	In Progress	People	7/1/2021	6/30/2022	Assumptions can only be made as employees tend to keep retirement date to themselves in case something doesn't work out	CHARRI LARA
Financial 1-3YR	Accurate/Detailed reporting monthly to council/tightening up line items	Complete	Financial	8/1/2021	6/30/2022	All monthly financial reports can be found in the council folder under financials, summary quarterly at worksessions	CHARRI LARA
Financial 3YR+	Build Senior Centers Maintenance Funds	In Progress	Financial	7/1/2021	6/30/2024	Endowment will eventually run out. May look at another ballot/vote. This years budget is approximately \$70,000.00. Collaborate with all of the Senior Citizens	CHARRI LARA
Infrastructure 1-3YR	Develop right away & roads plans	Proposed	Growth	6/1/2020	6/1/2022	plan. The mapping is completed.	LANCE HOPKIN,RAJEAN STRUBE FOSSEN
Infrastructure 1-3YR	Equipment Replacement Fund Built Out For the Next 5 Years	In Progress	Financial	7/1/2020	12/31/2020	Plan is complete we just need to continue to follow the said plan. Send out a request for proposal to see if anyone has ideas, etc.	CHARRI LARA
Infrastructure 1-3YR	Transportation Master Plan	Complete	Growth	7/1/2020	12/31/2020		RAJEAN STRUBE FOSSEN
Infrastructure 1-3YR	Look into the use of the Depot Building	Proposed	Growth	7/1/2020	6/30/2022	Action item under City land/buildings. The person who knows how to unlock everything.	
Infrastructure 1-3YR	"Keeper of the Keys"	In Progress	People	5/12/2021	6/30/2023	Succession Plan. Building the project data base. The ongoing forward documents. GIS 75 % done. One year Stopped during COVID. This will take some time to get back on track. It will then come back to the Council and Council will need to give direction. Different methods	CHARRI LARA
Infrastructure 1-3YR	Annexation Plan	In Progress	Growth	5/12/2021	6/30/2022	and tied to the water systems/transportation master	RAJEAN STRUBE FOSSEN,LANCE HOPKIN
Infrastructure 1-3YR	Update Master Plan (last updated 2012)	Proposed	Growth	7/1/2022	6/30/2024	Grant cycle will start soon. Community and Planning.	RAJEAN STRUBE FOSSEN
Infrastructure 3YR+	Concerns Water Treatment Plant study	In Progress	Needs	3/1/2021	6/30/2022	study for enterprise fund	
Infrastructure 3YR+	Training Schedules and Certifications	In Progress	People	5/1/2021	5/31/2021	Hire new HR director	
Infrastructure 3YR+	Develop Facilities Plan	Proposed	Growth	5/26/2021	6/30/2024	Work on making decisions for what building will remain as city assets	
Infrastructure 3YR+	Develop plans for new rural water house	Proposed	Growth	1/1/2023	6/30/2025	included in current water study	
Infrastructure 3YR+	Prepare for water projects HPWL	In Progress	Growth	1/1/2023	3/31/2024	complete phase 2	
Public Safety 1-3YR	Evaluate number of police cars needed	Complete	Financial	1/1/2021	12/31/2021	Chief Peters to review	

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Public Safety 1-3YR	Competitive Wages for law enforcement	Complete	People	3/1/2021	3/31/2021	completed when new grade scale was approved	
Public Safety 1-3YR	Fill open police positions	Complete	People	3/1/2021	3/31/2021	all positions filled	
Public Safety 1-3YR	New Radios Police & Fire	In Progress	Needs	5/12/2021	6/30/2022	Chief Peters will look into this and report back to the Council. enhancements around Gannett Peak for 2022 construction. Future phases ever 1-3 years if 1% tax passes	
Public Safety 1-3YR	Safe Routes/Transportation Alternatives Program	In Progress	Growth	5/12/2021	6/30/2026		
Public Safety 1-3YR	Evaluate cyber-crime threat	Proposed	Financial	5/12/2021	6/30/2022	Need to do some things internally. Lance is on it. Need to draft a policy to assist.	LANCE HOPKIN
Public Safety 1-3YR	applications	Complete	People	5/17/2021	5/17/2021	Begins May 17, 2021	
Public Safety 1-3YR	Code Enforcement Officer	Proposed	People	6/30/2021	9/30/2021	Chief Peters will look into this and report back to the Council. May or may not need this position.	
Public Safety 1-3YR	Improve PR community outreach with Police Officers	Proposed	People	6/30/2021	12/31/2021	Chief Peters will evaluate and will report back to the Council.	
Public Safety 1-3YR	Recruitment of Fire Fighters	In Progress	People	7/1/2021	6/30/2022	Marketing and recruiting fire fighters. Education regarding pension and the community need.	
Public Safety 1-3YR	FEMA Study	In Progress	Needs	9/1/2021	9/1/2024	ongoing	
Public Safety 3Yr+	Fire Engine No 6	Proposed	Growth	7/1/2021	6/30/2026	Evaluate this need as it is currently serving a valuable purpose.	
Public Safety 3Yr+	New Fire House	Proposed	Growth	7/1/2021	6/30/2026	Look into how to receive grants or funding to build	
Quality of Life 1-3YR	Affordable Housing	Proposed	Growth	7/1/2020	7/1/2023	Look into affordable housing options. Ongoing project.	
Quality of Life 1-3YR	Analyze code audit	Complete	Growth	7/1/2020	7/1/2020	Zoning code audit contracted and completed	
Quality of Life 1-3YR	Assign someone to be responsible for Assisted Living	Complete	Growth	3/1/2021	4/30/2021	Housing authority board along with a council member	
Quality of Life 1-3YR	Contingency plan for landfill closing	In Progress	Growth	3/1/2021	7/1/2024	Assign council liaison to landfill board Invite them to a council meeting for presentation	JOHN L. LARSEN

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Quality of Life 1-3YR	Evaluate green space maintenance vs payment to not take care of	In Progress	Growth	7/1/2021	7/1/2022	Now measuring water use on all large green spaces. Short term released some of the school fields that we used to maintain through a new MOU. Long term plan to build out a raw water system.	
Quality of Life 1-3YR	Evaluate lot size	In Progress	Growth	7/1/2021	7/1/2024	Partially implemented with zoning code changes - For new development , planning commission	
Quality of Life 1-3YR	Access the needs of the Downtown Assoc	In Progress	Growth	7/1/2021	7/1/2022	Julia to set up meeting	
Quality of Life 1-3YR	Funding ambulance service	Proposed	Growth	7/1/2021	7/1/2024	Short term planning done by county - expect revisions	
Quality of Life 1-3YR	Signage for visitor assets	Proposed	Growth	7/1/2021	7/1/2022	funding for visitor assets	
Quality of Life 3YR+	Fund/Build Assisted Living	In Progress	Growth	3/1/2021	12/31/2024	build & fund	
Quality of Life 3YR+	Park fundraising for land purchase	In Progress	Growth	4/1/2021	12/30/2024	Friends of the park spearhead a fundraising event	
Quality of Life 3YR+	Zoning Regulations designed with projection in mind	In Progress	Growth	7/1/2021	12/31/2023	Partially completed council didn't implement all suggested changes. 3- 5 year plan to implement suggestions.	
Quality of Life 3YR+	Lander "livability" plan	Proposed	Growth	7/1/2021	12/31/2025	Hired contractor to do a livability study (ended up focused on housing opportunities) and results were used for zoning code audit. Will add to master plan	
Quality of Life 3YR+	Park fundraising for development	Proposed		7/1/2024	6/30/2027	for buildings and development	