

Pinedale Town Council

Strategic Priorities



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2018 - 2019
FISCAL YEAR

Pinedale, Wyoming

Town Council Members:



Matt Murdock - Mayor
Term Expires: May 2022

Tyler Swafford - Mayor Pro-
Tem Term Expires: May
2020

John Paravicini - Council
Member Term Expires: 2022

Dean Loftus - Council
Member Term Expires: 2022

Vacant - Council Member
Term Expires: 2020

Town Council priorities are not policy - however, these priorities are utilized in the decision-making processes regarding budgets and policies. They are also used to help communicate with town citizens and businesses, what topics we view as important for Pinedale. We highly encourage citizens affected by the town's policies to step forward and voice ideas, opinions, and concerns to the Pinedale Town Council. To do so, town residents are encouraged to attend Town Council Meetings, contact a Town Council Member, or join a board, commission, and/ or committee. As your elected officials, we pride ourselves in conducting business in a respectful, engaging, thoughtful, and transparent manner. After numerous open workshops, we have broken our priorities into seven categories, each possessing key projects, objectives and strategies to formulate the framework for focusing our energy and assets. Though numbered, the priorities in this document are not ranked, but will be completed as circumstances and resources allow.



Pinedale Town Council Priority Details

TELECOMMUNICATIONS/BROADBAND

GOAL: Improve telecommunications access and effectiveness for Pinedale citizens and businesses

STRATEGY: Bring High-Speed (Gigabyte) Broadband to Pinedale and provide additional carrier options

DESIRED OUTCOME: Increased capacity, speed & reliability that would attract businesses, while enhancing services for existing businesses and deliver optimal communication and recreation for residents

Objective 1.1 Establish a county-wide Joint Power Board for Broadband with Pinedale as a member

Objective 1.2 Set aside one million of town general funds to support the project

Objective 1.3 Determine costs of fiber-to-business (FTB) and fiber-to-home (FTH) and consider full scope of project.

Objective 1.4 Find and Offer additional tower locations within Pinedale town limits

Objective 1.5 Standardize appropriate franchise fees for all providers making a level playing ground

Objective 1.6 Work with carrier to place fiber within Town right-of-way and business districts

REGULAR /SCHEDULED PREVENTATIVE MAINTENANCE OF ROAD SURFACES

GOAL: Provide citizens and visitors with safe and attractive roadways for travel

STRATEGY: We will conduct routine inspection and conduct maintenance based upon quadrants and critical needs

DESIRED OUTCOME: Extend the usable life of safe, attractive, road surfaces with as little expense as possible

Objective 2.1 Develop quadrant care to keep costs down by not jumping around with crews and to avoid missing areas

Objective 2.2 Inspect roadways, curbs, gutters, and valley pans constantly, conducting emergency repairs on potholes and cracks as quickly as possible

Objective 2.3 Identify major projects and coordinate to combine with routine maintenance to avoid duplicating work

Objective 2.4 Budget consistently to maintain minimum standards

Objective 2.5 Seek grants for cost deferral

Objective 2.6 Hire, train, and retain skilled workforce

TOWN HALL- RESOLVE OLD

GOAL: Divest the Town of a piece of property that could better the downtown district.

STRATEGY: Sell or use as a Wyoming Business Council Business Readiness Grant

DESIRED OUTCOME: A more vibrant and attractive downtown business district

Objective 3.1 Agree to what the use of the location should be or should not be

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Objective 3.2 Decide whether to demolish & sell, sell as-is, lease, or repair or rebuild to re-establish occupancy

Objective 3.3 Act upon decisions

REGULAR/SCHEDULED PREVENTATIVE MAINTENANCE OF WATERWAYS AND DRAINAGES

GOAL: Provide citizens and visitors with clean, safe, and regulatorily approved waterways and drainages

STRATEGY: We will conduct routine inspection and conduct maintenance based upon quadrants and critical needs

DESIRED OUTCOME: Extend the usable life of safe, attractive, waterways and drainages with as little expense as possible

Objective 4.1 Develop quadrant care to keep costs down by not jumping around with crews and to avoid missing areas

Objective 4.2 Inspect roadways, curbs, gutters, valley pans, catch basins, inlet drains, manholes, and underground infrastructure constantly; conducting emergency repairs as quickly as possible

Objective 4.3 Identify major projects and coordinate to combine with routine maintenance to avoid duplicating work

Objective 4.4 Budget consistently to maintain minimum standards

Objective 4.5 Seek grants for cost deferral

Objective 4.6 Hire, train, and retain skilled workforce

FIX FREEZING PROBLEMS OF PHASE 3

GOAL: Provide residents in the area with consistent, reliable, and affordable critically needed water and wastewater services year-round with lessened potential for freezing

STRATEGY: Identify the actual cause of problems, mitigate causes, educate populace about prevention

DESIRED OUTCOME: Reduce the amount of frozen water and waste-water lines that cause catastrophic losses to residents

Objective 5.1 Dig up the hydrant on Quartz to replace and inspect water line depth

Objective 5.2 Budget for study and engineering for an effective resolution

Objective 5.3 Decide whether to immediately repair (part or whole) or to schedule

Objective 5.4 Conduct more education about bleeding in the interim

Objective 5.5 Allow for increased consumption with no financial penalty during winter months

Objective 5.6 Apply for grant funds to repair/replace as necessary

Objective 5.7 Schedule the repairs that have been proven necessary

FINISH REPAIRING & INSTALLING SPRINKLER SYSTEMS IN THE TOWN RIGHT OF WAY ALONG PINE STREET ADDING LAWN TO IMPROVED AREAS

Pinedale Town Council Priority Details

GOAL: Beautify Pine Street making citizens proud and increasing appeal to visitors

STRATEGY: Augment green strips along Pine Street & maintain those that are currently in lawn

DESIRED OUTCOME: Enhance landscaping along Pine Street from Ridley's to Ehman Lane

Objective 6.1 Identify areas with water easily accessible working on those first

Objective 6.2 Install sprinkler systems in a minimum locations per year

Objective 6.3 Seed at least 2 locations per year

Objective 6.4 Budget a minimum of \$25,000 annually for increased beautification

Objective 6.5 Amend our rate ordinances and resolutions for customers with existing irrigation

Objective 6.6 Amend our rate resolutions for customers making a special rate for the town

Objective 6.7 Conduct outreach to businesses encouraging participation

DEVELOP AND MAINTAIN FILTRATION AVOIDANCE CRITERIA

GOAL: Maintain filtration avoidance criteria

STRATEGY: Conduct a Fremont Lake Watershed Study to answer EPA concerns

DESIRED OUTCOME: Avoid a costly and unnecessary filtration system while maintaining high quality water and allowing continued recreational use of the lake

Objective 7.1 Hire a consulting firm to begin gathering data

Objective 7.2 Challenge the test results

Objective 7.3 Develop appropriate response to forthcoming EPA letter

Objective 7.4 Budget funds for a study and action plan

KEEP UP ON 10-YEAR WATER AND WASTE-WATER PLAN

GOAL: Review and Update Water and Waste-water Infrastructure Modernization Plans

STRATEGY: Asses prior plans, study current needs, factor in potential expansion to create a new 10-year Master Plan

DESIRED OUTCOME: Maintain safe, efficient distribution and collection lines as cost effectively while maintaining the health of the system and its users

Objective 8.1 Review the old plans assessing what has and has not been completed

Objective 8.2 Asses current conditions pointing out any hotspots

Objective 8.3 Create areas of priority

Objective 8.4 Apply for grant funds as needed

Objective 8.5 Budget at least one section per 3 years

Objective 8.6 Recruit, train, and maintain a qualified work force

INCREASE WATER AND WASTE-WATER CUSTOMERS

GOAL: Boost the scale of operations by adding customers in both services

STRATEGY: Encourage development of lots within town and welcome connection by out of town users

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DESIRED OUTCOME: Increase cost efficiency resulting in diminished cost per customer that translates to rates

Objective 9.1 Set practical rates for connection and use

Objective 9.2 Ensure criteria and processes for building are encouraging

Objective 9.3 Encourage annexation

Objective 9.4 Strengthen demand by maintaining great service and a safe, desirable product

STUDY AND DEVELOP ALTERNATE WATER SOURCES

GOAL: Be prepared to present speedy, frugal, and desirable options for town drinking water should the need arise

STRATEGY: Identify and study as many options as possible; embracing creative ideas.

DESIRED OUTCOME: Have safe, desirable, and cost-effective water alternatives

Objective 10.1 Initiate a professional study of potential sources

Objective 10.2 Apply for grant funds from the Wyoming Water Development Commission

Objective 10.3 Publish results of the study

HOSPITAL

GOAL: To have high quality, close-by, and affordable routine and emergency health care for our community as quickly as possible

STRATEGY: Support reasonable and practicable plans for a hospital in Pinedale and include financial support of up to one million dollars in the town budget

DESIRED OUTCOME: A town and surrounding community that has desirable and practical quality of life that bolsters our economic viability via outstanding medical care.

Objective 11.1 Continue to ensure the County and the Rural Health Care District know how strongly the Town of Pinedale wants a Critical Access Hospital

Objective 11.2 Continue to set aside funds to support a town council approved plan.

Objective 11.3 Continue monitoring progress of the Rural Health Care District; offering assistance where we can

Objective 11.4 Remain actively involved in discussions

PICNIC SHELTER/EVENTS PAVILION FOR 100 PERSON PLUS EVENTS

GOAL: Provide a local, desirable, and weather flexible venue for large outdoor events

STRATEGY: Establish a town-owned location with scenery, parking, and easy access to downtown

DESIRED OUTCOME: Locals & visitors have a beautiful outdoor venue in close proximity to our parks system and our downtown merchants encouraging them to hold more events here in town and giving non-profits a place for festivals, conventions, and more

Objective 12.1 Identify a town-owned location that meets the criteria

Objective 12.2 Identify multiple uses example: outdoor covered ice rink

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Objective 12.3 Budget for design and engineering

Objective 12.4 Budget for construction costs

Objective 12.5 Market the venue

PARK EXPANSION DEVELOPMENT

GOAL: Connect parks and pathways expanding green spaces and pedestrian access

STRATEGY: Review current locations and strategically then obtain and develop contiguous areas

DESIRED OUTCOME: Enhance the appearance and quality of life for existing residents and attracting people who want an outdoor, healthy life style

Objective 13.1 Identify areas of recreation needs based upon town & county master plans

Objective 13.2 Identify areas that are contiguous to existing parks

Objective 13.3 Prioritize needs and areas that have been identified

Objective 13.4 Budget funds over a 5-10-year period to fill identified needs

DEVELOP A 10-YEAR PARKS BEAUTIFICATION PLAN

GOAL: Review and Update Parks Beautification and Modernization Plans in conjunction with any expansion plans

STRATEGY: Asses prior plans, study current needs, factor in potential expansion to create a new 10-year Master Plan

DESIRED OUTCOME: Maintain safe, beautiful, expansive, and accessible, fun parks for all to use

Objective 14.1 Review the old plans assessing what has and has not been completed

Objective 14.2 Asses current conditions pointing out any hotspots

Objective 14.3 Create areas of priority

Objective 14.4 Apply for grant funds as needed

Objective 14.5 Budget at least one section per 3 years

Objective 14.6 Recruit, train, and maintain a qualified work force

STUDY AND DEVELOP RECREATION PARTNERSHIPS

GOAL: In conjunction with parks expansion and Parks Master Plans, create a coalition of agencies that optimize healthy recreational activities in Pinedale and the surrounding area

STRATEGY: Increase large events and projects that benefit the community as whole

DESIRED OUTCOME: Creative and dynamic partnerships to achieve improved and expanded quality of life activities in Pinedale and the surrounding area

Objective 15.1 Identify areas that we currently partner in and strengthen those partnerships

Objective 15.2 Identify areas that we could invite more outside organization collaboration

Objective 15.3 Encourage employee volunteer participation in local activities

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BALL FIELD IMPROVEMENTS

GOAL: Increase Regional Tournaments (ex: Little League State Championships)

STRATEGY: Partner with outside agencies to bring events and usage up

DESIRED OUTCOME: Increased use that brings increased revenue allowing for upgrades

Objective 16.1 Obtain pricing for lights on little league fields

Objective 16.2 Budget for lights over two years

Objective 16.3 Obtain pricing and budget for an equipment shed to add efficiency to maintenance

Objective 16.4 Improve concession stand to allow for increased output

Objective 16.5 Enter into a Scoreboard contract with Western Wyoming Beverage

Objective 16.6 Update contract for extended period for concessions

Objective 16.7 Yellow cap is already on all fencing for safety- must be maintained

OUTDOOR ICE RINK

GOAL: Provide more winter outdoor sport opportunities inside town limits and beautify the town

STRATEGY: Designate an easily accessible, safe, and visible town owned location

DESIRED OUTCOME: Enhance the quality of life for residents and visitors by adding a picturesque and energizing activity during winter months

Objective 17.1 Identify potential town owned properties that fit the criteria

Objective 17.2 Identify any potential for multiple use of the area

Objective 17.3 Conduct engineering to develop a plan for construction

Objective 17.4 Budget for construction

IMPROVE PROCUREMENT POLICY

GOAL: Provide a practical, easily understood, and prudent policy for procurement that town staff will use as a daily tool

STRATEGY: Research and edit the existing plan making changes as needed.

DESIRED OUTCOME: Use of the procurement policy keeps us fiscally responsible and stream lines budgeting and accounts payable functions

Objective 18.1 Review State statues for procurement

Objective 18.2 Review policies from other similar size communities

Objective 18.3 Assess how often ours in unpractical

Objective 18.4 Make changes as needed

Objective 18.5 Ensure the procurement policy and the accounting manual are consistent

REGULAR OVERALL ORDINANCE REVIEW

GOAL: Maintain relevant effective town ordinances

STRATEGY: Assess effectiveness and clarity of existing ordinances by scheduling work groups

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DESIRED OUTCOME: Provide relevant, common sense, and easy to use, and accessible ordinances for our citizens and staff to follow

Objective 19.1 Set a rotation for review that dictates a bi-annual review of each Ordinance

Objective 19.2 Set a review committee for each chapter

Objective 19.3 Quarterly check to be sure all E-code is up to date

Objective 19.4 Review Ordinance Books to be sure indexes and page numbering are maintained

IMPLEMENT COMPANY WIDE DRUG TESTING POLICY

GOAL: Maintain a healthy and efficient town work force

STRATEGY: Continue to adhere to our currently published Drug Testing Policy

DESIRED OUTCOME: Ensure the health and happiness of the town staff and their families while they effectively satisfy the demands of their job

Objective 20.1 Approve the new Employee Guide, with Module 3, and require evidence of receipt by all employees

Objective 20.2 Create an employee assistance program with assistance from the JPIC Blue Cross

Objective 20.3 Implement more frequent educational to complement our Wy Work Comp requirements

PERSONNEL POLICIES/HR/JOB DESCRIPTIONS

GOAL: Recruit, maintain, train, and compensate a highly motivated and skilled workforce

STRATEGY: Clearly communicate expectations of the town council while affording a competitive, relevant, and responsible compensation package to qualified and motivated personnel

DESIRED OUTCOME: Operate the town in a skilled and creative manner that maximizes our resources

Objective 21.1 Review and approve Employee Guide proposed March 11, 2019

Objective 21.2 Conduct classes to ensure all employees understand the contents

Objective 21.3 Review and approve the Job Descriptions proposed March 11, 2019

Objective 21.4 Review and approve the Wage Scales proposed March 11, 2019

Objective 21.5 Review and approve the Employee Evaluation Form proposed March 11, 2019

DEVELOP AND PRIORITIZE ASSET REPLACEMENT PLAN

GOAL: Maintain functional and cost-effective necessary equipment, infrastructure, and other assets to serve the needs of the community at large

STRATEGY: Study the current asset reports provided by Northwest Evaluations prioritizing systems and assets for funding

DESIRED OUTCOME: Continuity of high-level service provision with planned disbursements rather than emergency spending

Objective 22.1 Prioritize based upon ages, life expectancy, and need

Objective 22.2 Budget based upon prioritization rather than sentiment

Objective 22.3 Budget adequate reserves for planned replacement plus emergency reserves

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STANDARDS FOR DEPARTMENT HEADS TO FOLLOW/SOP'S

GOAL: Create stability and consistency in daily operations

STRATEGY: Review current SOP's then identify areas that require structure and regularity

DESIRED OUTCOME: The ability for any and all staff to step into a co-worker's role and conduct operations smoothly with no gaps in service to our citizens and customers

Objective 23.1 Identify which functional areas should have SOP's in place

Objective 23.2 Assess any existing documents

Objective 23.3 Create, edit, and publish SOP's for the identified areas

Objective 23.4 Educate staff on location and contents of policies

Objective 23.5 Create compliance requirements and non-compliance consequences

Objective 23.6 Share on town website to ensure public understands our policies too

DEVELOP PAY SCALES

GOAL: Compensate a skilled and motivated work force in a manner that increases retention, values staff, and is fiscally responsible

STRATEGY: Create scales that clearly communicate opportunities to staff and the public

DESIRED OUTCOME: A highly skilled, motivated, and content staff that completes their assignments with pride and demonstrates a high level of customer service

Objective 24.1 Review and approve the Wage Scales proposed March 11, 2019

STANDARD SOFTWARE WITHIN ORGANIZATION

GOAL: Provide necessary, efficient, and practical tools for staff and council to achieve maximum productivity

STRATEGY: Budget for and purchase Microsoft products for all town computers

DESIRED OUTCOME: Standardized, modern, and appropriate tools will be available at all work stations to promote shared work and communication

Objective 25.1 Budget for software

Objective 25.2 Procure software and load onto computers

Objective 25.3 Train if necessary

Objective 25.4 Set annual update day for all computers

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GLOBAL COUNCIL COMPILATION

	Rank	Option	Votes
INFRASTRUCTURE	1	Telecommunications / Broadband	41
	2	Regular / scheduled preventative maintenance of road surfaces	40
	3	Town Hall (resolve old)	39
	4	Regular / scheduled preventative maintenance of waterways and drainages	30
	5	Fix the freezing problems (Phase 3)	24
	6	Finish repairing & installing sprinkler systems in the state right-of-way along Pine Street	23
	7	Town lighting extended to town limits	21
	8	Concrete repairs of curb and sidewalk inlet drains or catch basins.	19
	9	Town Hall (new)	19
	9	Change all current lighting to LED lighting	12
10	Construction of curb gutter and sidewalks in areas of town without these features.	7	
WATER & SEWER	1	Develop and maintain filtration avoidance criteria	20
	2	Fix the freezing problems (Phase 3)	11
	3	Keep up on 10 year water and wastewater	8
	4	Increase water and sewer customers	7
	5	Study and develop alternate water sources	4
ECONOMIC DEVELOPMENT	1	Hospital (improved medical care)	19
	1	Telecommunications / Broadband	19
	2	Promote and facilitate business growth (new & old)	11
	3	Finalize and Approve Downtown Master Plan	9
	3	Increased visitors to Pinedale and support of tourism industry	9
	4	Promote the development in our historic downtown area	7
	5	Finish repairing & installing sprinkler systems in the state right-of-way along Pine Street	5
	5	Airport (long-term development and improvement of air service)	5
COMMUNITY ENHANCEMENT	1	Telecommunications / Broadband	37
	2	Hospital (improved medical care)	34
	3	Finalize and Approve Downtown Master Plan	28
	4	Development and maintenance of green strips on Pine St.	21
	5	Welcome / Event banners across Pine St.	17
	6	Town lighting extended to town limits	14
	7	Change all current lighting to LED lighting	12
	8	Pine Creek habitat improvement (fish structures)	9
	9	Sidewalks throughout town to facilitate pedestrians	8
RECREATION	1	Picnic shelter / Events Pavilion (up to 100 +/- people)	36
	2	Park expansion / Development	28
	3	Develop a 10 year parks and beautification plan	25
	4	Study and develop recreation partnerships throughout the Region	20
	5	Ballfield improvements (lights, shed, fences, etc.)	19
	6	Outdoor ice rink	18
	7	Support of regional recreational programs and organizations	16
	8	Pine Creek habitat improvement (fish structures)	13
	9	Designation of a dog park	3
POLICY & ORDS	1	Improve procurement policy	11
	2	Regular overall ordinance review and revisions	9
	3	Implement company wide drug testing policy	6
	4	Signage ordinance and enforcement	4
ORGANIZATION	1	Personnel policies / HR / Job descriptions	34
	2	Develop and Prioritize an asset replacment plan	27
	3	Standards for department heads to follow (SOPs)	26
	4	Develop pay scales	25
	5	Standard software within organization	19
	6	Develop a consistent policy for all boards	17
	7	Archive of all communications and documents	12
	8	Improving ordinance enforcement standards	11
	9	Continued outgoing communications	9