

## VISION

We embrace “Our City” and its historical Western lifestyle and values while being focused on socio-economic diversity with open eyes, minds, and hearts in keeping Sheridan the community of choice for all.

## MISSION

The City of Sheridan is dedicated to improving quality of life, with emphasis on public safety, exceptional service, livability, and infrastructure, while being accountable and professional.

## VALUES

- + Make a difference
- + Take initiative
- + Build trust
- + Show optimism
- + Promote teamwork



### Thoughtful and Vibrant Development

Sheridan encourages thoughtful, vibrant, and diversified development through collaboration with invested partners by:

- + Inspiring technological advancements
- + Preserving the downtown atmosphere
- + Advancing a variety of economic development initiatives
- + Supporting healthy amenities
- + Remaining open to innovative development that compliments our community



### Safe and Livable Community

Sheridan will continue to improve upon its safe and livable community by:

- + Responding to community concerns
- + Providing appropriate staffing, equipment, positioning, and training to meet or exceed industry and community standards
- + Minimizing the crime rate through high visibility efforts, approachability, and accountability
- + Encouraging and incentivizing diversified housing development
- + Supporting community-based risk reduction



### Beautiful and Protected Environment

Sheridan promotes beautiful and protected environments by upholding the principles of environmental responsibility, health, integrity and overall aesthetics, leading to:

- + Well groomed, diversified trees and a healthy green canopy
- + A clean riverwalk and waterways
- + Open spaces, expanded trails, and wildlife corridors
- + Responsible planning and zoning requirements
- + Community assistance for residents who want to improve their environments



### Western Cultural Values

Sheridan embraces and protects its western cultural values by:

- + Preserving and celebrating our heritage and historical landmarks
- + Assisting with and promoting community events
- + Respecting and valuing each individual
- + Welcoming others
- + Supporting non-profit entities that help community members within legal limitations



### Sustainable and Resilient Infrastructure

Sheridan will deliver sustainable and resilient infrastructure by:

- + Maintaining current planning documents (e.g., land use plan, transportation plan, water and sewer system master plans, parks and recreation master plan, capital improvements plan)
- + Ensuring sufficient resources to ensure new and existing infrastructure are available and well-maintained to meet community needs
- + Maximizing sustainability through proactive, innovative infrastructure service delivery while being mindful of lifecycle costs



### Excellent Governance and Services

Sheridan provides responsive governance and excellent city services by:

- + Exercising responsible stewardship of City assets, including employees, facilities/infrastructure and finances
- + Engaging the community in developing strategic and master plans to guide decision-making
- + Encapsulating transparency and accountability in our decisions and actions
- + Ensuring effective lines of communication internally and externally to support employee and community engagement
- + Producing clearly defined policies that are accessible to the staff and public

# City of Sheridan, WY

2022 Goal Setting Retreat

March 12, 2022

The City of Sheridan, Wyoming, held a Goal Setting Retreat on March 12th, 2022. The retreat was planned and facilitated by Raftelis.

## Introductions & Expectations

The retreat began with the City Council and staff introducing themselves and then sharing their expectations for the retreat:

- Be part of the future of Sheridan. I've been to a lot of these meetings, and I hope to leave as a better group that works more effectively together.
- I hope to bond with my colleagues. I think we have consensus much of the time, but hopefully after this we will have even more.
- I've seen the work products that have come out of similar retreats, so if we get something like that, I think it will help to move the City forward.
- My expectation is all about the plan. We don't currently have a high-level plan, and any time we've tried to do that in the past, it's just turned into a CIP. I'd like everyone to know what we're doing and what our hopes are for the City.
- I love my job, I love working for the City. I hope for an actual strategic plan with a framework for the City (directed by the Council). Something that's actionable and that everyone can align their work with.
- I feel the same way as Dan and Bev.
- I'd like to see something that will stand the test of time and encapsulate everyone's legitimate hopes for what the community will be.
- I agree with much of what's been said. I'd like a plan for us to look at and then make sure that it's also what the community wants. I hope that at some point, we have broader input from the community as well.
- I've worked at organizations that have long-term strategic plans, and that's really what I'm looking for.
- Listen and learn anything necessary to build the framework and implement it in the future.
- I've been through a lot of sessions with Council, and I'm looking forward to a productive meeting and getting to the framework we need.
- My time on Council has been amazing. This has been the best and smoothest City-run operation, and people are excited to be at the City and doing good things in the midst of a lot of craziness. I'm all about implementation. I don't want to just wax poetic; I want to do things. We have immediate needs over the next three years, and I want to focus on these needs that will help to launch us into the future.
- Like others have said, we need the long-term goals and the framework, but I'd like to better marry the staff and Council. Councils come and go, but staff are going to be the ones here implementing, even after we've cycled off the Council.



- My expectations for today are to cover the expertises of many, and using those different backgrounds to craft the future.
- I've done four other strategic plans with other organizations. My hope is that we get a good plan and one that is specific enough to allow us to move forward in a proactive manner. I'm really focused on specifics today.
- I'm hoping to come out of the session with something useful. Sometimes these sessions are rather pointless, but I'd like something that becomes a living document in the future.

## “This I Believe...”

Each member of the City Council was given 5-7 minutes to share "what they believe" about the future of the community. This exercise is loosely based on the "This I Believe" essay format initiated by Edward R. Morrow on National Public Radio in the 1950s. Today, there is an international organization that engages people in writing and sharing essays describing their core values that guide their daily lives. Board members were invited to share what they personally believe to be true about the future of Sheridan.

Generally, the prompts for this exercise included:

- Tell a story: Be specific. Take your belief from the events of your life that have shaped how you look at and experience community.
- Name your belief: Focus on a core belief and talk about why it is true.
- Be positive: This is what you DO believe, not what you DON'T believe. Avoid speaking in the editorial "we" and make sure this is about what you believe. Speak in the first person.
- Be personal: Write in words and phrases that are comfortable for you to speak.

The following graphic and bullets represent the reflections of the City Council.



**Aaron Linden:** I believe that communication is the key to all interaction, whether it be in community, family, governing bodies, or business interactions. Clear and concise communication is necessary to express ideas and is needed in order to get things completed.

I believe in the inalienable rights of all individuals. These God given rights are the basis of our entire country and allow us to live out our daily lives as we see fit. Every individual opinion matters. Each and every voice needs to be heard as each has merit, and every idea can contain something useful. I believe in listening and more importantly “hearing” what others have to say. I believe in the true art of compromise. I believe that there is not enough time spent on “hearing” opposition and contemplating compromise. Too many strongly opinionated people enter into negotiations with their minds already made up. In that, they are unwilling to yield their thoughts to outside ideas and become rigid in ideology.

I believe in flexibility and the ability to ebb and flow in a dynamic way in order to fit any situation. Mountains are static structures, unyielding gigantic formations, yet they can be carved, crumble, and fall in the face of a flowing and dynamic river. I believe that the power to be flexible in thought and action is far more powerful than that of being set and ridged.

I believe that every person matters. Communities are a conglomeration from the most meek of individuals to those that are rich and powerful. In that, each of these individual matter and decisions that are made need to account for each and every one of them.

Most of all, I believe in individual freedoms. Each of us is our own person, with our own thoughts, beliefs, styles, and opinions. In which, no one person is more right or wrong than the next. Each opinion should be heard and contemplated and consensus among individuals is paramount in the crafting of ideas.

I believe in strong leadership, but in that, I mean the kind of leadership Lincoln spoke of ... leadership and government of the people, by the people, and for the people. Leadership of those willing to serve their constituents with thought and purpose to do so, not leadership by those with self centered agendas. True leadership that's is governed by those being served.

**Steve Brantz:** I was born in Sheridan in 1957. A third-generation descendent from a man who emigrated here from Poland at the turn of the century. He sailed to the States with a cousin and the clothes on his back. He settled in this area and fathered six boys (one being my father). These men married and fathered a total of 21 children who were raised (as myself) in this community. Now, including the third, fourth, and fifth generations, which total close to 75 people, only five reside in Sheridan. Many leave our community and many move here. It breaks my heart when family leaves this community, but I believe we live in a world unlike the past, where options allow people to relocate. I believe we must welcome new arrivals and acclimate them in the community. I believe a community that refuses to grow will perish.

I bring up my genealogy because first, I was able to embrace the history of this community first-hand by the history my family shared with me. Second, I was able to feel the connection and the love for this community from my ancestors. Third, and most importantly, I learned that change is inevitable and necessary. I believe what I was taught – to accept change, just as my grandfather talked about his experience with how this little coal town grew in his life. My father talked about watching the trolley run down the street as a child, and the men driving down paving blocks after a heavy rain, It was awesome to talk to my grandfather about the friendly Indians who would camp on East 5<sup>th</sup> Street during the rodeo and working the fields with horses, and celebrating when he got his first tractor to work his little farm on Big Goose.

So many stories my family shared about Sheridan. Soon, it became my turn to share similar stories with my children about the town that I remembered and how it had changed in my lifetime. I told my boys about going to Linden School, the little zoo we had in the park or the fountain or old boardwalk up to the old high school. All the little gas stations that lined Main Street. The little grocery stores like Sharps, the Icebox, Johnson Drakes, and the list goes on. I told them about the two lane road on Coffeen. Coffeen pretty much ended at the Little Goose Creek.

I believe growth is important to maintain a healthy community. I believe things will change with time. I believe that Sheridan will change as it grows, and that things will be different for each generation. That said, I believe we must embrace our rich heritage by preserving not only the material things that have defined us, but cherishing our values, traditions, and vision for the future. I believe Sheridan has a bright future and am proud that the next generation will continue to build on what has been started – not only by us, but those who came before us. Yes, I believe Sheridan has a bright future.

**Kristen Jennings:** I came to Sheridan in 2005 and went to college for culinary arts. I feel like I grew up here, even though I wasn't born here and my family wasn't from here. I didn't know what I wanted to do, and decided to come to Sheridan. In my more mature years, I've realized a lot about Sheridan. The Facebook group "Home Town Memories of Sheridan" is where there are great memories that are shared, with hundreds of comments. I don't have that history, but it's fascinating to look at what people remember of their home town. It's given me perspective for what I want for Sheridan – what it can and will be. I think we need to grow responsibly – we're going to do it, but in a slow and methodical manner, so that we're not tearing out people's memories of the town. We have quite a few people who leave, but many come back to raise their families. People want to get away from small towns, but some come back, because it's their home.

**Shawn Day:** I also was raised in Sheridan and got my degree in music theory and composition in Wyoming. I went to London for four years and then LA for seven years. I have two girls and I came back with the intention of raising my family here. It's a great place to raise children. My campaign was based on health, education, family, and freedom. Health is the strongest priority for me – if everything else falls but we have a baseline around health, we're in okay shape. Especially in the pandemic, I want to be proactive about supporting anything that helps with mental health. I look at education as what allowed me to pursue my path. I believe that we're a voice for the people, and I always want to be that. There are too many people opening their mouths rather than the ears. Everyone here is respectful, and we can learn a lot from each other. Even at the small community level, we've seen polarization in the last few years. Bridging the trust between the government and the community is very important, and it's pretty good in Sheridan.

**Clinton Beaver:** I believe that it's critical that we hold to principle. We can argue and compromise on a ton of things, but principles are the mountains that do not move. I've been a Wyoming attorney for many years, so that shapes my perspective. I often remind folks that the City of Sheridan only exists because the State wrote a law saying that we may exist and what our duties are. We're not free agents, and it's important that we stay in our lane. Mission creep is something that people get sucked into. As long as we can stay within our enabling framework, I'm happy to discuss and yield to people who are more creative than I am. I look to the mountains and see the unchanging nature of that image.

**Jacob Martin:** I believe in much of what's been said. I believe in doing good things for people. I'm excited about the outdoor recreation project that Sean is working on. To Kristin's points, I think there's something to growing while also maintaining. I get nostalgic and don't want some things to change, but you can't stop. I think about the environment. Simple things like a pumpkin festival where everyone composts their pumpkins is a great way to respect the land. I'm excited about the ecosystem project with a river walk that will help to restore the riparian habitat. I believe in thinking about the land and the animals as well. I believe in being positive.

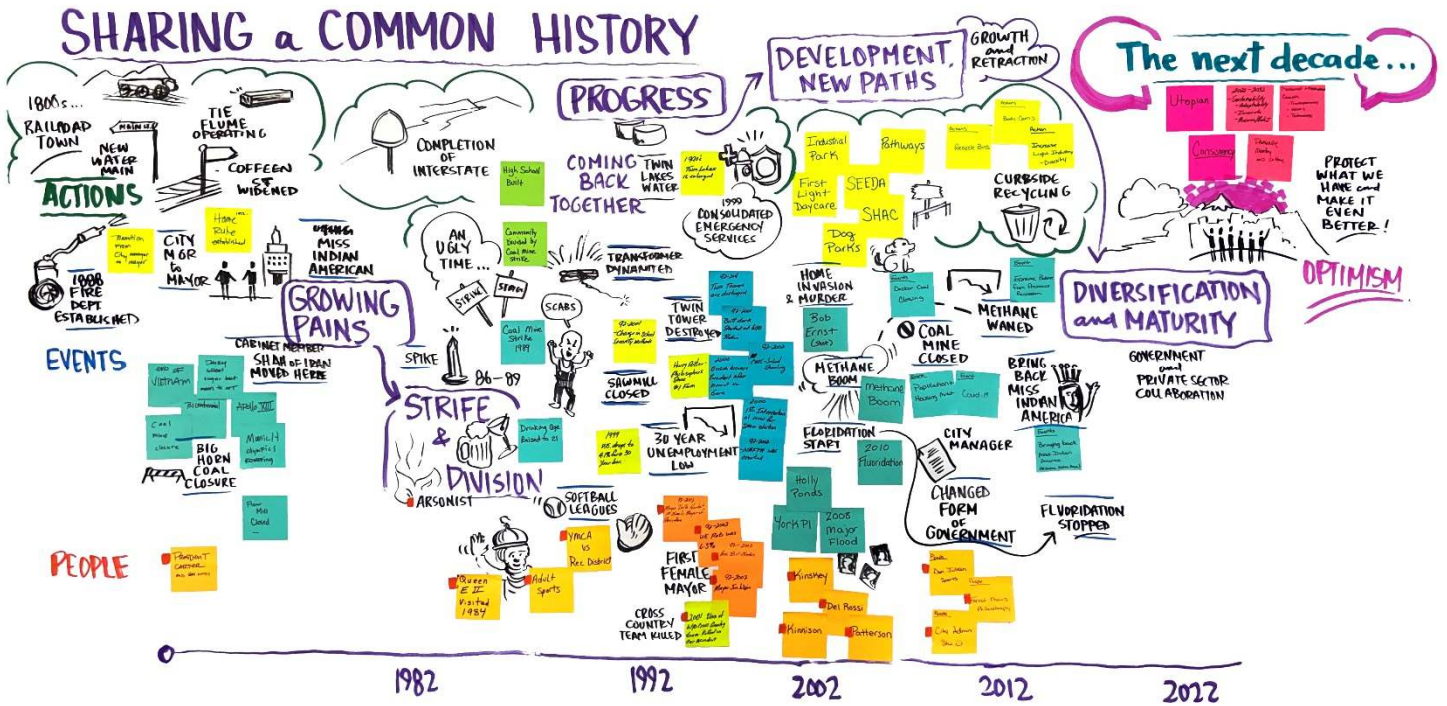
**Mayor:** I have an optimistic attitude. I want to keep the feel of what makes Sheridan special, and I want to keep moving with a lot of the projects that we're already working on. I want to continue the downtown construction and partnerships with the main street businesses. There are a lot of projects that are really important. I'm very goal oriented. I love this community and it's going to continue to grow and flourish, but I don't want to lose what makes it special.

# Sharing a Common History

Participants were asked to share the events, actions, and people that have shaped Sheridan as it is today. Those responses were organized into different time periods and what those time periods were known for, bulleted below, and in the accompanying graphic.

## Sheridan Timeframes

- Prior to 1982: Growing Pains
- 1982-1992: Strife and Division
- 1992-2002: Progress and Coming Together
- 2002-2012: Development and New Paths
- 2012-Today: Diversification and Maturity
- For the Next Decade: Optimism





## True Today, True in Ten Years

The City Council was asked to share their responses to two questions:

- What is **true** about Sheridan today that you **hope** will still be true in ten years?
- What is **not true** about Sheridan today that you **hope** will be true in ten years?

Responses were captured in the following table, as well as the subsequent graphic map.

True Today – still true in Ten Years	<u>Not</u> True today – <u>hope</u> it will be true in Ten years
<ul style="list-style-type: none"> <li>• Home-town feel</li> <li>• High quality of life</li> <li>• Little to no congestion</li> <li>• Safety</li> <li>• It is beautiful</li> <li>• Preservation of historical sites</li> <li>• Steady growth</li> <li>• Vital and active main street</li> <li>• Pleasant aesthetics of the community</li> <li>• Expanding trail systems</li> <li>• Vibrant downtown area</li> <li>• It is historic</li> <li>• Western values of caring for your neighbor</li> <li>• Beautiful nature</li> <li>• A dynamic and diversified economy</li> <li>• Majority of populace holding to traditional social and political values</li> <li>• Thriving local business</li> <li>• Home-town feel</li> <li>• It is western</li> <li>• Growth that complements our community</li> <li>• Community centered</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate work force housing</li> <li>• We need an inventory of housing affordable to the younger and working-class residents.</li> <li>• Home affordability</li> <li>• More diversity (economic &amp; people)</li> <li>• It will be a well-rounded community</li> <li>• Protect the wide-open spaces and support wildlife</li> <li>• Affordable housing</li> <li>• Infill on North Main (e.g., grocery store)</li> <li>• We need decisions to be driven by the merits rather than a desire to secure "free money" (grants)</li> <li>• Waste to energy</li> <li>• Foresight on traffic flow</li> <li>• There won't be a housing shortage</li> <li>• Provide a sense of stability to property owners so they feel their way of life is not harmed</li> <li>• Better night life</li> <li>• The renovation of Kendrick Park Pool</li> <li>• We need strong leaders that know how to say "no" to the well-connected minority</li> <li>• Having a downtown river walk</li> <li>• Better roads</li> <li>• It will be a place for people of all ages</li> <li>• Expand without devaluing the flavor of our community</li> <li>• Tech friendly</li> </ul>

### Proposed Outcome Areas:

- Thoughtful and Vibrant Development
- Beautiful and Protected Environment
- Sustainable and Resilient Infrastructure
- Safe and Livable Community
- Western Cultural Values
- Excellent Governance and Services



## Outcome Area Success Statements

After identifying the Outcome Areas, participants were asked to create directional statements to define success for each Outcome. Outcome Area success statements are captured in the following subsections.

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## Six Word Slam and Parting Thoughts

Participants were asked to reflect on the retreat and share their parting thoughts.

- Collaborative planning for Sheridan's future
- A vision for all our future
- Listen, hear, learn, research, implement, review
- Tough job, committed people, keep working
- Thank God it wasn't about CIPs
- Adopting a future for the community
- Bringing clarity to our City plan
- Thank you, Julia, Julie, and Catherine
- City Council and staff love fest
- This group finally came together today
- Coming together to determine collective desires
- Good company, good food, good drinking
- Learned we all want the best
- Time to reflect and consider possibilities
- Learning more about future City plans
- Better than I ever expected
- A productive and valuable planning experience

# Appendix



# Overview of City's Strategic Planning Journey

...and how the Retreat Fits into the Broader Effort

1

## Recent History of Sheridan "Strategic" Efforts

- 2001: Vision 2020 - Joint City-County Effort resulted in **Growth Management Plan**
- 2004-14: Mayor Kinskey: **Individual Strategy**
  - Economic Development (pyramid on wall)
  - Customer Service Culture
- 2009: "Sharpening the Vision" Vision 2020 Follow-up (Planning Commission Led)
- 2010: Community Assessment Effort (850 interviewed, 200 written comments)
  - Economic development,
  - Infrastructure,
  - planning,
  - Housing, and
  - Various community projects.
- 2017 - 2019 – 5 Sessions Strategic Planning Effort Resulted in:
  - Goal: Attainable Housing
  - CI: Enhance E 5th St Corridor & RR Hx District
  - CI: Update Parks and Rec Master Plan
  - CI: Downtown Property Opportunities (C&C Tire)
  - Enterprise Project: Waste Diversion

2

# How the Retreat Fits into the Broader Effort

“This I believe...”

3

## Scouts and Generals



4

## Scout's Attributes:



- Experience
- Expertise
- Understanding of the Terrain



5

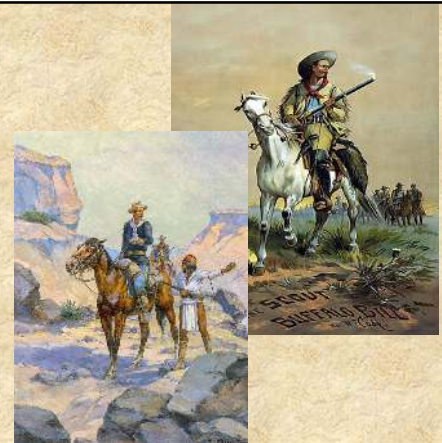
## Purpose of Scouts

- Takes them physically out in front of the main body
- They keep their eyes open for opportunities or dangers
- They report back to the Generals what they see
- Then they get guidance on what to do next
- The best scouts understand the leader's intent



## Generals...

- Determine the overall direction to go
- Communicate their strategy so their soldiers know what to do in the absence of orders.
- Make decisions and revise plans based on the information the scouts bring back

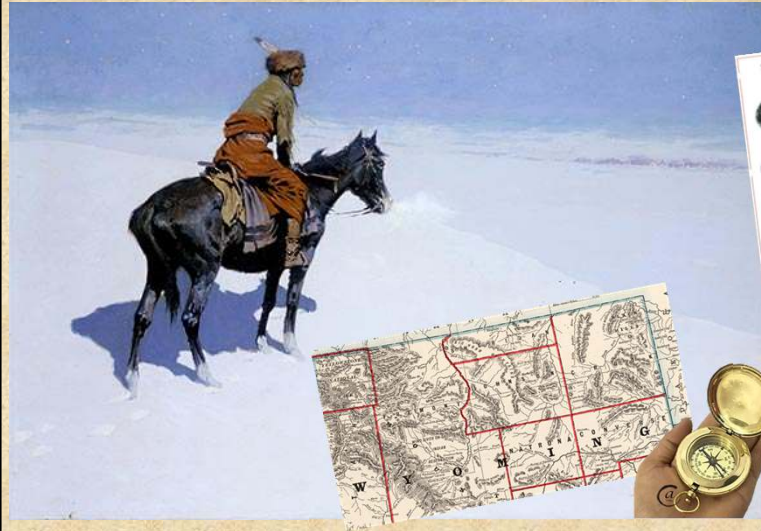


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# Scouts Tools when Things aren't Clear

- Relies on:
  - his map(s)



- and his compass

