

## Appendix A - Implementation Plan

Challenge	Goal	Strategic Initiative	Implementation Action	Lead/Support	Resources
<b>6.1 Airline Service</b>	Recruit airlines that will increase the number of seats available, with the ultimate goal of larger airplanes with better services (restrooms, flight attendants, nonstop flights to more destinations, modern and convenient ticketing services worldwide, and more code-sharing)	1) Reuse data collected for RFP sent to Frontier Airlines in January 2007 to solicit other airlines.	Task force is engaged.	<b>Lead:</b> Forward Sheridan <b>Support:</b> Dude ranches, travel agencies, Sheridan County Chamber of Commerce, Downtown Sheridan Association, Sheridan Travel & Tourism, hospitality industry, Powder Horn Golf Community, Sheridan County Airport, City of Sheridan, Sheridan County, businesses and residents in Sheridan and Johnson counties	
		2) Work with current providers to plan for more available seats, more flights and increased equipment size, and additional code sharing.	Task force is engaged.		
		3) Demonstrate to larger airlines that a demand for their services exists by creating marketing programs that entice area residents and businesses to fly in and out of the Sheridan County Airport			
		4) Work with qualified consultants whenever services are needed to help implement strategies.	Task force is engaged.		
<b>6.2 Careers for Young Professionals</b>	Retain young professionals already living in Sheridan County and recruit additional young professionals to move into the community	Assist employers with recruitment and retention of young professionals	hYPE (Help Young Professionals Engage) is an organization started in answer to this initiative. They have become a committee of the Chamber and are planning activities and entertainment opportunities that appeal to younger workers. They have produced flyers for employers to give to their younger employees to join hYPE, they have a web presence through the Forward Sheridan Website, and they are sending out blogs and links to their alumni associations to attract peers to Sheridan.	<b>Lead:</b> Forward Sheridan <b>Support:</b> Wyoming Dept of Workforce Services, HYPE (Helping Young Professionals Engage), Society of Human Resource Managers, Sheridan County businesses, Sheridan County Chamber of Commerce, and the Sheridan Jaycees	
<b>6.3 Childcare</b>	Provide additional childcare facilities in Sheridan that will accept children of all ages including infants and pre-schoolers and will operate 24 hours a day 365 days a year. Summer programs for elementary children will also be developed. Additionally this facility will provide training in childcare and early childhood development as well as technical assistance to existing childhood development providers.	Identify grant sources and apply for infrastructure funds to build a facility in the City of Sheridan for a childcare center. Submit requests for funding to the Whitney Benefits, Inc. to institute childcare and early childhood curriculum programs at Sheridan College.	A grant has been secured to build an education center in Sheridan that will not only provide childcare services, but will also serve as a teaching institution to provide trained caregivers (through a program with Sheridan College) for the area service providers. Ground has been secured, demolition of current buildings will begin Spring 2008, and ground breaking will soon follow. A second grant will be applied for when Phase I is completed.	<b>Lead:</b> Sheridan Economic and Educational Development Authority Joint Powers Board and Sheridan Quality Childcare Initiative, Inc. <b>Support:</b> City of Sheridan, Sheridan College, Whitney Foundation, Child Development Center, Sheridan Early Childhood Association, the County's three school districts, YMCA, Project Youth, the Ministerial Association, childcare providers, Forward Sheridan	

**PLEASE NOTE:** This Implementation Plan is a dynamic document to be updated regularly as Forward Sheridan works with the implementation task forces to develop specific Implementation Actions to support each Strategic Initiative. The Implementation Plan outlines the timing of each Implementation Action and the lead party or agency responsible for completing that action. Regular updates to the Implementation Plan will be posted on the Forward Sheridan website at [www.forwardsheridan.com](http://www.forwardsheridan.com).

## Appendix A - Implementation Plan

Challenge	Goal	Strategic Initiative	Implementation Action	Lead/Support	Resources
<b>6.4 City/County Communication and Collaboration</b>	Improved communication and collaboration between municipal and County governments that will result in more efficient and effective governing services for the entire community.	Explore options for a liaison group, which would share the perspectives and governing options available to each entity, and seek opportunities for collaboration.	1) Adoption by both City Council and County Commission of a Memorandum of Understanding regarding regulatory process for development within the one-mile area outside City Limits.	<b>Lead:</b> Forward Sheridan <b>Support:</b> City and County agencies, elected officials	
<b>6.5 Design Planning</b>	Create an implementation-oriented design plan for the physical look of the City of Sheridan (including entryways and areas immediately adjoining city limits) to manage city design in a manner desired by the City's residents.	1) Engage an urban design consultant to establish an urban design plan.  2) Start the participatory process of engaging municipal and County political and business leadership, and the general public to create a design plan that includes implementation strategies, a pattern book to guide the review process and modify existing code to reflect the design plan and incorporate the pattern book.		<b>Lead:</b> Forward Sheridan <b>Support:</b> City and County planning departments, elected officials, Sheridan County Chamber of Commerce, Downtown Sheridan Association  <b>Lead:</b> City of Sheridan Planning Dept. <b>Support:</b> Sheridan Design Review Board, elected officials, County Planning Dept., Forward Sheridan	
<b>6.6 Drug and Substance Abuse</b>	a. Educate employers and the public to change the cultural acceptance of substance abuse as an acceptable practice that only affects the individual.	1) Work with lawmakers to strengthen substance abuse laws.  2) Strengthen existing coalitions combating drug abuse by developing and implementing action plans with clear methods for measuring success.  3) Provide education for students and adults that emphasizes not only the harm of substance abuse to the individual but its effect on families, businesses, and the community as a whole.  4) Create substance-free activities and activity centers for students and adults.  5) Create incentives and award programs for students and adults.  6) Announce, celebrate and build on successes.		<b>Lead:</b> Sheridan County Chamber of Commerce <b>Support:</b> Volunteers of America/WYSTAR, Northern Wyoming Mental Health, law enforcement, Cloud Peak Initiatives, Wyoming Department of Workforce Services, and Forward Sheridan	
	b. Implementation of drug policies and drug-testing programs across all industries in Sheridan County.	1) Establish criteria for what constitutes a "drug-free" workplace.  2) Create incentives and award programs for employers meeting criteria for a drug-free workplace.		<b>Lead:</b> <b>Support:</b>	Volunteers of America/WYSTAR, Northern Wyoming Mental Health, law enforcement, Cloud Peak Initiatives, Wyoming Department of Workforce Services, Sheridan County Chamber of Commerce, Downtown Sheridan Association, and Forward Sheridan.

## Appendix A - Implementation Plan

Challenge	Goal	Strategic Initiative	Implementation Action	Lead/Support	Resources	
<b>6.7 Event and Convention Facilities</b>	Construct convention and event(s) facilities in the City of Sheridan or in Sheridan County.	1) Identify a site through the design-planning process.	Task force leadership has been identified.	<b>Lead:</b> Forward Sheridan <b>Support:</b> Sheridan County municipalities, Sugarland Enterprises, Sheridan Travel & Tourism, the Wyoming Lodging & Restaurant Association, Sheridan County Fair Association, Sheridan Recreation District, Big Horn Events Center, Sheridan College, Sheridan County's three school districts, area foundations, urban design consultant		
		2) Put together a public and private venture to finance and construct the facility(ies).				
		3) Identify private ventures that specialize in building and managing convention facilities in small communities.				
		4) Hire a qualified consultant to facilitate the above strategies.				
<b>6.8 Workforce Housing</b>	a. Identify plans and policies that will create a regulatory structure for quality development and provide the tools developers need to hold down building costs	1) Visit with municipal and County elected officials to discuss the need for a plan to address the goal.	Task force leadership has been identified.	<b>Lead:</b> Forward Sheridan <b>Support:</b> Sheridan Housing Action Committee (SHAC), Municipal and County planning departments, municipal and County elected officials, financial lending institutions, developers, real estate agents, and affected employers		
		2) Work with developers, construction companies, lending institutions, and real estate agents to determine what they need to build workforce housing.				
		3) Work with municipal and County planners and elected officials to institute needed ordinances, plans and policies to expand housing opportunities and diversity.				
	b. Have 2,500 housing units, including rentals and home ownerships, in place by 2010.	1) Use government programs to purchase land.			<b>Lead:</b> Sheridan Housing Action Committee (SHAC) <b>Support:</b> Developers, municipal and County planning departments, elected officials, financial lending institutions, state and federal government agencies (USDA, HUD, Fannie Mae), Big Horn Homebuilders Association, Habitat for Humanity of the Eastern Big Horns, Forward Sheridan	
		2) Have local governments create partnerships with community stakeholders and form action plans for workforce housing production.				
		3) Comprehensive plans should consistently place a priority on providing affordable housing. Any conflicts among policies should be decided in a way favorable to workforce housing.				

## Appendix A - Implementation Plan

Challenge	Goal	Strategic Initiative	Implementation Action	Lead/Support	Resources
6.8 Workforce Housing (continued)	c. Educate the community on alternative housing possibilities, and overcome the "Not in My Back Yard" (NIMBY) factor.	1) Planning for and discussion of mixed-use areas, such as trailer parks, modulars, apartment buildings, multi-family structures, etc.		<b>Lead:</b> Forward Sheridan <b>Support:</b> Sheridan Housing Action Committee (SHAC), Urban design consultant, municipal and County planning departments, elected officials, developers, Big Horn Homebuilders Association, real estate agents, and citizens	
		2) Use an urban-design planning group to facilitate a community process for educating the public on where and how mixed-used housing fits the community.			
6.9 Workforce Recruitment	Increase the County's workforce and create a process to ensure a sustainable workforce into the future.	1) Utilize Sheridan County's mature workers. Encourage retired workers who want to return to work either full or part-time. Encourage companies to hire mature workers.	Older Worker Subcommittee of Workforce Recruitment Task Force have identified four strategies: [1] Database of workers and skills available to employers, as well as jobs available to older workers. [2] Education opportunities for employers to develop flexibility within their organizations, thus attracting older workers. [3] Education opportunities for older workers wanting to transition into different working situations.	<b>Lead:</b> Forward Sheridan <b>Support:</b> Sheridan County Senior Citizens Center, American Association of Retired Persons, Wyoming Department of Workforce Services, Sheridan County Chamber of Commerce	
		2) Transition military service people into the civilian workforce. Visit targeted military bases to recruit military personnel and their spouses who grew up or have lived in Wyoming, Montana, Idaho, Utah, North Dakota, South Dakota, Colorado or Nebraska.		<b>Lead:</b> Forward Sheridan <b>Support:</b> Sheridan Chapter of the Society of Human Resource Managers (SHRM), Sheridan VA Medical Center, Sheridan County businesses, Wyoming Department of Workforce Services, Wyoming Business Council (Human Resources Department), Sheridan County Chamber of Commerce, consulting firms that specialize in military-to-civilian transitions	
		3) Provide career/technical trades training for high school youth who do not plan to attend college, so they will be ready for employment upon graduation. Establish a separate task force to achieve this goal.	Task force working on schedule for adding Freshman Career Academy at Sheridan High School in Fall 2009. Additional Academies to follow as these students matriculate through the following grades. Task force engaging local industry partners interested in providing work opportunities for students as apprenticeships or internships.	<b>Lead:</b> Forward Sheridan <b>Support:</b> Career/technical instructors at Sheridan County's five high schools, affected local businesses, Sheridan College I-TEC program, Sheridan County Chamber of Commerce	
		4) Ensure that the central repository for employment opportunities and available candidates is used to its best advantage for the business community by working to establish single database or connectivity of existing databases. Measure and monitor successful placements to maximize effectiveness of database.	Workforce Recruitment Task Force working with local employers and Workforce Services to see that single database is available for all jobs in Sheridan County.	<b>Lead:</b> Wyoming Department of Workforce Services <b>Support:</b> Society of Human Resource Managers, Sheridan Senior Citizens Center, local businesses, and Forward Sheridan	
6.10 Zoning and Land Use Planning	The City of Sheridan and Sheridan County would work with a common consultant to create comprehensive plans for the City and County that incorporate a shared vision.	Work with City and County agencies and elected officials at all levels of government to facilitate cooperation	Sheridan County and City of Sheridan are working with one organization to develop a County Comprehensive Plan and to help with specific areas of the City's planning process to provide a seamless comprehensive plan.	<b>Lead:</b> Forward Sheridan <b>Support:</b> City and County planning departments, elected officials	

Summary Timeline	
Start	Finish
Jan-07	Dec-10
Jul-07	Dec-10
Oct-06	Dec-10

Summary Timeline	
Start	Finish
Apr-07	Jul-08
Jan-08	Jan-08
Mar-08	Dec-12
Feb-07	Dec-10
Feb-07	Jul-09

Summary Timeline	
Start	Finish
Mar-08	Dec-12
Dec-07	Dec-09
Jan-06	Dec-10

Summary Timeline	
Start	Finish
Mar-08	Dec-12
Mar-07	Dec-08
Mar-07	Dec-08
Oct-06	Aug-09
Mar-07	Dec-08
Mar-07	Dec-07