

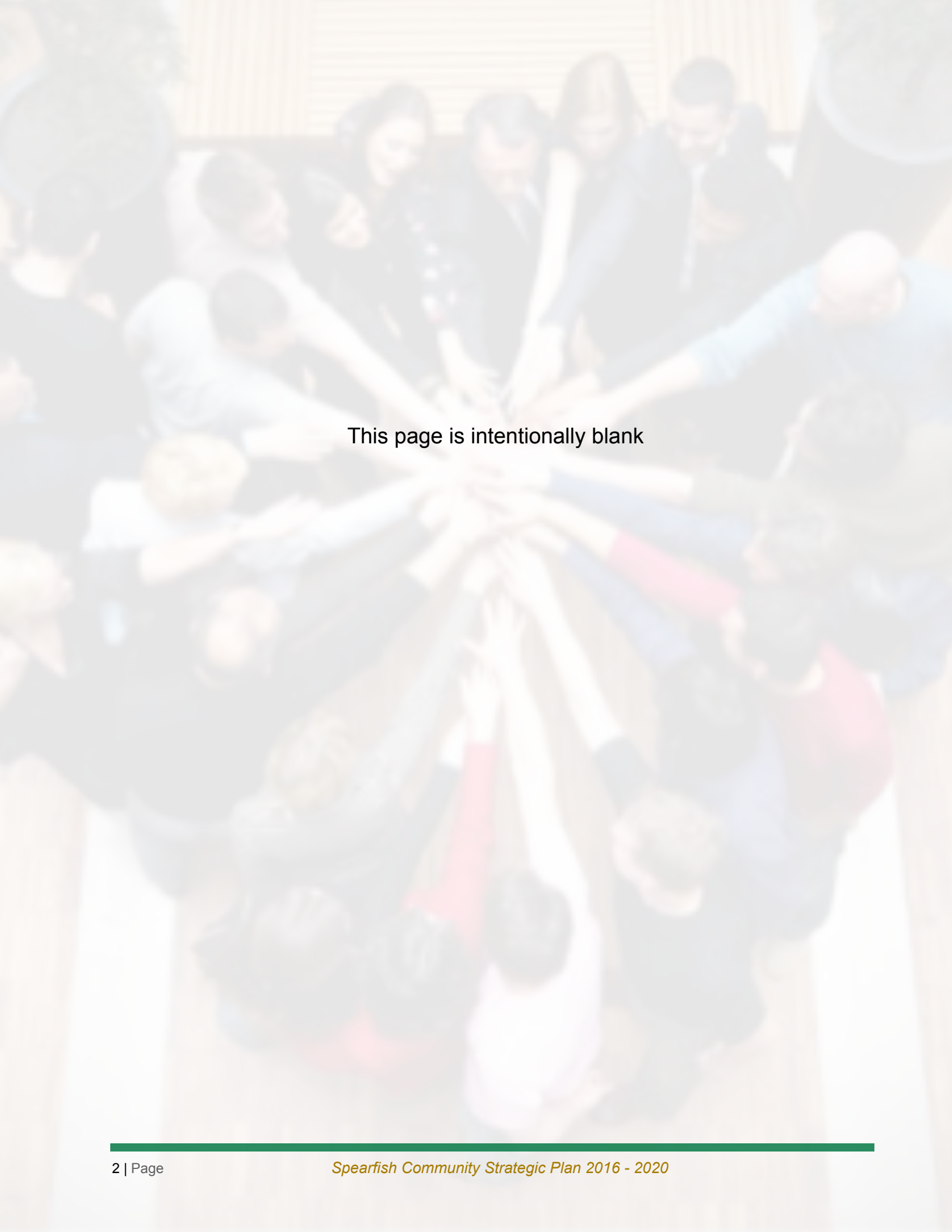


# Spearfish Community Strategic Plan



2016 - 2020

Approved: 03/21/2016



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# LETTER FROM THE MAYOR

## City of Spearfish

625 N Fifth Street  
Spearfish, SD 57783  
www.cityofspearfish.com



### Letter from Spearfish Mayor Dana Boke

It is my honor to present the 2016 – 2020 Spearfish Community Strategic Plan.

This strategic plan is an extension of the Spearfish Comprehensive Plan that was approved in 2011 and is a framework for the future of the City. The City Council and I felt it necessary to more clearly identify the priorities and action steps necessary to fulfill our vision and priorities. The Comprehensive Plan tells us where we are going, while the Strategic Plan guides us in how to get there.

As part of the process in creating a Strategic Plan, we met with various focus groups to identify and define a set of commonly held values, priorities and perspectives from within our community. Bringing together business owners, seniors, educators, non-profits, churches, youth, and others, we were able to formally define five strategic pillars which provide a more cohesive blueprint for sustaining and promoting the community's priorities.

Community growth is dynamic and the priorities and desires of citizens change in an ever-evolving community like Spearfish. Empowered with the guiding principles set forth and defined within this Strategic Plan, the City of Spearfish is now well-equipped with a tool that will direct the forward movement of our community over the next five years.

The City Council and I commit to ensuring the values, priorities and preferences identified during the planning process are used as a guide for our movement into the future and will be reviewed regularly to ensure that it accurately reflects the Council's priorities and the changing needs of the community.

I must acknowledge and thank Joe Neeb [City Administrator] and Jayna Watson [City Planner], for their time and dedication to this project. They were instrumental in bringing groups together, keeping us on track and ensuring all input is represented.

I must also thank the Steering Committee, Subcommittee members, Retreat participants, Focus Group attendees and the City Employees who also contributed their time, expertise and vision for this innovative roadmap that will now dovetail with the current Comprehensive plan and the annual departmental plans.

I am excited to see the City of Spearfish move forward into the future equipped and prepared, full of understanding and knowledge of the principles and values that are important to our citizens. This was truly a community collaborative effort. As I've said many times, Spearfish is the best place to live...

Sincerely,

Dana Boke, Mayor



Finance Office 642.1325

Human Resources 642.1354

Library 642.1330

Public Works 642.1333

Police 642.1305

Rec Center 722.1430

Building & Development

Services 642.1335

# MESSAGE FROM THE CITY ADMINISTRATOR

The development of this plan fulfills a major milestone for both the organization and our community which began in 2011 with the adoption of the City's Comprehensive Plan. The strategic plan will serve as a roadmap of Spearfish's vision for the future through a number of foundational pillars, focused goals and action items.

The 2016-2020 Spearfish Community Strategic Plan is a tool that clearly articulates key focus areas to the Spearfish community and will integrate with the city's business plan, is priority issue-driven, and will lead to the establishment of comprehensive and responsive budgets. The Plan balances the diverse needs of our community through its emphasis on accountability, partnership, innovation, and efficiency.

The newly established Vision, Values and Mission provide the foundation for key community outcomes (short-term and long-term) identified through extensive analysis of citizens needs and desires, local and national trends, and information provided by community experts.

Throughout the development of the strategic plan, we have received tremendous support and input of engaged citizens, community and business partners. The City held numerous outreach events and recorded many comments from residents, businesses, non-profit organizations, employees and various other stakeholders. As the City implements the various projects and programs outlined in the strategic plan, City staff will continue to work diligently to build upon the partnerships we have with our community.

With guidance and leadership from the Mayor and City Council and outstanding participation from our community, the following five Community Pillars have been identified to create the foundation for the strategic plan. These five pillars are the cornerstones of a highly functioning, service oriented organization which lives to serve its diverse population, to produce a sustainable community and maintain and prepare for its current and future responsibilities.

The Pillars include:

1. Balanced Growth and Business Partnerships
2. Fiscal & Resource Management
3. Lifelong Learning & Leadership
4. Quality of Life
5. Sense of Community

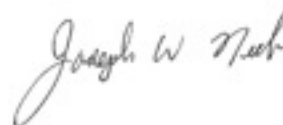


The completion of this plan is a testament to the desire and commitment of the City Council, the organization and the community to enhance the quality of life for our residents and patrons. Given the thoughtful and comprehensive nature of the proposed strategic plan, Spearfish is on the path to remain a successful and thriving place to live, work, invest, shop and dine.

It will assist the elected leadership and the respective departments in sustaining community resources, protecting its assets and raising the level of exceptional municipal services for every strategic objective. It remains fluid to balance the diverse and changing needs of the community with an emphasis on accountability, partnerships, innovation and efficiency.

A special thanks to all the participants involved in this process for their time and input. In particular, I would like to thank the Mayor and Council, City staff, Steering Committee members, and all who contributed in the development of this plan. Their contributions have been, and will continue to be invaluable as we work together to accomplish the many objectives and strategies identified in the Strategic Plan. Spearfish is an exceptional community where its people come together to create a strong and vibrant community that excels in its mission.

Sincerely,

A handwritten signature in black ink that reads "Joseph W. Neeb". The signature is written in a cursive, flowing style.

Joseph W. Neeb, ICMA-CM, CECd  
City Administrator

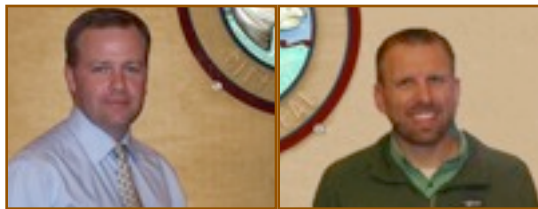


# COMMUNITY LEADERSHIP

## Spearfish City Council

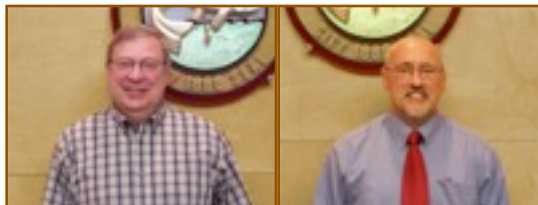


**Mayor**  
Dana Boke



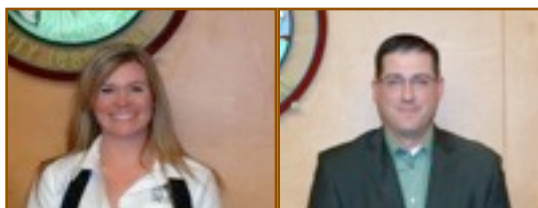
**Ward 1**  
Travis Geppert

**Ward 1**  
Dan Hodgs



**Ward 2**  
Doug Schmit

**Ward 2**  
Paul Young



**Ward 3**  
Pam Jacobs

**Ward 3**  
John Lee



## Strategic Planning Steering Committee

Don Aaker, Former City Council	Dan Hodgs, City Council
Jhett Albers, BHSU Athletic Director	Cheryl Johnson, Public Works Administrator
Dana Boke, City of Spearfish Mayor	Mark Kazmer, Visit Spearfish Board
Kelsie Darling, Chamber Board	John Lee, City Council
Tom Deis, SEDC Board	Dave Peters, School District Superintendent
Dave Dutton, Finance Officer	Jayna Watson, City Planner
Dan Green, Planning Commission	Paul Young, City Council
Nancy Hall, School District Board	

## Strategic Planning Retreat Participants

Don Aaker, Former City Council	Alecia Hoffman, SRAC Facility Director
Jhett Albers, BHSU Athletic Director	Josh Horak, Library Board
Dana Boke, City of Spearfish Mayor	Curt Jacobs, Assistant Police Chief
Toby Bordewyk, Planning Commission	Pam Jacobs, City Council
Tom Callaway, Environment Services Manager	Cheryl Johnson, Public Works Administrator
Barb Cline, SPRFAB	Mark Kazmer, Visit Spearfish Board
Kelsie Darling, Chamber Board	Greg Kruskamp, Planning Commission
Boyd Dean, Police Lieutenant	Bob Meyer, Planning Commission
Randy Deibert, SPRFAB	Joe Neeb, City Administrator
Greg Dias, Historic Preservation Commission	Charlie Neilson, SPRFAB
Michelle DeNeui, Assistant Finance Officer	Tom Paisley, Building Official
Dave Dutton, Finance Officer	Dave Peters, School District Superintendent
Bob Evridge, Wastewater Treatment Facility Superintendent	Pat Rotert, Police Chief
Jodi Friedel, Human Resources Director	Brett Rauterkus, Rec & Aquatics Specialist
Robert Glenn, Water Wastewater Utilities Superintendent	Beau Riopel, Street Superintendent
Dan Green, Planning Commission	Paul Thomson, Lawrence County Emergency Manager
Nancy Hall, School District Board	Ron Van Dyke, SPRFAB
Jesse Hanson, SPRFAB	Matt Walters, SPRFAB Proxy
Keith Hepper, Parks Superintendent	Amber Wilde, City Librarian
Dan Hodgs, City Council	Paul Young, City Council

## Strategic Planning Recorder

Karla Weber, City of Spearfish Administration, Administrative Assistant

## Strategic Planning Focus Groups Data Manager

Mary Burket, City of Spearfish Building and Development, Administrative Assistant

## Strategic Plan Editor

Nancy Hall, School District Board

## Strategic Planning Facilitator

Susan L. Konstant, PACE Strategic Development, LLC

## Action Planning Subcommittee Members

<p><b>1. Balanced Growth &amp; Business Partnerships</b></p> 	<p><b>Steering Committee Members:</b> Dana Boke, Dan Hodgs, Cheryl Johnson, Mark Kazmer, John Lee, Joe Neeb, Jayna Watson</p> <p><b>Community Leaders:</b> Eric Davis, Larry Klarenbeek, Greg Kruskamp, Kyle Mathis, Tom Paisley, Stephanie Salazar</p>
<p><b>2. Fiscal &amp; Resource Management</b></p> 	<p><b>Steering Committee Members:</b> Dana Boke, Tom Deis, Dave Dutton, Nancy Hall, Joe Neeb, Jayna Watson</p> <p><b>Community Leaders:</b> Michelle DeNeui, Jodi Friedel, Robert Glenn, Pam Jacobs</p>
<p><b>3. Lifelong Learning &amp; Leadership</b></p> 	<p><b>Steering Committee Members:</b> Dana Boke, Joe Neeb, Dave Peters, Jayna Watson, Paul Young</p> <p><b>Community Leaders:</b> Tom Callaway, Doug Deppe, Josh Horak, Amber Wilde</p>
<p><b>4. Quality of Life</b></p> 	<p><b>Steering Committee Members:</b> Jhett Albers, Dana Boke, Joe Neeb, Jayna Watson</p> <p><b>Community Leaders:</b> Mistie Caldwell, Randy Deibert, Patti Dias, Travis Geppert, Keith Hepper, Alecia Hoffman, Ava Sauter, Sian Young</p>
<p><b>5. Sense of Community</b></p> 	<p><b>Steering Committee Members:</b> Dana Boke, Kelsie Darling, Dan Green, Joe Neeb, Jayna Watson</p> <p><b>Community Leaders:</b> Melissa Barth, Corinne Hansen, Jennifer Mollman, Beau Riopel, Pat Rotert, Doug Schmit</p>



## City Departments and Responsibilities

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### **City Administration**

- Economic Development
- Elected Official Support
- Multi-Departmental Support
- Marketing
- Website/City Calendar
- Development Vision

### **Finance**

- Purchasing
- Budgets

### **Legal**

- Contracts
- Agreements
- MOU's
- City Codes

### **Parks & Recreation**

- Recreation Programs
- Parks Maintenance
- Recreation Path
- Cemetery
- Campground

### **Public Works (PW)**

- Utilities, Water, Sewer, Storm Water
- Streets and Rights of Way

### **Planning and Zoning (P&Z)**

- Land Use
- Signage
- Zoning
- Encroachments
- Code Enforcement

### **Police (PD)**

- Public Safety
- Dispatch
- General Policing

### **Engineering**

- Design Standards
- Utility Standards
- City Project Preparation

### **Fire (FD)**

- Fire Prevention
- Fire Response
- Grants/Financial

### **Building Officials**

- New Building Construction
- Existing Building Maintenance
- Contractors

### **Library**

- Educational/Literacy Programs
- Technology & Resources
- Community Information & Outreach



# EXECUTIVE SUMMARY



## Introduction

*Quality of Life* for present and future generations is the keystone attribute that Spearfish residents enjoy and visitors experience since the establishment of the City in 1888. Now in 2015, Spearfish is now nationally recognized as one of the Top 10 Best Small Towns by Livability.com. Located in Lawrence County, Spearfish, South Dakota can again capitalize on the consistent, encompassing brand for our natural beauty, economy, housing, lifelong learning opportunities, safety, family atmosphere and abundance of outdoor activities. However, like every forward-thinking community, Spearfish needs to confront our challenges, embrace our opportunities, strengthen our assets and balance our dreams for the future.

Since the Spearfish community initiated this milestone strategic planning process in March 2015, committed civic leaders courageously applied their talents, skills and time to the arduous but rewarding development process in order for the community to reach higher levels of success. Through four Steering Committee meetings, one large group Retreat session, fifteen Focus Group gatherings and eight Community Pillars and Action Planning meetings, the Spearfish community exhibits the essential dedication for the first strategic planning process in several years. This integrated approach propels collaborative and innovative 21<sup>st</sup> Century solution-driven initiatives for the desired tactical five-year framework by collectively asking, “What does success look like for the future of Spearfish?”.

The Spearfish Community 2016-2020 Strategic Plan is a living document that expresses our:

desired Vision, *Our Preferred Future*,  
core Values, *Our Touchstones for Excellence*,  
committed Mission, *Our Livability Pledge*,  
and critical goal Priorities, *Our Community Pillars*

The Plan also clearly outlines specific Focus areas, Objectives and forecasted Action Steps for five key priorities referred to as the Community Pillars. Adopting the 5-year Strategic Plan links the community to the City’s budget and reflects the City Council’s priorities for providing exceptional services and ancillary programs to all those who live, work, learn and play in Spearfish. In addition, this intentional business practice aims to ensure that we remain adaptive, responsive and proactive within our resource capabilities.



Strategic planning must be seen as both a platform for a product and a process. As the community embraces this milestone effort, two key points are at the forefront of this iterative planning journey:

- 1) The “planning process” is just as important as the final document itself.
- 2) The Spearfish community’s planning process is never “done” -- the planning process continually cycles through and dovetails with the City’s vision-focused governance, operations, budgeting, human capital, Capital Improvements Plan (CIP), Comprehensive Plan, economic development initiatives and departmental responsibilities.

## Our Integrated Planning Approach

The role of the community is expanding. Greater community engagement and numerous partnerships are shaping who we are. Blending an integrated planning approach with the Spearfish’s cohesive energy is a perpetual planning and implementation path that will foster an iterate blueprint for continuous improvement.

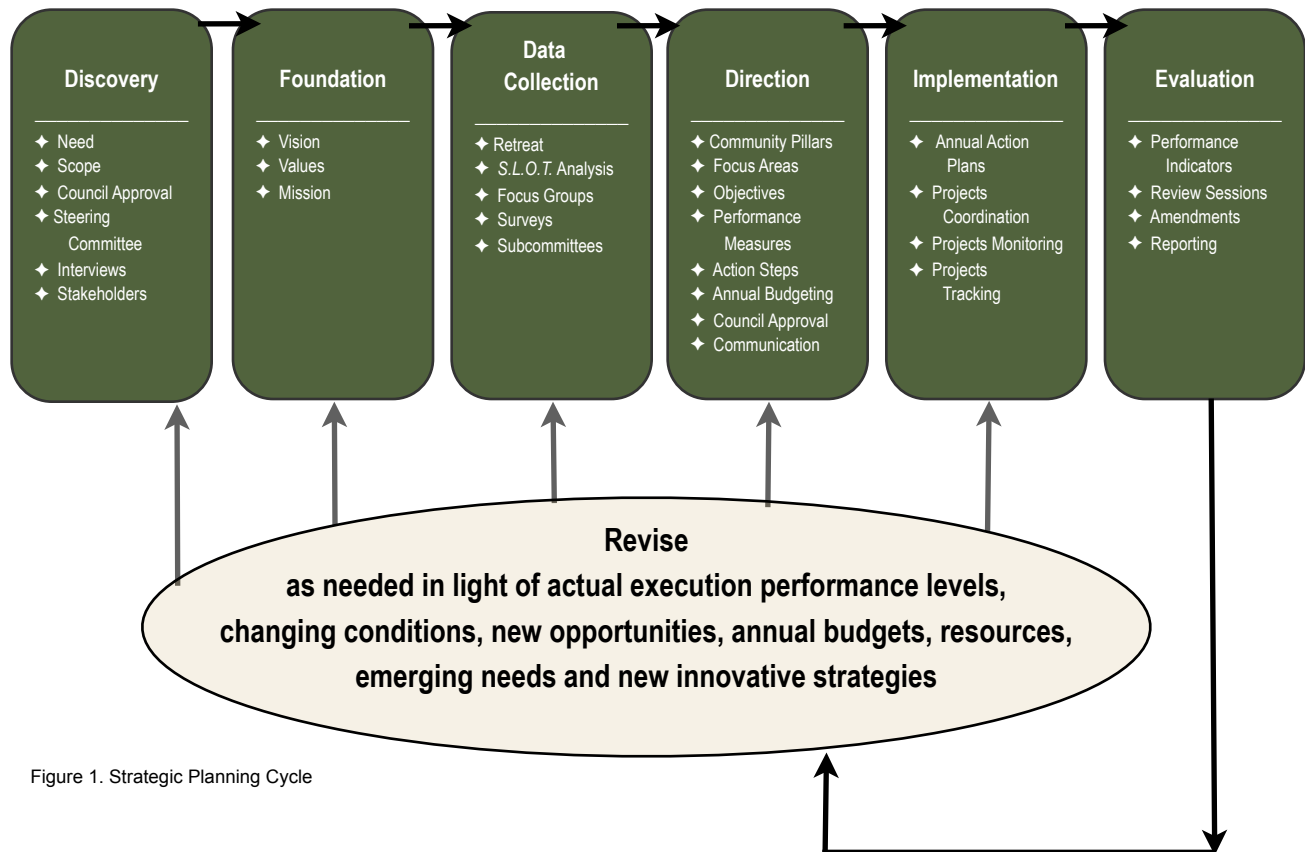
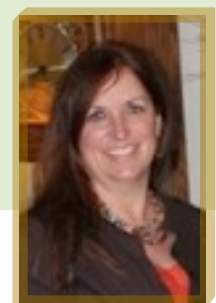


Figure 1. Strategic Planning Cycle

*“Communities are a delightful weave of intricate systems and the people who interact within them. From the knitting circle to the baseball team, ideas abound for how to better manage any number of community issues. The strategic plan is the to-do list generated from many hours of community input. Ideas are sifted and sorted into common themes that describe what citizens, business owners, and city leaders want for Spearfish. As an iteration of the Comprehensive Plan, the strategic plan converts nebulous goals into specific actions that will improve the community. By setting out realistic short-term action steps, the strategic plan is a valuable tool to accomplish the desires that citizens have for this place that everyone loves, Spearfish.”*

~ Jayna Watson, City Planner  
City of Spearfish





## Our Community Development

The current *Envision SPEARFISH* Comprehensive Plan, adopted by the City Council in 2013, directs our ten year vision. This official policy document is required by South Dakota State Statute for specific city regulations, codes, and methods that guide our community's future growth and development. As the community's foundation planning tool, the Comprehensive Plan also dovetails with shorter-term (3 to 5 year) proposed action steps that are now specified in this 2016-2020 Strategic Plan.

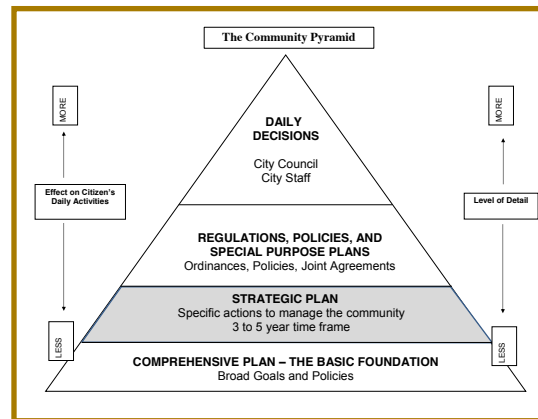


Figure 2. Community Development Pyramid

**NOW IS THE TIME** for both plans to act as the operational pathways that will enable our community to realize our vision. With the current Greater Spearfish population estimated at approximately 15,000 and numerous economic indicators showing steady growth patterns, the regulations, policies and other initiatives constructed and adopted through these frameworks are essential to proactively position Spearfish and its citizenry for the future's unpredictable economic, social, environmental, political and other factors. As the community moves forward with the implementation of the Strategic Plan, the 2017 through 2020 annual City budgeting processes will develop the detailed Annual Action Plans and Gantt tracking matrix.

### HOW WILL WE USE THE PLAN?

The Spearfish community will use the Plan to:

- ★ define the community's priorities, processes and short and long-term plans for continual improvement.
- ★ prioritize budget and resource allocations.
- ★ adopt innovative City policies and regulations.
- ★ direct the shape of the community such as land use, infrastructure, services, assets, operations, etc.
- ★ provide work plan context for City departments and community partners.
- ★ align initiatives with the current Comprehensive Plan, CIP and other City applications.
- ★ inspire, empower and engage the community and our partners to achieve *Our Preferred Future*.

**COMMUNICATING** the vision and the Strategic Plan's objectives to the City Council, City personnel and Spearfish citizens is now critical throughout the implementation and evaluation phases. Consistent communication platforms provides transparency, community engagement and harmonious alignment among the City, public and private sector. Following the quarterly and annual review sessions, progress reports will inform the public on the key performance indicators for each strategic Community Pillar and their subsequent action items.

## Our Collaborative Spirit

Spearfish retains a rich history of community engagement and civic collaboration to creatively achieve common goals. The strategic planning process is designed to initiate conversations. Dovetailing these two attributes launches civil dialogue that focuses on sustaining Spearfish in every respect--socially, politically, culturally, economically, physically, historically, recreationally and environmentally. These conversations capitalize on opportunities for individuals representing all community neighborhoods and all aspects of life (all interests, ages, socio-economic groups, cultural backgrounds and areas of expertise) to share their hopes and dreams for Spearfish.

Figure 3 illustrates various outreach modes during the planning process. Community members did, and will continue to play an active role in realizing *Our Preferred Future*.

This process is community development, not just the City's strategic plan. Successful implementation will require community ownership and action plan champions.

### Steering Committee

The Steering Committee is comprised of fourteen appointed community leaders charged with the primary role of ensuring the broadest feasible community ownership and ambassadorship for the Spearfish Community's 2016-2020 Strategic Plan. These committed professionals constructed the inceptive draft concepts for the vision, values, mission and community pillars by asking

- ★ *Where are we today?*
- ★ *Where do we want to go in the future?*
- ★ *How are we going to get there?*

The Steering Committee members held four formal planning sessions and also participated in the Retreat, Focus Groups and Action Planning phases. Their responsibilities also included to:

- ★ compose and approve all planning foundation elements.  
(Vision statement, Values, Mission statement, Community Pillars titles and Community Pillars' definitions)
- ★ assess internal and external analyses and Focus Groups' data
- ★ finalize and approve the Plan's initial Objectives and Action Steps.
- ★ review and edit the final Spearfish Community 2016-2020 Strategic Plan draft prior to Council approval.
- ★ serve as the leadership panel to recommend the formal Spearfish Community 2016-2020 Strategic Plan document draft to the City Council for approval.
- ★ provide guidance during the City's annual budgeting processes that develop the subsequent annual Action Plans.
- ★ participate in the quarterly and annual strategic planning review sessions (schedule: TBA).

All Steering Committee meeting recap reports are posted on the City's Document Center website:  
[http://www.cityofspearfish.com/city\\_government/reports\\_and\\_presentations/index.php](http://www.cityofspearfish.com/city_government/reports_and_presentations/index.php)



Figure 3. Strategic Planning Process Community Engagement Opportunities



### Retreat Participants

Over 60 Spearfish and Northern Hills stakeholders were invited to the May 2015 Planning Retreat. Approximately 40 attendees represented a broader scope of community leadership and offered their expertise to complete the imperative retreat activities. While round table discussions generated supporting data for the Steering Committee’s initial foundation elements (Vision, Values & Mission), the primary event task included the completion of the *Strengths, Limitations, Opportunities & Threats (S.L.O.T.) Analysis* for each of the eight preliminary critical goal categories. The original eight priorities identified by the Steering Committee at previous meetings included:

- |   |  |
|---|--|
| 1. Fiscal Responsibility & Sustainability | 5. Recreation & Parks                    |
| 2. Growth & Development                   | 6. Business Partnerships & Relationships |
| 3. Communication & Technology             | 7. Community Engagement                  |
| 4. Tourism                                | 8. Health, Wellness & Safety             |



Per the unanimous recommendation by the retreat participants, “Education” was added as a ninth potential category post retreat activities.

The *S.L.O.T.* Analysis is a precursor to the focus goal development and the action planning phases. The *S.L.O.T.* Analysis collects vital information regarding the potential community pillars *Strengths, Limitations, Opportunities* and *Threats* while identifying the Rewards and Consequences of each item, issue and/or attribute. The Retreat Summary Report and complete results of the eight *S.L.O.T.* Analyses, for the aforementioned original priorities, are accessible on the City’s website.

### Focus Groups

Fifteen (15) focus group sessions conducted from July through October 2015 allowed all Spearfish residents the unique opportunity to engage in this inclusive strategic planning phase. To encourage attendance, focus group sessions were held at easily accessible locations and were conveniently scheduled for the public as well as for the business community. Ample communication mechanisms provided adequate meeting notification requirements through the use of press releases, social media, flyers, hand-written invitations, email blasts, the City of Spearfish website, personal contact, etc.

Nearly 300 civic-minded stakeholders attended the interactive conversations that were tailored to the following 10 sectors:

- |   |                               |
|---|-------------------------------|
| 1. Arts, Recreation & Historic Preservation     | 6. Education                  |
| 2. Business Partnerships & Economic Development | 7. General Public             |
| 3. Churches & Ministries                        | 8. Health Care & Wellness     |
| 4. City Personnel                               | 9. Real Estate & Development  |
| 5. Civic Groups                                 | 10. Health, Wellness & Safety |

“Thank you for hosting these Focus Group events and giving us opportunities to voice our opinions for the future of Spearfish.”

~ Focus Group Participant



Data collected from the Focus Groups generated numerous objectives and proposed action steps. The complete Focus Groups Summary Report is available for public viewing on the City’s website.

### Action Planning Subcommittees

The Action Planning Subcommittees include selected Steering Committee members, Retreat participants and Focus Group attendees. Each Subcommittee worked diligently to complete their respective Community Pillar's initial Action Plan.



### Surveys

The City of Spearfish will periodically conduct additional community input and satisfaction surveys throughout the life of the 2016-2020 Strategic Plan.

### Annual Budgeting & Action Steps Planning

The City of Spearfish's annual fiscal budgeting systems will assess economic and social conditions, emerging needs, unique opportunities, unforeseen challenges, potential risks and available resources to construct the next year's action plans for the respective Community Pillars. Multiyear Gantt charts will also be used. The City Council will ultimately determine the path for the Strategic Plan's objectives and our community's vision through their approval of this initial roadmap and the 2017, 2018, 2019 and 2020 FY's Annual Budgets.

### Execution

Great communities evolve from cohesive visions, overarching core values and anchored mission objectives. Citizen and stakeholder involvement throughout the implementation phase reflects our community pride and collective hopes for the future. Conversations will continue, new ideas will evolve, paths for growth and prosperity will emerge, and partnerships will provide abundant opportunities through small yet impactful actions executed from the 5-year visionary plan. Community engagement during the implementation phase allows us to learn as we grow, always collectively improving our strengths to maintain our core values and sustain our premier attribute: *Quality of Life!*

### Evaluation

Systematic reviews and community feedback ensures that our "roadmap" continues as a transparent tool and that we, as a community, are open to refining the Plan as needed. Measuring key performance indicators will assure that our plan remains viable. Since this is the first formal strategic planning process for Spearfish in several years, we also recognize the need for a perpetual planning culture. This standard for excellence is our commitment for continual improvement by measuring progress of the objectives and impact on the community, residents and visitors.

**“Spearfish has a strong tradition of investing in assets that enhance and promote our community for current and future generations.”**

~ Joe Neeb, City Administrator



## Our City's Fiscal Outlook

The City of Spearfish has a long standing track record of financial stability. This was proven by Spearfish receiving an upgrade to its Bond Rating in 2015. The City manages its financial matters in a very conservative manner. Our first financial management tool is by utilizing capital improvement planning to assist in forecasting future financial resource requirements. Annually, we update the Capital Improvement Plan (CIP). Our CIP forecasts plans for ten years, the first year is actual plans, second through fifth year are draft plans, and the sixth through tenth years are future needs and likely plans.

The second financial management tool utilized by the City Finance Office is for cash balance forecasting. We have developed Financial Fund Forecasting Spreadsheets for this purpose. We forecast for every separate financial fund individually. The City forecasts future Fund Cash Balances for ten years. We utilize current fund cash balances, offset by future revenues and future expenditures. These spreadsheets allow the City to predetermine future cash flow statuses by fund. We utilize the CIP, modest revenue growth, and controlled operating expenditure growth. Revenue and operational expenditure growth are estimated based upon historical analysis. Any future planned or forecasted service model changes or additions are also considered when updating these spreadsheets. These spreadsheets are also a key component of determining necessary future Enterprise Fund rate increase requirements.

The third financial tool is the City's enactment of the Fund Balance Reserve requirements. The General Fund currently requires a 20% cash balance requirement of the current year's budget. All other major funds require a 20% cash balance requirement. Maintaining fund balance reserves at adequate levels are essential to mitigate current and future risks, such as revenue shortfalls (i.e. recession) and unanticipated expenditures (i.e. natural disasters or unanticipated major infrastructure failure) and to ensure stable user fees and tax rates. Fund balance levels are a crucial consideration in long-term financial planning.

The fund cash balance requirements are utilized in the Financial Fund Forecasting Spreadsheets. Due to Spearfish's conservative nature, our cash balance requirements are at the higher range of what is generally significantly higher recommended and accepted by the national Government Finance Officers Association (GFOA) which is approximately 15-20%.

As mentioned above, Spearfish is currently in a sound financial position. However, caution is always prudent when considering additional projects, services and financial commitments. Current revenue trends are keeping pace with current annual expenditure increases and necessary capital improvements. Therefore, adding new and unplanned projects or services will likely require an adjustment to existing services/planned projects or off-setting new revenue sources will need to be found. When evaluating the cost of new projects or services it is imperative that all associated costs be included; operational, capital replacement, etc. We must keep long-term financial sustainability and survivability at the forefront.

Additional Note: There are always tradeoffs in financial decision making and planning. Weaving financial resiliency principles into the organization's culture makes these tradeoffs clear to others. More importantly, this integration allows decision makers to link all of their choices about resources to the overall goals of the organization. Doing so helps the organization weather the inevitable storms that come along, making sure that all parties continue moving in the same direction toward a vibrant future.





## Our Community's Commitments

### Community Empowerment

All residents deserve opportunities to shape the Spearfish community. We will continually engage and empower our diverse constituents in the decision-making processes to ensure our authentic commitment for all citizens to have a voice in meeting the needs of Spearfish.

### City's Fiscal Guiding Principle

The City of Spearfish shall uphold or exceed financial standards of accountability mandated by the State of South Dakota. We will strive to maintain short-range and long-term financial stability, sustainability and resiliency through fiscally prudent planning and administration. As wise stewards of the public's resources, the city will develop strategies that not only define initial capital and service model costs but also includes annual associated operational expenses to ensure long-term financial viability.

### City's Legal Statement

The Spearfish Community 2016-2020 Strategic Plan is a foundation for prioritizing and policy making and is intended to guide the development and execution of Spearfish's long-term goals. The Strategic Plan is not intended to replace or supersede any ordinance, appropriation authority, resolution, policy, or directive relating directly to any issues it may address. Actions taken pursuant to or in furtherance of the Strategic Plan will be in conformance with all applicable ordinances and state and federal laws.



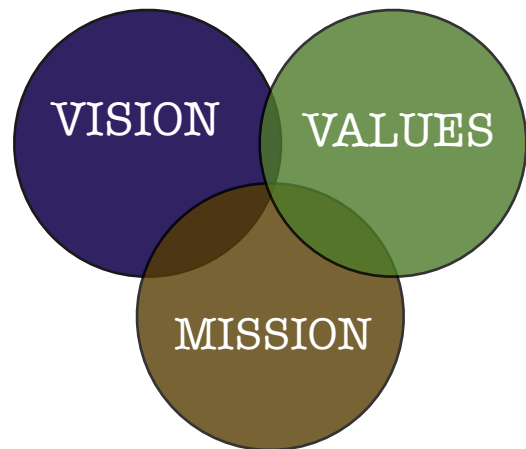
The Spearfish community is committed to work collaboratively to achieve our strategic objectives.

It's vital for the Spearfish community to think globally, yet work locally.

# ROAD TO SUCCESS

## Our Vision, Values & Mission

Our community's Vision statement encompasses its ideal view of what Spearfish wants to be in the future and what clear direction we will pursue to seek our course for success. Throughout the listening phase in developing the vision, hundreds of ideas emerged. These inspirational concepts were distilled and augmented throughout the multitude of planning platforms as part of the quest to shape the creation of the Spearfish community's **VISION STATEMENT**.



### **VISION: Our Preferred Future**

***Spearfish is a safe and welcoming community which ensures quality of life by engaging its citizens; preserving its beauty and heritage; and fostering education, the arts, and economic and cultural diversity.***

Our community's Values are the overarching centric beliefs that will guide daily behaviors and decisions for sustaining Spearfish for the future. These foundation standards define the cultural philosophies of how we conduct business and the manner in which our relationships are molded. The Spearfish Community 2016-2020 Strategic Plan's objectives will be achieved through the committed citizens who demonstrate our **VALUES** everyday.

### **VALUES: Our Touchstones for Excellence**

- ***Fiscally Responsible & Sustainable***
- ***Forward Thinking***
- ***Environmental Stewardship***
- ***Community Engagement***
- ***Trust, Integrity & Respect***

### **MISSION: Our Livability Pledge**

***Our pledge is to serve the community by enriching the quality of life through excellence in stewardship, strategic leadership and civic engagement.***

Our community's Mission statement defines the purpose for which we exist by articulating action-oriented objectives and addresses specific services, needs, issues and/or challenges. The Spearfish community's **MISSION STATEMENT** was carefully crafted to vocalize our mantra, authentic pledge and responsibilities to all who work, live, visit and play in Spearfish.

Our Vision, Values and Mission reflect the community's shared principles and are based on our current position and outlook for the future. These foundations will guide our daily lives to ensure and enrich our preferred road to success for our residents, visitors, businesses and neighborhoods.

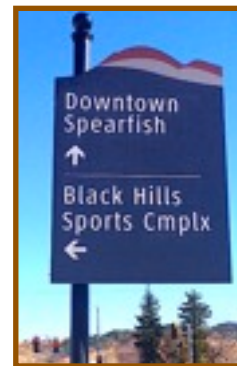


# CRITICAL GOAL PRIORITIES

## *Our Community Pillars*

The Spearfish Community 2016-2020 Strategic Plan highlights priorities that the community will address over the next five years. By appraising future opportunities, potential challenges and current strengths and limitations, we can develop short-term and long-range mechanisms that will proactively enhance Spearfish (not reactively respond). Through the respective planning meetings, focus group sessions and action planning discussions, five critical goal priorities emerged. These priorities are formally referred to as our primary “Community Pillars”. Additional resources considered while developing the detailed action plans included, but were not limited to:

- ★2013 Envision Spearfish Comprehensive Plan
- ★2016-2020 Capital Improvements Plan
- ★2016 City of Spearfish Budget Guide
- ★2015 Spearfish Sub-Culture Development Task Force Initiative
- ★2014 Lookout Mountain Land Management Plan
- ★2014 Multipurpose Sports Complex Feasibility Study
- ★2013 Citizen Survey
- ★2013 Retail Gap Analysis
- ★2012 Spearfish Convention Center Expansion Analysis



### Reading the Action Plans

This strategic framework guides the readers through the five Community Pillars’ Focus goal themes, Objectives, Action Steps and responsible Departments.

**Community Pillars** are the keystones which the Community identifies as the prioritized critical goal categories to achieve and realize the community’s and Council’s vision. The Pillars are the centric issues the Community must address for long-term sustainability.

**Focus Themes** are the unified and dominant goal subjects under the Community Pillars and identified by the community to develop specific action plans to achieve its vision, mission, and deliver value to its constituents.



**Objectives** are the definitions for the respective Focus Themes. The timeframe for achieving the objectives is forecasted for three to five years, however some may require longer-term applications.

**Action Steps** are the means to achieve the objectives. Numerous actions may require subsequent steps. The proposed action steps in this document’s initial plan are not listed in a prioritized order as the City’s annual budgeting process will ultimately determine the forecasted implementation timeframes for the proposed action steps.

**Departments** are City personnel champions who will lead, manage and/or monitor each Action Step. Many action steps will also require collaboration with the public and private sector.

## 2016-2020 Community Pillars

# SPEARFISH COMMUNITY STRATEGIC PLAN 2016 - 2020 COMMUNITY PILLARS

 <b>1. Balanced Growth &amp; Business Partnerships</b>	 <b>2. Fiscal &amp; Resource Management</b>	 <b>3. Lifelong Learning &amp; Leadership</b>	 <b>4. Quality of Life</b>	 <b>5. Sense of Community</b>
<b>Focus 1.1</b> Community Design, Standards & Policies	<b>Focus 2.1</b> Governance & Communication	<b>Focus 3.1</b> Leadership & Volunteerism	<b>Focus 4.1</b> Clean Air Destination & Marketing	<b>Focus 5.1</b> Community Engagement
<b>Focus 1.2</b> Partnerships	<b>Focus 2.2</b> Stewardship of Resources & Assets	<b>Focus 3.2</b> Partnerships & Networking	<b>Focus 4.2</b> Arts & Culture	<b>Focus 5.2</b> Public Services & Safety
<b>Focus 1.3</b> Business & Economic Development	<b>Focus 2.3</b> Human Resources, Capacity & Capital	<b>Focus 3.3</b> Programs & Access	<b>Focus 4.3</b> Historic Preservation	<b>Focus 5.3</b> Community Identity & Branding
	<b>Focus 2.4</b> Fiscal Mechanisms & Public Influence	<b>Focus 3.4</b> Growth Trends & Patterns	<b>Focus 4.4</b> Parks & Recreation	



# Community Pillar

## 1. Balanced Growth & Business Partnerships

### 1. Balanced Growth & Business Partnerships

The Spearfish community faces the challenge of guiding and balancing systematic growth and development in a dynamic economic environment. It is essential that Spearfish not only protect and enhance the historical value of its public assets and resources, but also stimulate investment in neighborhoods and businesses through partnerships and programs. The Spearfish community will work to maintain and install the community's facilities and infrastructure and create a business friendly environment. The collaboration of city and private entities will foster public safety and ensure a diverse and resilient economic base for our community.

#### Focus 1.1 Community Design, Standards and Policies

##### Objective 1.1

The Spearfish community recognizes the high quality of its natural and developed environments and encourages new development and revitalization that contributes to these qualities. Community design affects everything from the sustainability of infrastructure to the ability to attract new business. The Spearfish community will achieve the following attributes in new growth as well as redevelopment efforts:

- New neighborhoods and businesses will be built in a manner that reflects and enhances Spearfish's reputation as a beautiful and healthy city.
- Public infrastructure will be designed and built to achieve financial and environmental sustainability in order to keep the long-term maintenance costs to the public as low as possible.
- Redevelopment projects will achieve compatibility with the existing conditions.

Proposed Action Steps (not prioritized):	Department
1.1.1 New development should complement the scenic attributes of the Black Hills with rezoning decisions to be guided by a set of design guidelines that describe how this is to be achieved as well as how mixed land uses can compatibly fit together.	P&Z
1.1.2 Develop a preferred land use map document that describes what land uses are desired and location.	P&Z
1.1.3 Create and adopt a comprehensive development standards and specifications manual that will assist to be used in both private development and city public works projects.	Engineering & P&Z
1.1.4 Ensure that an adequate supply of industrial and commercially zoned lands exist in order to attract a variety of businesses to Spearfish in order to grow and diversify employment opportunities as well as increase sales tax revenues.	P&Z
1.1.5 Complete a sewer study to determine sewer capacity needs for the Exit 17 and Airport Area.	Engineering
1.1.6 Complete a storm water analysis of the exit 8 industrial park area to determine and evaluation issues that are occurring with runoff.	Engineering
1.1.7 Update/continue a comprehensive way-finding program and signage that direct the public to Spearfish destinations that promote culture, tourism, recreation, and the University.	PW

Focus 1.1 Community Design, Standards & Policies Proposed Action Steps cont.		Department
1.1.8	Develop a right of way management policy that provides clear direction regarding what are appropriate uses of the public right of way.	PW; P&Z
1.1.9	Update the 3-mile platting ordinance and identify areas we do and do not need to regulate within the 3 miles.	P&Z; Engineering
1.1.10	Update portions of zoning code to reflect changes in state law.	P&Z; Legal
1.1.11	Prepare the 2018 Jackson Blvd. project by holding public meetings to determine how to design the street in a manner that promotes its purpose within the City.	Engineering; PW
1.1.12	Create a checklist of issues to guide requests for vacates and consider utilities, traffic and drainage.	P&Z; PW
1.1.13	Vacate public rights-of-way only when topographical conditions absolutely preclude beneficial use of the right of way, and no demonstrable future use of the right of way can be foreseen.	P&Z; PW
1.1.14	Support the redevelopment of property to more intense land uses when compatibility to the surrounding area is achieved by creative design solutions that mitigate potential impacts.	P&Z
1.1.15	Complete a housing study and define affordable housing based on median home values and income levels and create an implementation plan.	City Admin; P&Z
1.1.16	Encourage and support innovation and creativity in new neighborhood design.	P&Z
1.1.17	Promote and encourage walkability in all new development and redevelopment, both commercial and residential.	P&Z; PW
1.1.18	Identify what streets could be considered for the complete streets concept to include all modes of travel.	P&Z; PW
1.1.19	Develop policies and expectations to narrow the window of time between infrastructure completion and dedication.	P&Z; Engineering
1.1.20	Evaluate and Implement the findings of the housing study and develop public policy to encourage and facilitate affordable housing.	City Admin; P&Z

Focus 1.2 Partnerships	
<p><b>Objective 1.2</b> Partnerships within the Spearfish community are the formal or informal relationships between the City and other private and non-profit sectors for the purpose of completing a project that will serve and benefit the public. The Spearfish community will:</p> <ul style="list-style-type: none"> <li>➤ Continually nurture existing relationships.</li> <li>➤ Create new collaborative partnerships in order to respond to the changing needs of the community.</li> </ul>	
<b>Proposed Action Steps (not prioritized):</b>	
1.2.1	Collaborate with the Downtown Business Association, merchants, and other interest groups to promote and support special events and activities that will increase the community's visibility and presence in the region and nation.
1.2.2	Support strategies to increase the city's industrial park inventory.
1.2.3	Create policies and regulations that support more home based businesses.
1.2.4	Identify alternate locations for Downtown Friday Nights and similar events.



Focus 1.3 Business & Economic Development	
<p><b>Objective 1.3</b> Economic development is the sustained, concerted actions of policy makers and communities that promote the standard of living and economic health of a specific area. Such actions can involve multiple areas including development of human capital, critical infrastructure, regional competitiveness, social inclusion, health, safety, literacy, and other initiatives. The Spearfish community will maintain and grow a strong and diverse economy by:</p> <ul style="list-style-type: none"> <li>➤ Pursuing economic development initiatives to retain, expand, incubate, and attract businesses.</li> <li>➤ Modifying city policies or codes in order to remain current with market and business trends.</li> <li>➤ Identifying trends and practices in other communities that may be beneficial for Spearfish to adopt.</li> </ul>	
Proposed Action Steps (not prioritized):	Department
1.3.1 Evaluate and revise, if needed, the Convention Center lease agreement to assure that the current roles and relationship is appropriately assigned.	City Admin; PW
1.3.2 Conduct an analysis to target Spearfish's efforts to attract new industries.	City Admin
1.3.3 Evaluate current codes, regulations and policies for potential change in order to attract new employers to Spearfish.	City Admin
1.3.4 Spearfish and the SEDC shall create a comprehensive marketing strategy to attract new firms and businesses to the City.	City Admin
1.3.5 Spearfish and the SEDC shall create written criteria for what businesses may be eligible for land purchase in the city owned portions of the light industrial park.	City Admin; P&Z
1.3.6 Support growth and development of new C-2 highway service commercial land inventory.	P&Z
1.3.7 Identify funding sources available to extend infrastructure to key locations.	PW
1.3.8 Develop business incubator space.	City Admin
1.3.9 Develop space where vocational/technical training may be provided.	City Admin
1.3.10 Assuming the airport is transferred to City Sponsorship the following are potential action steps: <ul style="list-style-type: none"> <li>a. Pursue airport facility upgrades such as helipad, catering services, truck access, control tower, warehouses, etc.</li> <li>b. Construct the cross wind runway to diversify functionality.</li> <li>c. Promote airport as small jet accessible.</li> </ul>	City Admin; P&Z; PW
1.3.11 Promote legitimate use of financial tools to promote economic development.	City Admin



# Community Pillar

## 2. Fiscal & Resource Management

### 2. Fiscal & Resource Management

*The Spearfish community has the responsibility of utilizing high accounting standards for maintaining fiscal stability and sustainability while providing adequate and efficient city services. This transparent and accountable practice will require strategies for effective management, accurate and reliable revenue forecasting and forward thinking. Implementation of fiscal and resource management initiatives will ensure the safety, health and welfare of the Spearfish citizens.*

Focus 2.1 Governance & Communication	
<p><b>Objective 2.1</b></p> <p>Governmental transparency allows the public to develop a more accurate picture of the actions within city government. This allows the Spearfish citizens the opportunities to evaluate the performance of city officials and departments, hold them responsible for their actions and decisions, and express concerns pertaining to the management of public resources. Since Spearfish citizens are affected by the decisions made by our governmental bodies, they have a right to know how the decisions were formed and have access to that information through accessible communication channels.</p> <p>The Spearfish community will increase transparency and citizen participation by communicating more efficiently with its diverse stakeholders by:</p> <ul style="list-style-type: none"> <li>➤ Offering a variety of means to share ideas, information, and opinions.</li> <li>➤ Adopting a mindset that diverse opinions foster effective relationships among all stakeholders and results in effective public engagement.</li> <li>➤ Encouraging citizens to participate in engaging, fiscally responsible and equitable decision-making.</li> <li>➤ Answers to technology questions are provided in a timely manner in order to support the community's communication needs.</li> </ul>	
Proposed Action Steps (not prioritized):	Department
2.1.1 Hold a semi-annual coordination planning meeting with community groups to jointly organize events.	Recreation
2.1.2 Hold an Annual Department Operations Report special session with City Council each year to provide information to the public on how services were provided.	City Admin
2.1.3 Provide the public with easy access to city news, meetings, and opportunities to participate through various media such as BHSU Video, Facebook, Newsletter, Code Red, etc.	City Admin
2.1.4 Communicate major city issues to the public by way of either a public information officer or assigning an existing staff member to fulfill this duty.	HR
2.1.5 Encourage and promote elected official visibility and contact with citizens pursuant to expectation guidelines.	City Admin
2.1.6 Develop outreach systems to Spearfish citizens.	City Admin
2.1.7 Provide complete and accurate information in the City Council packets to assure the City's decision making processes.	City Admin



Focus 2.1 Governance & Communication Proposed Action Steps cont.		Department
<b>2.1.8</b>	When establishing a fee charged to the user of a City service or facility, consider how that user may currently contribute to that service/facility by way of property tax, sales tax or other funding source, but not including the user fee itself.	Finance
<b>2.1.9</b>	Ensure that city-wide information technology infrastructure reflects the latest advancements.	City Admin
<b>2.1.10</b>	Develop information systems for the community that are relevant and efficient.	City Admin
<b>2.1.11</b>	Create and utilize mechanisms to educate the public on state enabling authority for municipal expenditures.	Finance
<b>2.1.12</b>	Support the technology industry's need for expansion and enhancement.	City Admin
<b>2.1.13</b>	Continue to build the SERF fund and create more opportunities for its use.	Finance
<b>2.1.14</b>	Complete possession of the Black Hills Airport sponsorship and finish the implementation of legal framework on its operations.	Legal
<b>2.1.15</b>	Create an evaluation method to assess the viability of technology-based and intellectual property-based business startups requesting public financial support.	City Admin

Focus 2.2 Stewardship of Resources & Assets	
<p><b>Objective 2.2</b></p> <p>Spearfish is dedicated to building on its rich heritage of being responsible stewards of its community assets and investing in what matters. Stewardship is defined as the careful and responsible management of something entrusted to one's care. Financial stewardship for the City is the assumption of responsibility for the City's financial well being. Critical to all community interests is the need for state of the art information system technology. From wired to wireless, reliable communications remain high management priorities. The Spearfish community will ensure that:</p> <ul style="list-style-type: none"> <li>➤ The financial and physical resources under the community's care will be acquired, operated, maintained and upgraded in an affordable, reliable, environmentally sustainable and integrated way.</li> <li>➤ Asset management and financial planning methods will be those that grow the value of the Spearfish community's assets over their lifecycle.</li> <li>➤ The City's infrastructure, facilities and natural resources will reflect the City's commitment to responsibly manage these assets in order to foster Spearfish as a great community to live, work, and play.</li> </ul>	
Proposed Action Steps (not prioritized):	Department
<b>2.2.1</b> Consider alley ways as key service corridors, with encroachments to be eliminated on an as-needed basis.	Streets
<b>2.2.2</b> Evaluate whether open space dedications should be for public or private ownership based on: <ul style="list-style-type: none"> <li>a. Ability of adequate city funds for maintenance, if publicly owned.,</li> <li>b. If the environmental conditions present would be better protected if publicly owned.</li> </ul>	Parks Finance
<b>2.2.3</b> Continuously evaluate city open space holdings for potential changes in use agreements and easements.	Parks
<b>2.2.4</b> Develop a comprehensive policy concerning disposition of city land.	Attorney
<b>2.2.5</b> Use special assessments in an equitable manner.	Finance; Legal
<b>2.2.6</b> Annually evaluate and revise fee structures, if necessary.	City Admin; Finance
<b>2.2.7</b> Seek the most efficient and cost effective means to achieve the desired results and formalize how major purchases are justified.	Finance

Focus 2.2 Stewardship of Resources and Assets Proposed Action Steps cont.	Department
2.2.8 Develop policy for administration of fiscal resources, including periodic reviews and methodology by which we adjust our reserves.	Finance
2.2.9 Encourage collaboration with other governmental agencies to improve cost sharing and equitable financial support for all constituents.	City Admin
2.2.10 Continuously review to identify new potential sources of revenue that are fair and equitable for all.	City Admin
2.2.11 Strive to attain and maintain the highest possible ISO fire insurance rating within the corporate limits of the City of Spearfish.	Fire Dept; Dispatch; Water; Communications

Focus 2.3 Human Resources, Capacity and Capital	
<p><b>Objective 2.3</b></p> <p>Human capital is about recruiting and retaining talented individuals. Exceptionally performing governments require high caliber officials and employees, strong retention of its workforce, and the capacity to continuously deliver high quality services to the community. In order to maintain a viable, committed, talented, and diversified workforce and leadership, the human resources culture within the City, the Spearfish community will:</p> <ul style="list-style-type: none"> <li>➤ Be forward thinking and create capacity for future growth.</li> <li>➤ Create an atmosphere which inspires qualified leadership and officials.</li> <li>➤ Foster the acquisition, retention and development of a diverse, knowledgeable and responsive workforce to manage and innovatively direct the community's mission and goals.</li> <li>➤ Proactively identify city staff member's strengths and develop those strengths to ensure capable, responsible performance.</li> <li>➤ Continually assess the alignment of personnel needs with current and forecasted growth to ensure the safety, health and welfare of the Spearfish citizens.</li> <li>➤ Offer continuing education and support professional certification processes to ensure that City staff is equipped with the appropriate skills to excel in their service to the citizens of Spearfish.</li> </ul>	
Proposed Action Steps (not prioritized):	Department
2.3.1 Provide adequate level of staffing to inspect and maintain all public infrastructure dedicated to the City.	HR; City Admin
2.3.2 Enter into partnerships with other law enforcement agencies to eliminate duplicate resources and technology.	PD
2.3.3 Actively recruit volunteer firefighters, and periodically evaluate the needs of the community with the level of firefighting services provided.	Fire Dept.
2.3.4 Support the Spearfish Ambulance Service.	City Admin
2.3.5 According to the best practices in the HR industry, manage employees performance, and recruit highly qualified candidates.	HR
2.3.6 Appropriately recognize outstanding performance by City employees.	HR
2.3.7 Plan for staff advancement and train to enable that development.	City Admin
2.3.8 Develop management procedures to employee accountability as it relates to City Property, expenditures and performance measures.	HR City Admin
2.3.9 Provide training for individuals who conduct media interviews.	HR



Focus 2.4 Fiscal Mechanisms & Public Policy Influence	
<p><b>Objective 2.4</b> The Spearfish community will continue to adhere to its long standing fiscally conservative course that will:</p> <ul style="list-style-type: none"> <li>➤ Ensure adequate and efficient core services</li> <li>➤ Achieve prudent maximum return on investments</li> <li>➤ Diversify revenue streams and capital investment</li> <li>➤ Pursue methods to secure intentional budgeting practices and higher bond ratings</li> <li>➤ Assure and influence decisions that maintain all methods or sources through which fund is available, such as bank loans, bond or share issue, reserves or savings, sales revenue</li> <li>➤ Continuously recommend smart spending and debt strategies to ensure that the Spearfish community is a wise steward of the public's resources and is able to maintain long-term viability</li> </ul>	
Proposed Action Steps (not prioritized):	Department
2.4.1 Review opportunities for privatizing public services whenever it could result in comparable services, but at a reduced cost to the public.	City Admin
2.4.2 Offer in-kind City support through a written policy such as manpower, access to city facilities, resources, and equipment to other governmental and non-profit organizations that exist to increase the well-being of our businesses, residents, students and visitors.	City Admin
2.4.3 Implement cost recovery plans for all services provided within the city and approved by City Council.	City Admin; Finance
2.4.4 Educate the public on the use of the cost recovery plans and how they provide an equitable means of fiscal support.	City Admin; Finance
2.4.5 Complete budgeting adjustments to follow the priority-based budgeting process.	City Admin; Finance
2.4.6 Actively engage with legislative partners regarding changes to state law and formalize a communication process.	City Admin
2.4.7 Encourage staff to lead in their respective professional organizations and SDML policy committees.	City Admin
2.4.8 Develop policy on decision making processes regarding significant non-budgeted projects, initiatives and expenditures.	City Admin
2.4.9 Develop process that requires stakeholders' involvement at inception of new projects, initiatives, and contracts, leases/private usage agreement, special agreements, etc. to ensure proper vetting processes for equity and financial assurances.	City Admin



# Community Pillar

## 3. Lifelong Learning & Leadership

### 3. Lifelong Learning & Leadership

*The Spearfish is committed to multigenerational learning and leadership development opportunities. The Spearfish community is committed to multigenerational learning and leadership development opportunities. Spearfish recognizes that learning at all stages in life will be a key driver for its community vision. A well-educated, well-trained workforce supports and stimulates a vibrant economy by reducing skills shortages, increasing employment opportunities and elevating income levels. Community investment in resources that promote leadership development and a learning culture through formal, informal or self-directed channels opens the gateway to enhanced personal success and community livability.*

Focus 3.1 Leadership and Volunteerism	
<p><b>Objective 3.1</b></p> <p>Leadership involves establishing a clear vision, sharing that vision with others so that they will follow willingly, providing the information, knowledge and methods to realize that vision, and coordinating and balancing the conflicting interests of all members and stakeholders. A leader steps up in times of crisis, and is able to think and act creatively in difficult situations.</p> <p>Volunteers serve an important role in the community. Their underlying motivation is to serve their community and be part of something larger than themselves. They often provide expertise and assistance for programs and services that do not have permanent funding or the existing funding levels are inadequate to meet the need.</p> <p>Recognizing the importance of strong leadership and a deep pool of volunteers, the Spearfish community will:</p> <ul style="list-style-type: none"> <li>➤ Provide ongoing professional development for people serving in leadership roles throughout the community.</li> <li>➤ Seek out and mentor individuals that may be qualified to serve in a leadership or volunteer role in the future.</li> <li>➤ Honor the services of volunteers by investing in their training and skills development.</li> </ul>	
Proposed Action Steps (not prioritized):	Department
3.1.1 Require systematic continuing education and training to help maintain the highest level of performance of emergency responders.	City Admin; Police; Fire
3.1.2 Ensure that all citizen boards that are required by ordinance or policy are performing their duties as assigned, are trained appropriately and are recognized for their service on a regular basis.	City Admin; Dept. Heads
3.1.3 Attract and develop citizens to serve in city leadership, city-appointed boards, commissions, and volunteer position.	City Admin
3.1.4 Promote community participation in service clubs.	City Admin



Focus 3.2 Partnerships & Networking	
<p><b>Objective 3.2</b> Spearfish places a high value on opportunities that develop skills, grow businesses, strengthen networks and build social capital. The Spearfish community will continually advocate for the development and strengthening of partnerships and networks to enhance formal and informal educational and competency building capacities for all people across our community. In order to make these connections, the Spearfish community will:</p> <ul style="list-style-type: none"> <li>➤ Coordinate the efforts of groups having a similar common goal or project.</li> <li>➤ Identify activities or organizations who may be duplicating their efforts and assist them in refocusing their goals.</li> <li>➤ Develop methods to provide community information to a population that is diverse in age, education and living conditions.</li> <li>➤ Remove barriers between the City and other governmental agencies to accomplish the best results for the public.</li> </ul>	
Proposed Action Steps (not prioritized):	Department
<b>3.2.1</b> Provide fire safety programs in the schools and community and increase public awareness and education.	PD; Fire
<b>3.2.2</b> Through participation in South Dakota Municipal League and professional organizations, require the ongoing education and training of city leadership and staff so that they may serve the community with the most up-to-date skills and knowledge.	City Admin; Dept. Heads
<b>3.2.3</b> Establish cooperative marketing strategies between BHSU, primary and secondary schools, community organizations and the city to create a comprehensive listing of information for the public.	City Admin
<b>3.2.4</b> Through the Spearfish Economic Development Corporation and other city-school partnership opportunities, actively promote a high level of intellectual development by offering a diversity of choices for education and technical training from pre-school through college degree programs at BHSU.	City Admin
<b>3.2.5</b> Adopt a policy that identifies methods to support the primary and secondary education systems in Spearfish as a key component in economic development.	City Admin; Legal
<b>3.2.6</b> Work with all partners supported by City funding, including SEDC and Visit Spearfish, to create a system of metrics to determine what the return on the investment is for that support.	City Admin
<b>3.2.7</b> Develop strong relationships with other governmental entities.	City Admin
<b>3.2.8</b> Promote the vocational/technical training opportunities in Spearfish.	City Admin

Focus 3.3 Programs & Access	
<p><b>Objective 3.3</b> Spearfish is a community that consciously supports an individual's pursuit of intellectual and social inclusion for skills development, personal and professional growth. The Spearfish community will:</p> <ul style="list-style-type: none"> <li>➤ Advocate for equitable access to programs and services for everyone.</li> <li>➤ Build a cohesive, vibrant and economically sustainable community through creative training and learning experiences.</li> </ul>	
Proposed Action Steps (not prioritized):	Department
<b>3.3.1</b> Implement multiyear agreements with certain agencies that are supply services to the citizens of Spearfish.	Legal

Focus 3.3 Programs and Access Proposed Action Steps cont.	Department
<b>3.3.2</b> Review and amend the City Codes to meet today's Federal and State laws. Complete 1/3 of the chapters each year for 3 years. Complete recodification at the completion of the amendments.	Legal
<b>3.3.3</b> Train city council and administrative personnel in Emergency Protocol training as determined by the ICS and in collaboration with other community and county entities.	City Admin; PD; Fire; PW
<b>3.3.4</b> Continually review staffing to assure that staff are in proper areas for service model.	City Admin
<b>3.3.5</b> Develop non-government entities' knowledge in legal, funding, and organizational skills	City Admin; Finance
<b>3.3.6</b> Offer community education programs that serve a wide range of ages and abilities.	Library; Parks & Rec
<b>3.3.7</b> Deploy technology infrastructure to enable online learning and literacy.	City Admin
<b>3.3.8</b> Promote the use of and educate citizens on how to use the library's electronic holdings.	Library
<b>3.3.9</b> Connect all generations through community activities.	Parks & Rec
<b>3.3.10</b> Create a community activity planning process.	P&Z

<b>Focus 3.4 Growth Trends &amp; Patterns</b>	
<p><b>Objective 3.4</b> The community must be able to identify local, regional and national employment trends in order to develop a workforce with a skill set that is relevant to today's business needs. In order to be on the forefront of these changes, the Spearfish community will:</p> <ul style="list-style-type: none"> <li>➤ Identify partnerships between businesses, governments and education providers.</li> <li>➤ Determine changes needed to technology to support new learning systems and processes.</li> <li>➤ Interact with all levels of education providers to suggest changes in existing programs and the introduction of new ones.</li> <li>➤ Ensure that the library system meets the demands of the community.</li> </ul>	
<b>Proposed Action Steps (not prioritized):</b>	<b>Department</b>
<b>3.4.1</b> Encourage land uses that support Black Hills State University in order to promote its presence and integration in the community.	P&Z
<b>3.4.2</b> Review City lands and public buildings to determine what changes maybe necessary to meet the demands of the community.	P&Z; Parks & Rec; PW
<b>3.4.3</b> Plan for the future land use needs of the education system.	P&Z
<b>3.4.4</b> Grow the library system to meet the ongoing demands of the community.	P&Z; Library
<b>3.4.5</b> Pursue opportunities to share facilities with other public agencies.	Parks & Rec; City Admin



# Community Pillar

## 4. Quality of Life

### 4. Quality of Life

The Spearfish community prides itself as a safe and welcoming community with natural beauty; recreational opportunities; parks, arts, cultural and historical amenities; and cherished small-town values. As the premier attribute of Spearfish, quality of life initiatives will preserve, promote and enhance Spearfish as a clean, safe and healthy community with diverse opportunities for arts, culture and recreation. The general well being of the Spearfish community also enhances economic development and tourism. Quality of Life benchmarks include public amenities, quality housing, available medical facilities, low crime, fair taxes and conservation of the natural environment. The unique quality of life that Spearfish residents enjoy and visitors experience is the keystone for what makes Spearfish, “Spearfish”.

Focus 4.1 Clean Air Destination and Marketing	
<p><b>Objective 4.1</b> Clean air destination marketing is a part of our quality of life due to the city’s location. It includes many aspects of outdoor recreation which can include outdoor activities in an urban and man-made environment as well as in the natural environment. The Spearfish community will:</p> <ul style="list-style-type: none"> <li>➤ Implement programs and projects that provide citizens and visitors with opportunities for healthy and active lifestyles.</li> <li>➤ Support initiatives, services, and private business models that promote outdoor activities.</li> <li>➤ Join forces with other tourism organizations and destinations to increase visitorship to Spearfish.</li> <li>➤ Advocate for programs and activities that increase outdoor activity and play time for children.</li> <li>➤ Expand the trails network to enhance the overall health of the community.</li> </ul>	
Proposed Action Steps (not prioritized):	Department
4.1.1 Support projects, programs, and facilities that encourage bicycling as a transportation choice.	Streets; Parks & Rec
4.1.2 Amend and update rubble site usage agreements to today’s standards.	PW
4.1.3 Encourage the adaptive re-use of existing structures and under-utilized lands to raise the visual quality and vitality in the community, reduce sprawl, make efficient use of existing community infrastructure and enforce City Codes concerning property maintenance.	P&Z; PW
4.1.4 Encourage preservation of trees located in public streets and parks as well as on private property; introduce new trees where property lacks vegetation.	Parks
4.1.5 Set back sidewalks from the curb to increase pedestrian comfort and safety as well as to accommodate snow removal.	P&Z
4.1.6 Elevate the importance of the mature street tree inventory along Jackson Boulevard and Main Street through specially designated City maintenance and tree replacement funds specifically for these areas.	P&Z; Parks

Focus 4.1 Clean Air Destination and Marketing Proposed Action Steps cont.		Department
4.1.7	Minimize glare, and light trespass from outdoor fixtures, and improve energy efficiency of outdoor lighting on streets, buildings, parking lots, and public places as recommended by Illumination Engineering Society of North America.	P&Z
4.1.8	Increase marketing efforts to promote sports tourism to Spearfish, i.e tournament, play and outdoor recreation.	Parks & Rec

Focus 4.2 Arts and Culture		
<p><b>Objective 4.2</b> Communities that have a strong arts and cultural scene tend to attract more economic development opportunities, are better educated, and have stronger ties between citizens than communities that do not have any such emphasis. The arts serve as source of community entertainment, information, education, and healing. In order to ensure that a vibrant and creative arts culture exists within Spearfish, the following are key elements that the Spearfish community will pursue:</p> <ul style="list-style-type: none"> <li>➤ Support programs that offer training and skills development for non-profit arts organizations</li> <li>➤ Increase the number of art experiences and venues available to residents and visitors</li> <li>➤ Promote the Spearfish arts as part of the overall tourism destination strategy</li> </ul>		
Proposed Action Steps (not prioritized):		Department
4.2.1	Increase the visual, film, and performing arts through cooperative marketing strategies with BHSU, public and private schools, city agencies, and community art groups and organizations.	City Admin
4.2.2	Identify and designate more outdoor public space for spontaneous artistic expression (low cost/no cost places).	P&Z; Parks & Rec
4.2.3	Expand opportunities and venues for solving social and economic community problems via the arts.	City Admin
4.2.4	Identify funding and other in-kind methods to support art infrastructure.	City Admin
4.2.5	Support marketing/branding Spearfish as an arts destination.	City Admin

Focus 4.3 Historic Preservation		
<p><b>Objective 4.3</b> Historic preservation is an endeavor that seeks to preserve, conserve and protect buildings, objects, landscapes or other artifacts of historical significance. In order to ensure that these resources remain a permanent link to the past, the Spearfish community will:</p> <ul style="list-style-type: none"> <li>➤ Consider all opportunities that would enable Spearfish history to be permanently secure</li> <li>➤ Support local neighborhood efforts in their pursuit of commonly held preservation goals</li> <li>➤ Raise awareness of historic properties and places</li> </ul>		
Proposed Action Steps (not prioritized):		Department
4.3.1	Pursue opportunities to augment public access to community landmarks, such as the fish hatchery, Thoen Stone, city parks, Lookout Mountain, amphitheater, and other one-of-a-kind properties by land acquisition, conservation easements, and mechanisms available through zoning regulations [such as Infill Development and the DRD].	Parks



Focus 4.3 Historic Preservation Proposed Action Steps cont.		Department
4.3.2	Acquire and maintain key historical documents, artifacts, places, and other significant resources, and seek to develop museum space to display and archive the local history of Spearfish and its surroundings – museum.	Parks
4.3.3	Preserve historic homes, commercial buildings and places.	P & Z
4.3.4	Promote historic assets to attract tourism.	City Admin
4.3.5	Insulate historic neighborhoods from change in character.	P & Z

## Focus 4.4 Parks and Recreation

**Objective 4.4**  
 Parks are the areas set aside for public use and are the home to a variety of activities ranging from a quiet hike in the woods to an exciting baseball game. Recreational activities are enjoyed by residents within the parks as well as the recreation center. The "need to do something for recreation" is an essential element of human biology and psychology. Recreational activities satisfy the need for competition, amusement, or pleasure and are considered to be "fun". To continue the community's tradition of outstanding parks and recreation facilities, the Spearfish Community will:

- Grow the parks and recreation system (including land, facilities, staff, and equipment) at the same rate the community grows.
- Respond to new ideas for additional services and facilities as expressed by the community.
- Proactively address trends and issues that pose threats to the system.
- Pursue shared parks and recreation facilities with other public agencies.

### Proposed Action Steps (not prioritized):

Proposed Action Steps (not prioritized):		Department
4.4.1	Identify appropriate locations for trails within the city's open space holdings that provide opportunities for all ages and abilities to enjoy non-motorized access such as hiking and mountain biking.	Parks & Rec
4.4.2	Recognizing the unique aesthetic, recreational and environmental opportunities presented by Spearfish Creek, seek to incrementally secure land adjoining the waterway for public use.	P&Z
4.4.3	Provide meaningful open space at the neighborhood level that, due to its size, location, facilities, or connection to other spaces, makes the space valuable to the surrounding neighborhoods.	Parks & Rec
4.4.4	Encourage the development of recreation areas adjacent to, or in conjunction with, existing or proposed school sites.	Parks
4.4.5	As Spearfish grows and expands plan for additional library facilities and branch locations according to recognized standards for public library services.	Library
4.4.6	Provide for recreation facilities and buildings, in part, according to the priorities identified by citizens in the recreation needs survey.	Parks & Rec
4.4.7	Support active forest management methods to reduce the impact of pests and wildfires that threaten the Black Hills.	Parks & Rec
4.4.8	Continue to promote and advertise the Spearfish Aquatics and Recreation Center in order to increase membership and fees to offset operating costs.	Parks & Rec
4.4.9	Use the City of Spearfish Recreation Master Plan as the primary decision document to direct future recreation programs and facilities.	Parks & Rec
4.4.10	Provide recreational opportunities for children, students, and citizens of all ages and physical abilities, and recognize that recreation may include activities that are passive, and non-athletic in nature.	Parks & Rec

Focus 4.4 Parks & Recreation Proposed Action Steps cont.	Department
4.4.11 On a periodic basis, evaluate the existing recreation and sports resources available within the community, in order to provide, but not duplicate services and facilities that may be otherwise provided by private, non-profit sports interest groups such as youth sports, hiking/biking clubs, etc.	Parks & Rec
4.4.12 Complete a study and design layouts for the lookout room renovations.	Parks & Rec
4.4.13 Complete the design of recreational path projects of Evans Lane to Jorgenson Park & Sandstone Park.	Parks & Rec
4.4.14 Continue to expand the Recreation Path system.	Parks & Rec; PW
4.4.15 Develop sports fields & activity space to meet demands of tournament play (see related goal in Marketing) to meet demands for new sporting, fitness and recreation experiences.	Parks & Rec
4.4.16 Identify private sector partners to meet the demands for new fitness, and recreation experiences.	Parks & Rec
4.4.17 Identify additional wintertime recreation and community activities.	Parks & Rec
4.4.18 Plan for and anticipate upgrades to city recreation facilities.	Parks & Rec

**“Spearfish is the best place to live.”**

**~ Mayor Dana Boke**





# Community Pillar

## 5. Sense of Community

### 5. Sense of Community

*Spearfish adopts policies that shape conditions for meeting the community's social, safety and services needs. Investing in quality and compatible growth, development and revitalization initiatives will yield a stronger community identity with common goals. The all-inclusive sense of community enhances a spirit of belonging. Multifaceted communication and civic engagement opportunities connect our families, youth, residents, seniors, visitors and other stakeholders.*

Focus 5.1 Community Engagement	
<p><b>Objective 5.1</b></p> <p>Community engagement is a planned process with the specific purpose of working with identified groups of people, whether they are connected by geographic location, special interest, or affiliation, or identify to address issues affecting their well-being. The linking of the term 'community' to 'engagement' serves to broaden the scope of discussion and shift the focus from the individual to the collective. So that a process reflecting the diversity in a community is achieved, the Spearfish community will:</p> <ul style="list-style-type: none"> <li>➤ Reach out to people of all backgrounds and abilities in order to inform them of city issues.</li> <li>➤ Use technology to inform, update, and enlist discussion.</li> <li>➤ Centralize community information whenever possible.</li> <li>➤ Unify event planning activities throughout the community</li> </ul>	
Proposed Action Steps (not prioritized):	Department
5.1.1 Assist City Council members to communicate on a regular basis with their respective wards to share information with their constituents. Suggest meetings, coffee gathering, staff offer guidance on what topics to discuss.	City Admin
5.1.2 Form citizen work groups to act as a research and information gathering source for a variety of City decisions.	City Admin
5.1.3 Use the City's newsletter to advertise and promote activities and events unique to our area such as hiking, biking, and winter sports.	City Admin
5.1.4 Complete the Utility Rules and Regulations manual that will provide guidance to our customers on how the city manages its utility systems.	PW; Finance
5.1.5 Utilize all forms of media opportunities, (i.e. social network, print, web, radio, cross promotion, chamber of commerce, and Visit Spearfish) to help improve the City's communication methods with the public and consider adding a full time public information officer.	All Depts.
5.1.6 Hold neighborhood discussions and other informal public meetings to allow the public to participate in the city's service efforts.	City Admin
5.1.7 Create a community kiosk to allow citizens to promote upcoming events.	PW
5.1.8 Implement design measures that foster social interaction in new neighborhoods.	P&Z
5.1.9 Create a new resident welcome packet.	City Admin; P&Z
5.1.10 Develop and train city staff responsible for social media and general communications to unify style, messages, and to be aware of trends and opportunities for additional outreach.	City Admin

Focus 5.2 Public Services and Safety	
<p><b>Objective 5.2</b></p> <p>Public Safety refers to the welfare and protection of the general public. It is usually expressed as a governmental responsibility. The primary goal of a law enforcement or emergency response agency is the prevention and protection of the public from dangers affecting public safety such as crime, fire, and natural disasters. A public service is an activity organized by the government, official body, or non-governmental entity in order to benefit all people. These services supply the every-day needs of citizens, and range from services such as the municipal water system to the health care system. In order to provide the citizens with assurances that their needs are met, the Spearfish community will:</p> <ul style="list-style-type: none"> <li>➤ Support the standards, methods, and technology required to maintain Spearfish as a safe community</li> <li>➤ Ensure that the wellness of citizens is enhanced through community design.</li> <li>➤ Support the efforts of community service groups, churches, and clubs that reach out to those in need of extra care, assistance, and socialization.</li> <li>➤ Identify and implement services that are complementary to community wellness and the health care system.</li> </ul>	
Proposed Action Steps (not prioritized):	Department
5.2.1 Support programs, facilities, and routes that increase the ridership of Prairie Hills Transit and promote it as a viable transportation choice.	P&Z
5.2.2 Create an official policy and procedure for addressing issues of 5.2.3	City Admin; Legal
5.2.3 Staffing levels, facilities, equipment, technology and resources of all emergency services (Police and Fire) should be of a level that is consistent with established standards.	PD; Fire
5.2.4 Maintain and update long term capital plan.	PW
5.2.5 Provide regular public education on a variety of police and fire safety topics	PD; Fire
5.2.6 Educate the public regarding the use of emergency communication methods such as Code Red.	PD; Fire
5.2.7 Proactively create and review laws and regulations that offer equitable solution to ensure public safety but without placing an unreasonable burden on personal rights.	Legal plus applicable Depts.

Focus 5.3 Community Identity & Branding	
<p><b>Objective 5.3</b></p> <p>A community's brand identity is how that organization intends to be perceived by its citizens and visitors. The components of the brand (name, logo, tone, tagline, type face) are created by the organization to reflect the value the community is trying to bring to the market and to appeal to its citizens. Spearfish desires to develop a brand that will emphasize the following:</p> <ul style="list-style-type: none"> <li>➤ High quality, clean air environment</li> <li>➤ Safe community</li> <li>➤ Educational opportunities</li> <li>➤ Small town feel with big city amenities</li> </ul>	
Proposed Action Steps (not prioritized):	Department
5.3.1 Develop policies, ordinances, and projects that create a business friendly environment, while also protecting the public's assets and resources.	City Admin
5.3.2 Develop and implement a brand for Spearfish that conveys the spirit of the community.	City Admin



# ANNUAL ACTION PLANNING & IMPLEMENTATION

## ACTION PLANNING

Implementation of the Spearfish Community 2016-2020 Strategic Plan requires action to ensure its success. The City Administrator and City Planner in conjunction with the City's Leadership, Department Managers, staff and community Subcommittee members will develop the Annual Action Plans for each Community Pillar during the annual budgeting process. The detailed Action Plans for each Community Pillar will be extensively communicated to all employees and community groups, stakeholders and partners to ensure collaboration and implementation success. While annually approving the direction is the responsibility of the City Council, execution of the Plan is primarily carried out by City personnel and community partners.

## ALIGNMENT WITH MASTER PLANS

The Strategic Plan is not the sole direction framework for our community and is not a one-time endeavor. The Plan and subsequent annual action steps will continually align with all City department annual plans, the current CIP and the Envision SPEARFISH Comprehensive Plan for congruent initiative implementation and perpetual community development.

## PUBLIC ACCOUNTABILITY

The Plan's key performance measures and tracking results will be communicated to the public following the systematic strategic planning quarterly and annual review sessions. Progress reports and Plan amendments generated by the below listed performance review meetings will be presented to the City Council for approval and posted on the City's website:

- 3-Month Progress Report
- 6-Month Progress Report
- Annual Progress Report
- Annual City Department Reports

## CONCLUSION

The citizenry of the Spearfish community has now defined its future, *Our Preferred Future*. Although the Plan contains numerous initial Action Steps and several projects are currently underway, the majority of the Action Steps will be initiated from 2017 through 2020. While some recommended initiatives can be completed with limited financial resources, the more complex projects will require significant coordination and investment. However, the City and our community stakeholders harbor great pride in our unique *Quality of Life* attributes and are dedicated to implementing the mission-focused objectives. We are grateful to all those who provided invaluable input for identifying *Our Community Pillars* and our key community leaders who framed the Plan's *Vision, Values, Mission, Focus Themes* and *Action Plans*.

The Plan is considered dynamic in nature and should not be considered static by any means. The Plan will evolve as conditions change. This Plan is not the end, but a beginning in which small momentum actions by our community and engaged constituents will guide the objectives to fruition. After all, this 2016-2020 Strategic Plan represents just a microscopic point in our legacy-building, sustainable community life. The greatest success for Spearfish is to continue our hallmark "Spearfish" brand and stay committed to our clear vision: *Spearfish is a safe and welcoming community which ensures quality of life by engaging its citizens; preserving its beauty and heritage; and fostering education, the arts, and economic and cultural diversity.*



# GLOSSARY OF TERMS & ACRONYM DESCRIPTIONS

**Action Plan:** An implementation plan that outlines the action steps to achieve the objectives and explains the expected outcomes of completing the work. The action plans within the Spearfish Community 2016-2020 Strategic Plan also specify the accountable stakeholders, targeted due dates, cost estimates, and funding sources.

**ADA:** Americans with Disabilities Act

**Affordable Housing:** As cited by NeighborWorks Dakota Home Resources and the Meade/Butte/Lawrence County Housing Commission, Affordable Housing is defined as safe and sanitary rental or ownership housing available to a household at no more than 30% of household income. Housing is considered “affordable” when a household (that is paying less than 30% of its gross monthly income (GMI) for housing including utilities) is capable of independent living and does not require subsidies.

**Ancillary Use:** A secondary use that is closely related to the predominant use.

**Assumptions:** Stated facts and/or predictions based upon institutional knowledge and analysis that affect the development of strategies.

**BHSU:** Black Hills State University

**Capital Project/Capitalization General Policy:** The City of Spearfish will capitalize all (1) land, (2) buildings and structures valued at \$25,000.00 or more except as specifically provided for in this policy and (3) movable equipment and fixtures (excluding library books) with a value of equal to or greater than \$5,000.00. Completed lists are annually filed with the Finance Officer by January 30.

**CDS:** Continuous Deflection Separation

**CIP (Capital Improvements Plan):** The multi-year visionary plan of capital projects. The City of Spearfish's current CIP includes an overview of the 5 year (2016-2020) projects plan.

**City:** City with a capital "C" generally refers to the government or administration of Spearfish. City with a lower case "c" may mean any city or may refer to the geographical area of a city.

**City Council:** A city's legislative body. The popularly elected City Council is responsible for enacting ordinances, imposing taxes, making appropriations, establishing policy, and hiring some City officials. The Council adopts the local general plan, zoning, and subdivision ordinance. The City of Spearfish is divided into three wards with two council persons from each Ward. The Mayor and Council Members serve three-year terms.

**Community Pillars:** The keystones which the City identifies as the prioritized critical goal categories to achieve and realize the community's and Council's vision. The Pillars are the centric issues the Community must address for long-term sustainability. The Spearfish Community 2016-2020 Strategic Plan targets five Community Pillars.

**Community Sustainability:** A holistic approach to achieve the long-term prosperity and continued quality of life for community residents with an emphasis on the connection among the economy, the environment and society. The City Council considers the linkage among these three elements when deliberating community decisions and actions.

**Comprehensive Plan:** A very broad and visionary long-term plan for all aspects of community development and city management. Comprehensive Plans are required by South Dakota State Statute for more specific regulations, codes, and methods to guide future community growth and operations.



**Connectivity:** Development of infrastructure that maximizes opportunities for people to physically interact with each other such as bike paths, city square, facilities or transit.

**Contiguous Development:** Development that occurs immediately adjacent to existing infrastructure.

**Core Services:** The central and most essential services, such as those services which ensure public safety, construction and maintenance of infrastructure and land use development.

**Core Values:** Core Values define the common philosophies shared among the community's stakeholders. These overarching centric qualities will guide daily behaviors and decisions for sustaining the community for the future as well as the standards in which business will be conducted and the manner in which relationships will be molded.

**Decision Filter:** A systematic tool that includes specified criteria to assess the action steps' viability and assist the community's leadership in prioritizing the initiative and action items.

**DRD:** Development Review District

**Demographics -** Physical characteristics of a population, including age, sex, income, and geographic location.

**Focus Groups:** Focus group meetings provide the foundation for understanding the unique needs and interests of the general public and various community or business groups. They are designed to acquire various perspectives/opinions of specific audiences, to benefit from the groups' shared knowledge, and to understand how various community sectors would be affected by programs, strategic initiatives or policies. The City conducted 15 focus group sessions throughout the initial strategic planning process.

**Focus Themes:** Unifying and dominant priorities under the Community Pillars and identified by the community to achieve its vision, mission, and deliver value to its constituents.

**FTE:** Full Time Equivalent

**FY:** Fiscal Year

**Guiding Principles:** Congruent values that are shared throughout the community to assist and guide the community's behavior, mindset and/or decisions when executing the strategic and operational plans. Guiding Principles also ensure the desired quality of life for current constituents and future generations.

**HP:** Historic Preservation

**HR:** Human Resources

**Infill Development:** Development in the existing developed areas, occurring on vacant or underutilized land, or re-development of a developed site to a higher density.

**Infrastructure:** The essential facilities necessary to service the needs of a population within a geographic area. Infrastructure for the Spearfish community may include its system of roads, bridges, sidewalks, water and sewer, bike paths, stormwater drainage facilities, etc. Internal City Infrastructure may include fundamental support systems used by the City in the provision of municipal services, for example, fleet management, information technology, facilities, office services, radio services, telecommunications, etc.

**IT (Information Technology):** Technology and information systems for internal and external users that include but are not limited to hardware, software, Internet, mobility and wireless applications, eCommerce, social media, service delivery models, data, telecommunications, mapping, business systems, administrative support, etc.

**Livability:** The sum of factors that add up to a community's quality of life, including the built and natural environments, housing, transportation, economic prosperity, employment, social stability and equity, educational opportunities, cultural entertainment and recreational possibilities. A livable community is one with multiple modes of transportation, different types of housing and destinations located within an easy and convenient distance of homes.



**Low-Income Housing:** Rental or purchased housing for residents whose combined income does not exceed 80% of the median family income for the area.

**Low to Moderate Income:** Households whose incomes are below 95 percent of the median income for the area (AMI), as determined by the U.S. Department of Housing and Urban Development (HUD), with adjustments for smaller or larger families.

**Master Plan:** A general plan for achieving an objective.

**MOH:** Matthews Opera House & Arts Center

**MOU:** Memorandum Of Understanding

**Mission Statement:** A community's mission statement defines the purpose for which it exists. A *Mission* statement clearly answers the questions:

- What do we do? What are the community's responsibilities?
- For whom do we do it?
- Who are our stakeholders/primary internal & external customers?
- Why do we do it?
- What are the community benefits?

**Objectives:** The fundamental issues that the community desires to address. The objectives include statements of purpose and direction for ultimately accomplishing the mission and achieving a strategic goal. Objectives include performance measures/outcomes and milestones. Objectives may consider answering questions such as:

- What problems are we trying to solve?
- What Strengths do we maximize?
- What Opportunities do we seize?
- What Limitations do we invest resources?
- What Threats do we mitigate?
- What does success look like?

**Open Space/Parkways:** All natural areas not covered by structure or development that are set aside primarily to enhance environmental amenities and/or provide aesthetic or activity related value to the public.

**Ordinance:** A law or regulation set forth and adopted by a governmental authority, usually a city or county.

**Strategic Outcomes:** The results. Strategic Outcomes are the effects that the Spearfish community wants as a result of the strategic plan's goals and objectives.

**PTE:** Part Time Equivalent

**Performance Measure:** Performance measures quantify the degree of accomplishment of an objective/goal. Performance measures can measure financial, functional and execution effectiveness and efficiency, and evaluate past resource decisions that then produce qualitative improvements for future decisions.

**Policy:** A specific statement of principle or official position taken by majority vote of the City Council on a specific need, problem or issue. A policy implies commitment and provides direction for the City's actions in order to meet its goals and objectives before undertaking an action program.

**SDML:** South Dakota Municipal League

**SEDC:** Spearfish Economic Development Corporation

**SERF:** Spearfish Economic Revolving Fund

**S.L.O.T. Analysis:** *Strengths, Limitations, Opportunities & Threats* Analysis



**Small Town Values:** Small town values are not defined by physical size but rather, by the feeling of community. Trust is the cornerstone of small town values that augments community attributes such as good leadership, ethical business practices, reasonable government, security, authenticity and respect. These sincere principles gel neighborhoods and welcome visitors.

**SPRFAB:** Spearfish Parks, Recreation, Forestry Advisory Board

**SRAC:** Spearfish Rec and Aquatics Center

**Stakeholder:** Any person, group, or organization that can place a claim on, or influence, the community's resources or outputs, is affected by those outputs, or has an interest in or expectation of the community.

**Strategic Initiatives:** Specific action steps to achieve its strategic objectives or goals over the term of the plan.

**Strategy Implementation:** The comprehensive managerial activities associated with the execution of the specific strategic initiatives within the Strategic Plan, supervising its progress, and achieving the targeted results.

**Strategic Plan:** A 5-year framework of direction for community success focusing on issues of critical importance. It includes the community's vision, values, mission, critical goal categories, objectives, action steps, and performance measures. A strategic plan is dynamic for revision flexibility due to internal and external conditions, and is a link to other master plans.

**TIF (Tax Increment Financing):** An economic development tool that allows the use of property tax revenues generated within a specific area designated as a Tax Increment Financing District, to pay for the cost of public improvements that support new development within the district.

**Trends:** A general tendency in direction due to current events or conditions. Trends affect a community's environment and mission; including impacting the constituents' perception of its effectiveness, and even defining the very services it provides. Recognizing trends and developing sound, strategic responses is crucial.

**Vision Statement:** An ideal view of what the community wants to be in the future and what clear direction the community will pursue to seek its course for success. A *Vision* statement will answer the questions:

- Where does the community want to be in the future?
- What does success look like?
- Why is this cohesive direction important for the community?
- What will draw and inspire people to the common and greater community goals?

**Workforce Plan:** A comprehensive employee management plan that includes succession, training and employee development.

# APPENDIX

## **Strategic planning documents posted on the City's website as of April 2016**

Steering Committee Meeting #1 Recap Report  
Steering Committee Meeting #2 Recap Report  
Steering Committee Meeting #3 Recap Report  
Strategic Planning Process Progress Report June 15, 2015  
Strategic Planning Process Progress Report November 16, 2015  
Focus Groups: Summary Report  
Strategic Planning Process Calendar  
Sample: Action Plan Decision Filter  
City Council Resolution #2016 -18: Adopting the Spearfish Community 2016-2020 Strategic Plan

## **Strategic planning documents to be developed post April 2016**

2016-2020 Gantt Tracking Matrix  
2017 Annual Action Plan  
2018 Annual Action Plan  
2019 Annual Action Plan  
2020 Annual Action Plan



# CITY OF SPEARFISH

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For more information about the Spearfish Community 2016-2020 Strategic Plan  
please visit our website @  
[www.cityofspearfish.com](http://www.cityofspearfish.com)

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