



Spearfish Community Strategic Planning Process Progress Report

Monday, June 15, 2015





Date: 06-15-2015
To: Spearfish City Council
From: PACE Strategic Development, LLC, Susan L. Konstant
Re: Strategic Planning Process Progress Report

GENERAL STRATEGIC PLANNING PROCESS UPDATE SUMMARY

On March 2, 2015, the Spearfish City Council approved and committed to an extensive strategic planning process that will ultimately produce the Spearfish Community 2016-2020 Strategic Plan. Embracing this milestone opportunity to develop a forward thinking framework now proactively positions the community for the future by strategically prioritizing short-term and long-range visionary goals. As a community with such high standards of excellence, rewarding quality of life and tremendous collaborative spirit, conducting the inclusive strategic planning process at this time is a testament to the community's level of leadership and the desire to collectively sustain its vibrant and legacy building culture.

The Spearfish Community's strategic planning process is currently thriving with community engagement and various foundation principles are now in draft form. Through this initial 10-month planning phase, the Steering Committee (15 members) and the May 14, 2015 Retreat participants (48) have selflessly extended their professional expertise and personal passion for community betterment by investing numerous hours to the Spearfish Community's strategic planning process. Whether they have attended lengthy but energetic group meetings or completed behind the scenes individual planning tasks, your community strategic planning leaders are not only committed to provide the groundwork in this early planning phase, but they have expressed their steadfast dedication to successfully support the implementation of the 2016-2020 strategic initiatives.

Since the inaugural kick-off, the Steering Committee has completed all respective agenda tasks assigned for Meetings #1 (April 24, 2015) and #2 (June 3, 2015). PACE Strategic Development, LLC submitted meeting report summaries that outline all data generated and compiled from the aforementioned meetings as well as assessing the results and recommendations by the Retreat participants. Highlighting the strategic planning elements completed and/or drafted by the Steering Committee at this point include:

- Pre-process Interviews
- Spearfish Community Visioning Philosophy questionnaire
- Vision Statement draft (Steps 1, 2, 3)
- Core Values draft (Steps 1, 2, 3)
- Guiding Principles (Fiscal Principle draft only)
- Mission Statement draft (Steps 1 & 2)
- Community Pillars proposed categories (Steps 1, 2, 3)
- Focus Groups categories
- Survey process and distribution channels

Additional City personnel, Planning Commissioners and Advisory Board members from the Library, Historical Preservation Commission, and Parks, Recreation and Forestry board were invited to attend the formal four-hour strategic planning retreat scheduled on May 14, 2015. This outreach effort, to include the invaluable input from the 48 of the 60 retreat invitees, provided a broader spectrum and unique perspectives for the following:

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| <ul style="list-style-type: none"> 2) Vision Statement draft (Step 2) Core Values draft (Step 2) | <ul style="list-style-type: none"> Community Pillars proposed categories (Step 2) <i>Strengths, Limitations, Opportunities & Threats (S.L.O.T.)</i> Analysis for each Pillar Goal Themes & Goals Development (Step 1) |
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STRATEGIC PLANNING PROCESS TIMELINE

	April 2015	May 2015	June- July 2015	August 2015	September- October 2015	November 2015	December 2015	January- December 2016
◆ STEERING COMMITTEE	◆ Pre-process Interviews ◆ Mtg #1	◆ Retreat ◆ Mtg #2	◆ Focus Group Ambassadors ◆ Mtg #3 Analyze Data (Focus Groups & Surveys)	◆ Mtg #4 Action Plans Development	Drafting the Plan ◆ Final Draft Review		◆ Present & Recommend Final Draft to the City Council & Spearfish Community	◆ Quarterly Review Sessions
■ RETREAT PARTICIPANTS		■ Pre-Retreat Interviews ■ Retreat	■ Focus Group Participation		■ Action Plans Development	■ Review Final Draft		■ Review Quarterly Implementation Reports &
COMMUNITY OUTREACH			Focus Groups, Surveys & Speaker's Bureau		Action Plans Development	Public Review of the Final Draft		Review Quarterly Implementation Reports & Recommendations Reports to City Council
MAJOR DELIVERABLES by Facilitator		Recap Notes from Steering Committee #1	Recap Notes from Steering Committee #2	Recap Notes from Steering Committee #3	Recap Notes from Steering Committee #4	Final Draft to the City Council & Spearfish Community	Report to City Council	Quarterly Implementation Reports & Recommendations
		Report to City Council	Data Collection Analysis & Results	Report to City Council	Drafting & Editing the Action Plans & Formal Product			

Completed items are highlighted.



STRATEGIC PLANNING PROCESS ALIGNMENT WITH THE COMPREHENSIVE PLAN

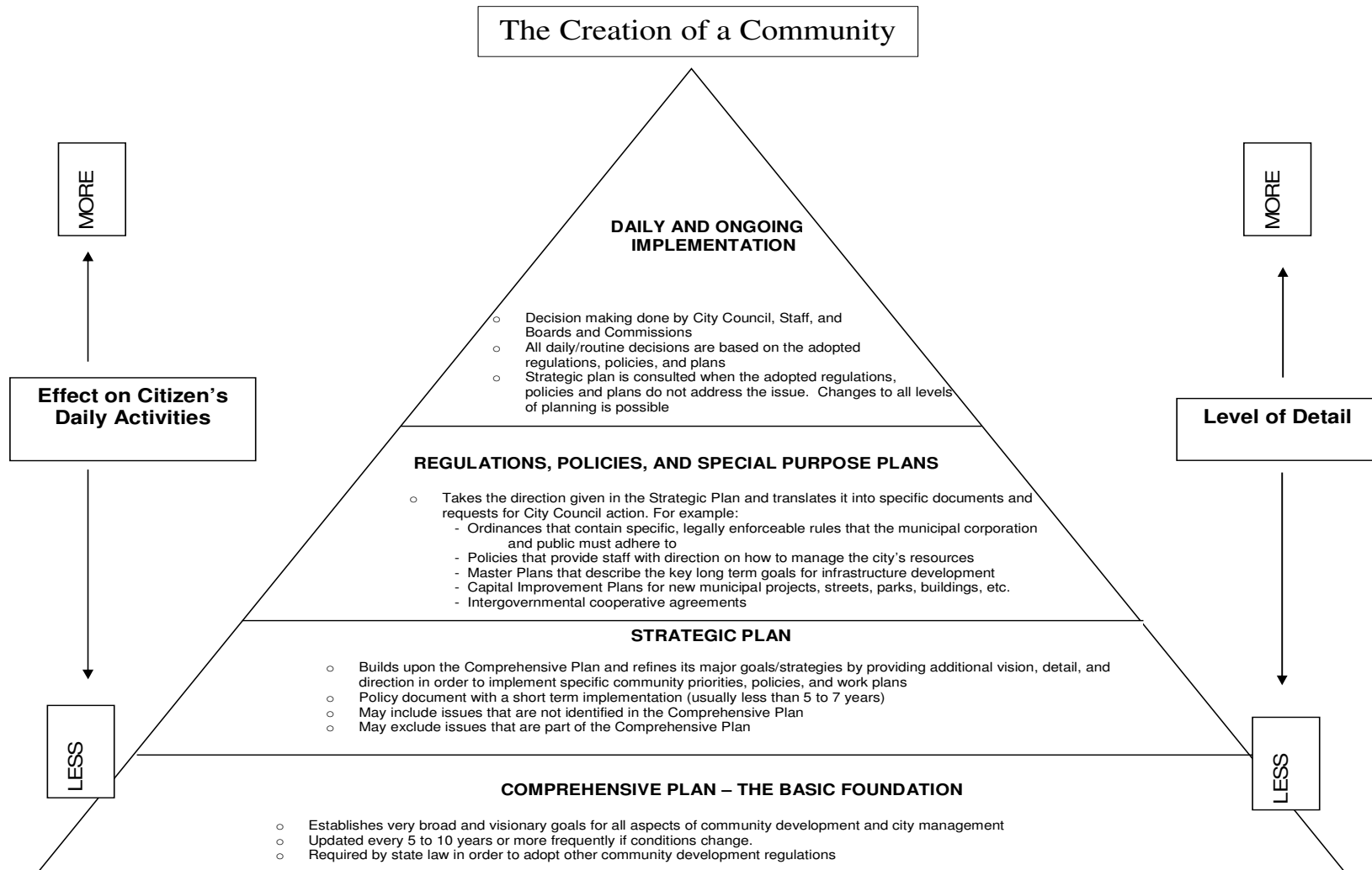


Diagram provided by Jayna Watson, City Planner



STRATEGIC PLANNING ELEMENTS- DRAFTS DEVELOPED YTD

- **Vision Statement** development summary:

A community's *Vision* statement should express its hopes and dreams for the future while posing challenges that will motivate the entire community to reach its potential. By developing a succinct and cohesive *Vision*, the Spearfish community will create momentum for compelling change and beam with pride as it leads with inspiration and courage. The Spearfish community *Vision* statement will also clarify and vocalize its unified direction from a broad and diverse scope of viewpoints.

The Steering Committee provided five proposed *Vision* statement versions to the Retreat participants. Per the recommendations generated at the Retreat, the Steering Committee now proposes the following *Vision* statement under the heading, "*Our Preferred Future*".

Our Preferred Future:

Spearfish is a safe and welcoming community which promotes its economic and cultural diversity, ensures quality of life by engaging its citizens and preserves its natural beauty, arts, heritage and historical integrity.

Further input from the community regarding the development of the official *Vision* statement will be available at the Focus Groups, Department meetings and Surveys. The Steering Committee will assess the recommendations, align the final draft with the Comprehensive Plan and propose an official draft for Council and community approval.

- **Core Values** development summary:

Core Values will be an integral part of the Spearfish Community's strategic plan and will define the common foundation philosophies shared among the community's stakeholders. These overarching centric beliefs 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.

Again, the Steering Committee provided eight (8) beliefs to be considered as potential Spearfish Community *Core Values* to the Retreat Participants. Based on those recommendations, the Steering Committee now submits the following proposed *Core Values* under the heading "*Our Touchstones of Excellence*" to be evaluated by the Community prior to approval:

Our Touchstones for Excellence:

Fiscally Responsible & Sustainable

Forward Thinking

Environmental Stewardship

Community Engagement

Trust, Integrity & Respect



■ **Mission Statement** development summary:

A community's *Mission* statement defines the purpose for which it exists by articulating action-oriented objectives and addresses specific services, needs, products, issues and/or challenges. The Retreat participants provided extensive data to initiate the development of the Spearfish Community *Mission Statement*. Per recommendations and the exemplary narrative expertise by Steering Committee, the following is proposed as a draft of the Spearfish Community's *Vision Statement* under the heading, "Our Livability Pledge":

Our Livability Pledge:

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

■ **Community Pillars** development summary:

The Steering Committee discussed and analyzed the initial nine (9) *Community Pillars*, the data compiled from each Pillar's *S.L.O.T.* Analysis and the respective Goal Themes/Goals drafted at the Retreat. Due to the impractical number of *Community Pillars* (9), the duplication of concepts and the relationship among specific *Community Pillars*, the Steering Committee prudently recommends condensing the *Pillars* to include the following key focus areas (that also correlate with the Comprehensive Plan) for the 2016-2020 Spearfish Community Strategic Plan under the heading "Our Community Pillars":

Our Community Pillars:

- 1. Fiscal Responsibility & Sustainability**
- 2. Growth Development & Partnerships**
- 3. Communication & Community Engagement**
- 4. Quality of Life: Recreation, Parks & Health**
- 5. Education: Life-Long Learning**

■ **Focus Groups & Surveys** development summary:

Focus Group meetings provide the foundation for understanding the unique needs and interests of various community or business groups and build capacity for the strategic plan's initiatives. They are designed to acquire various perspectives/opinions by specific groups, to benefit from the groups' shared knowledge, and to understand how various groups would be affected by programs, strategic initiatives or policies. Participants within the *Focus Groups* typically are selected based on what they share in common. Whether the focus group structure includes "roundtable" discussions or open interaction, small group settings offer participants the freedom to speak opening and honestly, to listen and to interact with others.

The Steering Committee recommended various sectors/groups for the *Focus Groups* and further conversations among Joe Neeb, Jayna Watson and Sue Konstant blended those groups. A total of eleven (11) community and stakeholder engagement meetings will be scheduled at strategic locations throughout the community between July and September. Per the strategic planning contract parameters with PACE Strategic Development, LLC, Joe Neeb and Jayna Watson will develop, facilitate and manage all components of the *Focus Groups and Surveys*. However, Sue Konstant will participate in selected meetings at no additional cost to the City of Spearfish.



FOCUS GROUPS	FACILITATOR(S)	DATE	LOCATION
1. Students	Jayna	September	TBA
2. Education (Primary, Secondary, Life- Long Learning)	Jayna & Sue	September	TBA
3. Health Care Industry	Joe	TBA	TBA
4. Senior Citizens	Joe	TBA	TBA
5. Businesses (Young professions, Chamber, SEDC, Developers & Contractors, Bankers, Tourism, Communication & Technology, etc.)	Joe, Jayna & Sue	TBA	TBA
6. General Public	Joe, Jayna & Sue	2 Dates: TBA	TBA
7. Civic Groups	Joe	TBA	TBA
8. Churches	Jayna	TBA	TBA
9. Arts, Historic Preservation, Museums, Recreation, Wellness, etc.	Jayna	TBA	TBA
10. City Departments	Joe, Jayna & Sue	1 st meeting- July 1, 2015	City Hall

Joe Neeb and Jayna Watson will provide a “10 point” summary at the end Focus Group meeting. City personnel will manage and compile all data to be included in a final *Focus Group and Surveys* Report.

The community engagement *Surveys* will run parallel with the *Focus Groups* and provide all Spearfish citizens a voice in the strategic planning process. City personnel will manage the survey process and utilize various survey data collection channels (i.e. the city’s website, newsletters, email blasts and hard copies at various community locations, etc.)

NEXT STEPS & FINAL REPORT COMMENTS

All *Focus* groups and *Surveys* will be completed by the end of September. The data will be applied throughout the Action Planning development phase.

Meeting #3 for the Steering Committee is scheduled for Thursday, July 23, 2015, 1:00 – 3:00 p.m. at City Hall.

It is important to once again reiterate that the strategic planning “process” itself is just as important as the final document that the Community will produce. PACE Strategic Development, LLC is extremely pleased with the process advancements produced by the Steering Committee and Retreat participants. As the contracted strategic planning process facilitator, I especially appreciate the professionalism exhibited by the city personnel and community leaders who are sincerely serving for the betterment and prosperity of the Spearfish community.

This progress report along with all post-meeting summary reports will be disseminated to all strategic planning participants as well as published through the city’s website.

Respectfully submitted by,

Susan L. Konstant, President/Owner
PACE Strategic Development, LLC