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Responsive, Accessible
& Effective Governance



We value effective local governance, and a City organization that is fiscally responsible, accessible, and responsive to its residents and businesses. Our community will seek effective local governance and promote community-based collaboration, with opportunities for involving citizens in all City decision-making processes. We also value balancing City revenues and expenditures over the long-term, to ensure that City operations are viable and can be sustained.

OVERVIEW

Rapid City is a statutory municipality organized in a mayor-aldermanic form of government. The mayor serves as the chief executive officer of the City and two City Council members are elected to represent each of the City's five wards. Terms of service for the mayor and City Council are two years. City staff members work to implement the objectives of the Mayor and Council, and provide leadership and service across myriad City departments and programs.

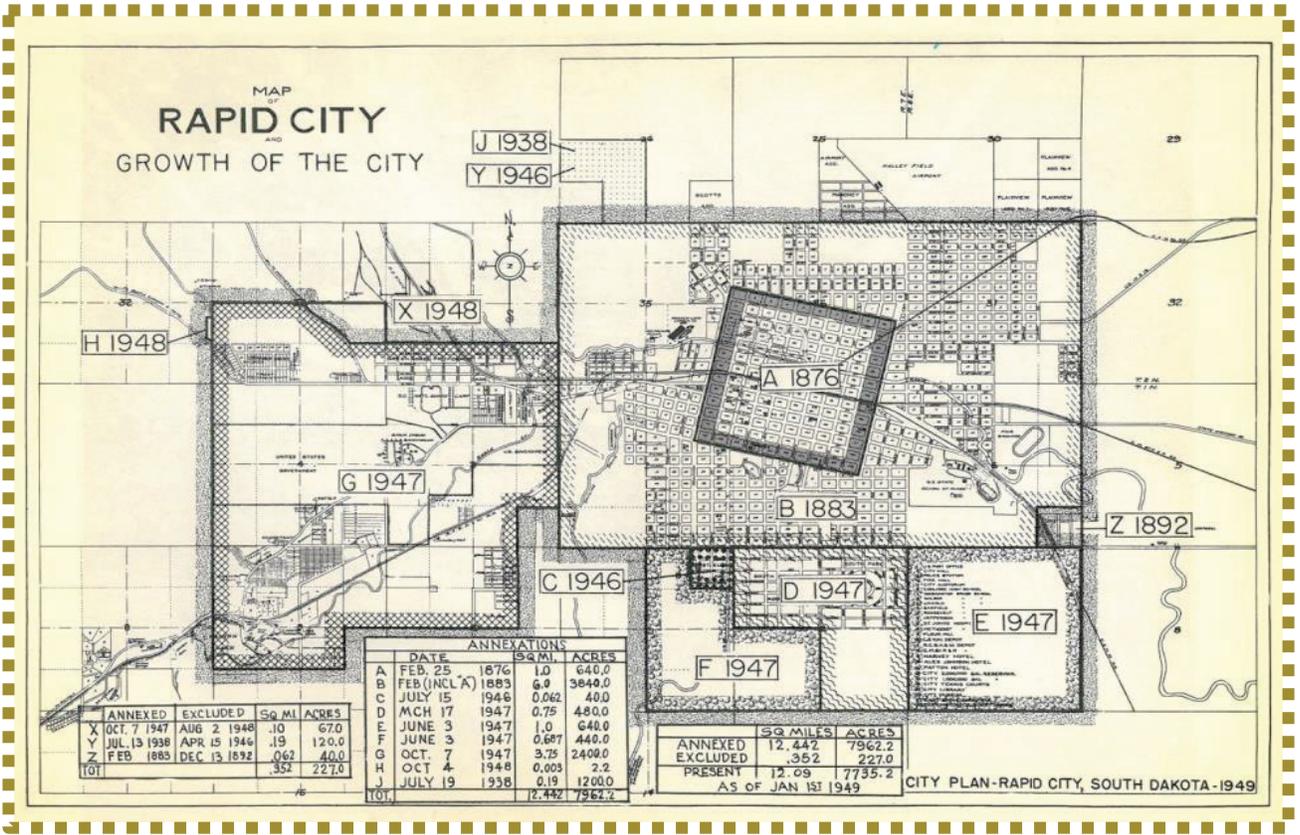
In 2013, Rapid City launched a new budgeting for outcomes process. As opposed to traditional budgeting, which start with the previous years' expenditures as a base and focuses on a one year horizon,

the priority-driven budgeting approach focuses on measuring what citizens value and emphasizes creating long-term financial stability by determining the price of government and funding top priorities. This Plan serves as the foundation for priority driven budgeting (a process to be established in 2015 for fiscal year 2016) and reflects and builds upon the budgeting for outcomes goals to promote alignment between planning and budgeting, establish near-term funding priorities in order to advance the community vision and goals, and establish long-term goals.

In addition to introducing transparency and innovation to its budgeting process, Rapid City is committed to providing responsive and accessible

government. Ample opportunities are provided for public feedback and civic engagement, and the City's website is a vital portal for maintaining open records and communication. In order to support the vision for responsive, accessible, and effective governance, the principles, goals, and policies in this chapter address the following:

- Maintaining local government fiscal stability;
- Ensuring opportunities for public involvement;
- Providing leadership, continuity, and transparency in City governance; and
- Investigating options to improve the efficiency of City facilities and administration.



Growth Map, City Plan, 1949

PRINCIPLES, GOALS, AND POLICIES (GOV)

Principle GOV-1: Maintaining Fiscal Stability

Rapid City will maintain fiscal stability by balancing desired service levels against changing costs and revenues. The City will provide clear and transparent information about the municipal budgeting process.

Goal GOV-1.1: Align community priorities with budget allocations.

GOV-1.1A: PRIORITY-DRIVEN BUDGETING

Employ and enhance the budgeting process to deliver City services and improvements in a manner that reflects priorities, emphasizes results, and advances the community vision. Maintain strong connections between the Comprehensive Plan and budgeting priorities to ensure alignment between plan implementation and City budgeting.

GOV-1.1B: CAPITAL IMPROVEMENTS PLANNING

Monitor capital improvement needs and requests and proactively plan for and prioritize capital improvement

projects. Enhance awareness of the fiscal constraints of the City and clearly communicate high priority capital improvement needs and plans.

GOV-1.1C: STRATEGIC PLANNING

Advance community strategic planning and visioning efforts by integrating them into the Comprehensive Plan's vision and action plan, and by allocating resources to these efforts during the budgeting process.

Goal GOV-1.2: Promote an open and transparent budgeting process.



GOV-1.2A: BUDGETING COLLABORATION

Maintain a collaborative budgeting process that reflects broad community feedback (including residents, City staff, elected and appointed officials) and focuses on continuous improvement and achieving results.

GOV-1.2B: BUDGET MONITORING

Monitor and share information regarding the status of the City’s budget, including projected versus actual revenues and expenses, gaps, and current and future priorities.

Goal GOV-1.3: Collaborate on means to explore efficiencies and promote cooperation.

GOV-1.3A: REGIONAL COLLABORATION

Foster relationships with regional stakeholders and organizations, including but not limited to County governments, area municipalities, tribal governments, state and federal agencies, service providers and organizations, and the public at-large, to address issues and opportunities collaboratively and efficiently.

GOV-1.3B: SERVICE PROVIDER COLLABORATION

Engage local service providers, such as utilities and health and safety services, to maximize benefits to Rapid City residents and identify opportunities to

collaborate with the City and maximize efficiency.

GOV-1.3C: PUBLIC/PRIVATE PARTNERSHIPS

Consider opportunities to partner with private organizations or developers to maximize benefits and leverage City resources.

GOV-1.4D: DEVELOPMENT REVIEW PROCESSES

Continue to improve and streamline Development Review Team (DRT) processes in accordance with recommendations outlined in the 2010-2013 Progress Report and Assessment proposed for Community Planning and Development Services.

GOV-1.3E: AIRPORT GOVERNANCE STRUCTURE

Consider establishing an Airport Authority, as authorized by South Dakota law, to govern the Rapid City Regional Airport as a means of providing:

- More focused governance;
- Enhanced flexibility with respect to economic development opportunities; and
- Increased efficiency.

GOV-1.3F: SUSTAINABILITY INITIATIVES

Integrate awareness and knowledge of sustainability concepts into City practices. Explore opportunities to expand current sustainability initiatives:

- Extend opportunities to share best practices and

ideas related to sustainability;

- Support the implementation of Sustainability Committee goals;
- Meet a base level LEED standard and/or adopt the current national energy standards for new Civic Structures;
- Consider adopting the STAR Community Rating System to measure progress in strengthening environmental, economic, and social systems; and
- Consider establishing a full-time sustainability coordinator position to advance the City’s efforts over time.

Principle GOV-2: Ensuring Opportunities for Public Involvement in Government

Rapid City will use a range of public involvement methods to engage and involve citizens in all aspects of governance, in order to work collaboratively with citizens to address issues and resolve problems. The City will continue to forge partnerships with public, private, and non-profit organizations to leverage available resources and promote innovation.



Goal GOV-2.1: Encourage civic engagement.

GOV-2.1A: PUBLIC INPUT OPPORTUNITIES

Provide a range of opportunities for the public to provide feedback to decision-makers, including in person meetings, workshops, and online forums to cater to the needs of different populations and comfort levels.

GOV-2.1B: CIVIC ENGAGEMENT

Foster civic engagement and community involvement by supporting volunteer committees and commissions, providing volunteer opportunities and internships, and maintaining open meetings and records.

GOV- 2.1C: YOUTH ENGAGEMENT

Encourage involvement of youth in civic matters by collaborating with the school district, and pursuing opportunities to include youth in community planning and decision-making.

Goal GOV-2.2: Develop and support leadership that reflects the diversity of Rapid City.

GOV-2.2A: COMMITTEE, BOARD, AND COMMISSION RECRUITMENT

Seek diverse and qualified candidates in the recruitment and appointment of members to serve on City committees, commissions, and boards.

GOV-2.2B: MENTORSHIP PROGRAMS

Mentor and support emerging community leaders through support for volunteer committees and commissions and by providing volunteer opportunities and internships within the City organization.

Principle GOV-3: Providing Leadership, Continuity and Transparency

Rapid City staff and elected officials will continue to provide leadership in the planning and governance of the community, and will

ensure that local government business is open, accessible, and transparent to all.

Opportunities to promote greater stability in leadership positions will be explored as a way to enhance efficiency and provide greater continuity in the implementation of the City's core programs and policies.

Goal GOV-3.1: Improve continuity in City governance between election cycles.

GOV-3.1A: INSTITUTIONALIZE THE COMPREHENSIVE PLAN

Integrate the Comprehensive Plan's vision, principles, goals, and policies into City meetings and decision-making in order to enhance clarity and continuity as elected officials change.

GOV-3.1B: CITY STAFF RECOMMENDATIONS

Consider City staff's assessment of conformity and alignment with the Comprehensive Plan as a





critical element in ensuring decision-making that is transparent and fair.

GOV-3.1C: ELECTED OFFICIALS TRAINING

Develop and facilitate a training course for incoming elected officials in order to enhance productivity and help alleviate the steep learning curve. The training course should clarify roles, outline procedures and expectations, and provide orientation to the Comprehensive Plan and priority driven budgeting process.

GOV-3.1D: PLAN MONITORING

Provide ongoing monitoring and periodic reporting of the Plan's progress and implementation.

Goal GOV-3.2: Explore opportunities to enhance the City's effectiveness as a governmental organization.

GOV-3.2A: FORM OF GOVERNMENT

Study the requirements and potential benefits and disadvantages of home rule (rather than statutory) local government status. Consider the initiation of a home rule charter if such status would help advance the community vision.

GOV-3.2B: LEADERSHIP STRUCTURE

Explore options to enhance stability of City leadership through changes to the governmental structure, such

as increasing term lengths, extending terms of service, and/or appointing a City manager or administrator.

GOV-3.2C: STATE LEGISLATION AND FINANCIAL TOOLS

Engage with state representatives and advocate for legislation that provides more opportunities for municipalities to employ new or different financial tools to support development.

Principle GOV 4: Investigating Options to Improve the Efficiency of City Facilities and Administration

Rapid City will explore opportunities to promote greater efficiency in providing government services, distributing information, and performing other administrative tasks.

Goal GOV-4.1: Consider cost-effectiveness of fleet improvements.

GOV-4.1A: VEHICLE AND EQUIPMENT REPLACEMENT

Analyze replacement strategies for vehicles and equipment to determine cost-effectiveness of leasing or purchasing in the long-term.

GOV-4.1B: FUEL PURCHASING

Explore the benefits and potential drawbacks of advanced and consolidated fuel purchasing, and the use of

alternative fuels for the City's fleet.

GOV-4.1C: FLEET MAINTENANCE

Evaluate costs and benefits of consolidating fleet maintenance.

Goal GOV-4.2: Improve facilities management and operations

GOV-4.2A: FACILITIES MANAGEMENT

Explore opportunities to consolidate facilities management.

GOV-4.2B: ENERGY EFFICIENCY

Explore cost-effective ways to improve the energy efficiency of City facilities.

Goal GOV-4.3: Evaluate opportunities to improve administrative efficiency.

GOV-4.3A: BUSINESS ANALYSTS

Consider hiring business analysts to assist City departments in projecting revenues, developing cost projections for new or proposed programs and purchases, and preparation of the City budget expenditures.

GOV-4.3B: HARDWARE AND SOFTWARE INFORMATION TECHNOLOGY

Explore opportunities for consolidated hardware and software replacement, repair, and maintenance within the Information Technology Division.



GOV-4.3C: FINANCE AND ACCOUNTING SOFTWARE

Conduct regular updates to financial and accounting software and replace as necessary to promote increased efficiency.

GOV-4.3D: CONTRACT SERVICES

Consider the use of consolidated contract services, such as a city contracting officer, that could negotiate city-wide bulk purchase agreements, electricity rates, fuel rates, professional service contracts, and other shared supplies and services.

GOV-4.3D: RECORDS MANAGEMENT

Create a City Clerk's Office to facilitate consolidated records management.

GOV-4.3E: PUBLIC INFORMATION OFFICE

Consider establishing a Public Information Office to coordinate matters of public information.

GOV-4.3F: GRANT MANAGEMENT

Hire a professional to manage grant applications and distributions.

GOV-4.3G: RECORDS MANAGEMENT

Investigate opportunities to facilitate consolidated records management through the creation of a City Clerk's Office or similar means.

GOV-4.3H: FACILITY NEEDS

Pursue an evaluation of existing City office space needs along with the school district. Prepare a facility needs plan for future years.