



STRATEGIC PLAN

CITY OF LEAD

2024-2029

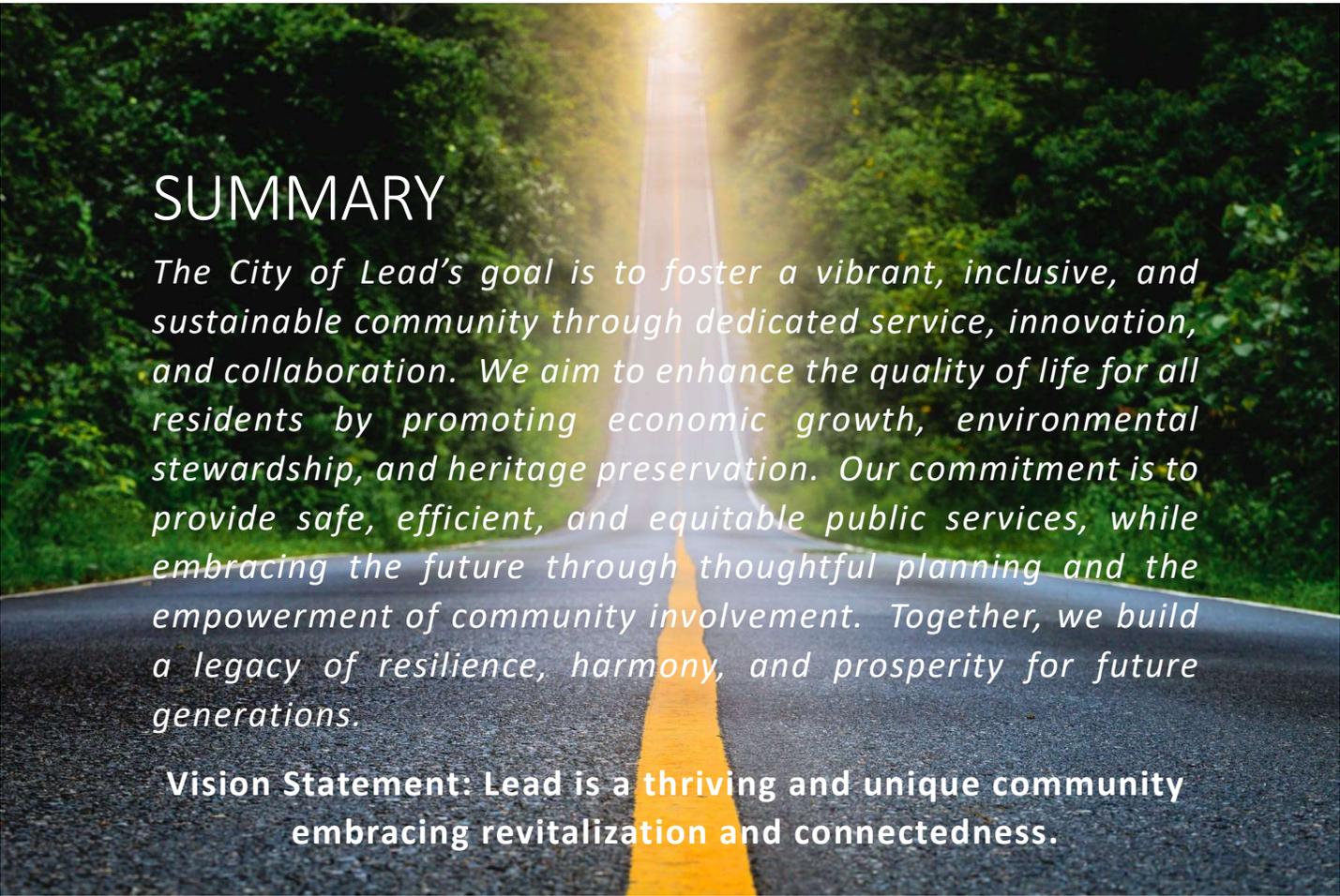


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SUMMARY

The City of Lead's goal is to foster a vibrant, inclusive, and sustainable community through dedicated service, innovation, and collaboration. We aim to enhance the quality of life for all residents by promoting economic growth, environmental stewardship, and heritage preservation. Our commitment is to provide safe, efficient, and equitable public services, while embracing the future through thoughtful planning and the empowerment of community involvement. Together, we build a legacy of resilience, harmony, and prosperity for future generations.

Vision Statement: Lead is a thriving and unique community embracing revitalization and connectedness.

INTRODUCTION

STRATEGIC PLAN PURPOSE

- Vision and Direction: This plan outlines the city's vision for the future, providing a clear direction for where the city intends to go. This helps guide decision-making and prioritizes initiatives.
- Goals & Objectives Setting: Establishes specific, measurable goals and objectives that the city aims to achieve within a certain timeframe, aligning them with the broader vision.
- Resource Allocation: Aids in the efficient and effective allocation of resources, ensuring that financial, human, and physical resources are prioritized towards achieving the strategic goals.
- Performance Measurement: It sets benchmarks and indicators for success, allowing the city to measure its strategic objectives and adjust as necessary.

2024 SWOT ANALYSIS DATA

Strengths:

- ✓ Balanced finances.
- ✓ Employee quality.
- ✓ Stable budget revenue.
- ✓ Supportive community.
- ✓ Strong parks and recreation.
- ✓ Physical location.
- ✓ Public interest to live and work here.
- ✓ Quality of life.
- ✓ Thriving economy with science, mining, and tourism.
- ✓ Community events/culture.
- ✓ Resilient school district.

Weaknesses:

- ✓ Utility infrastructure needs updated.
- ✓ Capital projects forthcoming.
- ✓ Low wages compared to other local municipalities.
- ✓ Communication with the community.
- ✓ Lack of public property maintenance.
- ✓ Inadequate housing/affordability.
- ✓ Availability of community programs.
- ✓ Attracting new businesses.

Opportunities:

- ✓ Property value increase tax incentives for businesses and residents.
- ✓ Sales tax surplus and increased assessed value.
- ✓ Possible school housing development.
- ✓ Sanford Underground Research Facility.
- ✓ New businesses/attracting growth.
- ✓ Collaborate to share resources/projects.
- ✓ Expand tourism.
- ✓ Public/private partnerships.

Threats:

- ✓ Public infrastructure projects needing to be completed.
- ✓ Employee retention/wages.
- ✓ Limited budget.
- ✓ Possible economic downturn impacting funding.
- ✓ Expensive prices, (groceries to housing).



SWOT ANALYSIS DEFINITION

CITY OF LEAD STRATEGIC PLANNING

STRATEGIC PRIORITIES DEFINED

The City of Lead developed the following strategic priorities through a structured process that included data collection, research, city staff engagement, evaluation, and prioritization. A SWOT analysis was conducted to understand internal and external factors that could impact the city's strategic direction. Vision and goal setting within each department was conducted and then evaluated to determine the vision and goals for the City of Lead.

City Facilities

- Prioritize sustainability and efficiency of city buildings.
- Ensure city facilities are accessible to all residents, including those with disabilities.
- Prioritizing regular maintenance and renovation of city-owned buildings to ensure they remain safe, functional, and aesthetically pleasing.
- Providing community spaces to be utilized by various groups, including seniors and children.
- Investing in opportunities to support education and workforce development.
- Focusing on health and wellness of the community including walking trails, community health centers and promoting healthiness.
- Improving transportation and connectivity to boost community accessibility.
- Navigating challenges of urban management by ensuring the city facilities will serve the current and future needs of the community effectively.



THE HEARST LIBRARY, LEAD MAIN STREET

City of Lead Facilities include City Hall, the city street shop, the Hearst Library, and the Twin City Animal Shelter.

Streets & Utilities

- Ensuring infrastructure and facilities that will enable the efficient delivery of essential services to residents.
- Upgrading aging infrastructure and complying with state and federal requirements.

- Developing streets and routes that will accommodate all users, including pedestrians, cyclists, and motorists.
- Prioritizing investments to ensure equitable access to reliable and high-quality utility services.
- Developing infrastructure that supports economic activity to attract and retain businesses.
- Leveraging public-private partnerships to fund, build, and operate infrastructure projects.

The City of Lead took over the water distribution system from Homestake Mining Company in 1994. The water and sewer collection systems are more than 100 years old. The sewer system historically served as both a sanitary sewer collection and a storm sewer collection system. The City of Lead has been working to rehabilitate the water infrastructure and separate the storm water from the sanitary system since the 1980’s. The City of Lead has had a Facility Plan in place since 1997 as a long-range plan for infrastructure projects. Recent projects have been a joint funding effort with the City of Lead and Community Block Development Grants. These projects often come at a high cost due to sewer system replacement and separation, water line replacement, and street replacement.



2023 MILL STREET PROJECT

The City of Lead maintains over 25 miles of city streets, including cleaning, repairing, replacing, and removing snow. The street cleaning generally occurs at midday after the last snow of the year; they also clean the streets after heavy rains or construction. For street repairs, the city repairs potholes throughout the year, focusing on early summer. Hot asphalt is the preferred repair material and is available depending on temperature. The city maintains an annual schedule of asphalt overlays. All streets within Lead have received a grade based on their condition and this grading is the basis for the schedule. The city also attempts to cluster street

overlays to increase efficiency. Overlays are generally done in the summer months. The street crew is responsible for the snow removal on all city streets throughout the community except the US Highways, 14A and 85. Routine snow removal is a priority for the city and the City of Lead has a Snowfall Event Plan in place that prioritizes artery streets for emergency response vehicles. The plan sets out the 1st and 2nd day after snow event activities of the city as well. The City of Lead’s Street shop is currently located on Ellison Street in Lead on leased property owned by South Dakota Science Technology and Authority. The lease for that location will be ending and the City of Lead will be in the process of finding a new location and constructing a new city shop. The City will be issuing a request for proposals for land acquisition for the shop

location in 2024. The City intends to secure property for the new shop and is researching funding options for the new shop facility. The goal for the new city shop is to be functioning by 2027.

Parks

- Create and maintain vibrant, sustainable, and inclusive parks that contribute to the overall quality of life and well-being of their residents.
- Provide diverse recreation opportunities to meet the needs and interests of all residents.
- Ensure parks are accessible to all residents, including those with disabilities, by implementing universal design principles, providing accessible pathways, and offering amenities.
- Promoting environmental stewardship of the land in our community.
- Develop corridors and paths that connect parks with other areas of the community to encourage safe routes and active transportation.
- Incorporate native plants and vegetation to support local biodiversity and provide ecological benefits.
- Engage community members in the planning, design, and programming of park spaces to ensure they meet local needs and preferences.
- Offer a diverse range of recreational opportunities that cater to all ages, abilities, and cultural backgrounds.
- Create or enhance facilities for physical activities, such as playgrounds, and sports fields, to promote physical health.
- Leverage parks as assets for tourism and recreation by hosting events, festivals, and markets that attract visitors and support local businesses.
- Explore public-private partnerships to fund improvements and programming in parks without straining municipal budgets,



*SKATEPARK ADDITION TO MANUEL BROTHER'S PARK,
PHOTO BY EVERGREEN SKATEPARKS*

The City of Lead has one main park, Manuel Brother's Park, and seven pocket neighborhood parks. Manuel Brother's Park provides the community with a picnic shelter, playground area, splashpad, walking path around green space, volleyball courts, horseshoe pits, basketball courts, a state-of-the-art skatepark and brand new pickleball courts. There are many small pocket parks around town within a one-mile walking distance of all neighborhoods. A dog park is also provided for local dog owners.

Health & Safety

- Provide a safe place to live, work, learn and play.
- Promote, protect, and enhance a healthy and sustainable environment.
- Promoting health and well-being for the residents of Lead.
- Upgrading facilities to enhance emergency preparedness.
- Implementing security enhancements to protect the community.
- Install and maintain adequate lighting to ensure safety of the community.
- Implement community policing strategies to enhance the safety of the community.
- Conduct public awareness campaigns on safety practices, emergency preparedness, and disaster response.
- Strive to expand access to mental health services, including crisis intervention, counseling, and long-term care.
- Implement programs aimed at preventing substance abuse and providing treatment and rehabilitation services for those affected.
- Foster collaboration across municipal departments and with external agencies to address health and safety in a coordinated manner.
- Engage with community organizations, residents, and businesses to gather input and foster partnerships in health and safety initiatives.
- Keep an adaptable approach involving continuous assessment, stakeholder engagement and evidence-based practices to effectively meet the needs of the community.



*2023 GOLD CAMP JUBILEE DAYS, 4TH OF JULY
LEAD MAIN STREET WITH LOCAL POLICE ESCORT*

It is the mission of the Lead Police Department to provide residents, businesses, and visitors with 24-hour professional quality law enforcement. This shall be accomplished by continually adapting to the needs of the community while expanding the education, training, experience, and duties of the Police Officers. The Lead Police Department has 7 full-time personnel.

High Performing Government

- Deliver an efficient, innovative, transparent, effective, and collaborative city government.
- Be fiscally responsible for the citizens of Lead.
- Engage with community members and stakeholders in the planning and decision-making processes for the city.

- Establishing feedback mechanisms for residents to report issues and provide feedback on city performance.
- Set clear goals, allocate resources efficiently and continuously monitor and evaluate progress.
- Determine key areas of focus such as infrastructure, economic development, public safety, and community engagement.
- Solicit input from residents, businesses, community organizations, and other stakeholders to understand their needs, concerns, and priorities.
- Allocate resources, including finances, personnel, and technology strategically to support the achievement of the goals set.
- Invest in recruiting, training, and retaining a skilled and diverse workforce capable of delivering high-quality services and implementing strategic initiatives at a competitive wage compared to other neighboring local governments.
- Continuously evaluate and improve internal processes and workflows to increase efficiency.
- Foster a culture of transparency and accountability by regularly reporting on progress to stakeholders and holding departments accountable for results.
- Encourage innovation and creativity in problem-solving, service delivery, and governance processes to drive continuous improvement and adaptation to changing needs.
- Foster a culture of learning and knowledge-sharing within the municipal government, encouraging experimentation, reflection, and the adoption of best practices.



LEAD CITY HALL, WINTERFEST 2023

DEPARTMENT OPERATIONAL PLAN

City Commission & City Administration

1. Goals: Short-term:

- a. Addressing key areas that will ensure the effective and efficient management of city resources, services and development.
- b. Ensure a comprehensive understanding of all city departments' operations, which will enhance informed decision-making, effective oversight, and strategic planning.

- c. Create a supportive work environment, develop recruitment and retention strategies, offer development and training opportunities, and optimize the City of Lead benefit package.
 - d. Ensure all city employees receive fair, competitive, and equitable compensation that aligns with industry standards through wage analysis, budget planning, and wage adjustments.
 - e. Compose the annual budget for all departments.
 - f. Monitor the city budget to ensure short-term and long-term economic success and departmental compliance with budget initiatives and directives.
 - g. Ensure a fair, transparent, and sustainable property tax mill levy that balances financial need with economic well-being.
 - h. Ensure that property taxes support the health of the city and regularly assess the community impact on residents of Lead.
 - i. Optimize sales tax management to ensure a robust revenue development plan and continue to support economic development. Ensure sales tax revenues are used responsibly to support the city's long-term financial health.
 - j. Regularly review and update sales tax policies to ensure the use of sales tax funds align with the city's goals.
2. Goals: Long-term:
- a. Develop a reserve fund to sustain the city budget during the beginning of the year before the first property tax revenues are collected.
 - b. Develop and implement a debt management plan to reduce long-term debt.
 - c. Assess and increase city fees when identified as deficient.
 - d. Establish a sustainable, transparent, and impactful funding mechanism for local nonprofits that enhances community services, supports vulnerable populations, and fosters a collaborative environment by identifying community needs, this should enhance local nonprofit, enhancing their capacity to serve the community and address critical needs.
 - e. Receive and review problems or complaints from the public and ensure proper follow-up and resolution.
 - f. Coordinate relations with local, state, and federal agencies for initiatives, projects, legislation, meetings, and conventions.
 - g. Regularly review existing ordinances to ensure they align with current needs and regulations that affect the city, ensuring legal compliance, and technology integration.
 - h. Develop and implement policies that support departments in achieving their goals, including those related to staffing, technology and infrastructure.
3. Capital Assets:
- a. Inventory and assess capital assets owned by the city.
 - b. Implement a finance plan for the lifecycle management of capital assets.
4. Grant Opportunities:

- a. Apply for one Community Block Development Grant project a year.
 - b. Research funding sources and mechanisms for capital projects and city plans.
5. Employee Summary:
- a. Empower city officials to effectively fulfill their roles by offering training and development, encouraging transparency and accountability, ethical standards and community engagement.
 - b. Collaborate with stakeholders to develop and implement strategic plans that align with the long-term vision and goals of the City of Lead.
 - c. Implement measures to enhance operational efficiency within the departments, and streamline processes.
 - d. Develop and adhere to sound financial management practices including budget oversight, cost control measures, and transparent reporting.
 - e. Lead the development and implementation of policies that promote the city.
6. Budget Planning:
- a. Develop a reserve fund to sustain the city budget during the beginning of the year before the first property tax revenues are collected.
 - b. Develop and implement a debt management plan to reduce long-term debt.
 - c. Compose the annual budget for all departments.
 - d. Monitor the city budget to ensure short-term and long-term economic success and departmental compliance with budget initiatives and directives.
 - e. Ensure a fair, transparent, and sustainable property tax mill levy that balances financial need with economic well-being.
 - f. Ensure that property taxes support the health of the city and regularly assess the community impact on residents of Lead.
 - g. Optimize sales tax management to ensure a robust revenue development plan and continue to support economic development. Ensure sales tax revenues are used responsibly to support the city's long-term financial health.
 - h. Regularly review and update sales tax policies to ensure the use of sales tax funds align with the city's goals.

Finance

1. Goals: Short-term:
- a. Continue to review and analyze department budgets monthly to ensure financial objectives are met and budgets stay on track for the fiscal year.
 - b. Implement mitigation strategies to prevent water loss within the City.
 - c. Create a robust, responsive, and responsible budget strategy that aligns with department goals that is reviewed annually before the next year budget session.
 - d. Research funding sources and mechanisms for capital projects such as street improvements, retaining walls, etc.

2. Goals: Long-term:
 - a. Participate and engage in the audit process (every 2 years) and implement policies and procedures suggested to maintain a clean audit report.
 - b. Develop and implement a debt management plan to reduce long-term debt.
 - c. Assess and increase city fees when identified as deficient.
3. Capital Assets:
 - a. Scanning equipment for digitizing city information, billings, and account information and to preserve historic city records. (2024)
 - b. Replace flooring in office space. (2025)
4. Grant Opportunities:
 - a. Research grant opportunities for city projects.
5. Employee Summary:
 - a. Continue to foster permanent and motivated employees through competitive wages, benefits, and flexible work arrangements.
 - b. Offer professional development training and continuing education through groups such as the SDML.
 - c. Attending annual software training in Dallas, TX.
6. Budget Planning:
 - a. Continue to manage the financial health of the City.
 - b. Control expenditures by strategic planning projects out by priority and budget year.
 - c. Work to optimize City revenue by continuing to use money market accounts, investment opportunities, SD FIT, and have a presence in multiple local financial institutes.
 - d. Engage in the budget process to understand each department’s needs and goals.
 - e. Create a debt management plan to work to pay down City debt.
 - f. Continue budget transparency with the public.
 - g. Aim to increase emergency reserve funds such as the development reserve and wall reserve accounts.
 - h. Research to possibly implement a city front footage assessment to be used for city projects.

Strategic Plan		Finance			2024
Year	Capital Asset	Project	Project Description	Estimated cost	Funding Source
2024	X	Scanning Equipment	Desktop scanner	\$250/piece \$750 total	City funds
2025		Flooring	New flooring in office		City Funds
2025		Training	Water software training in TX	\$1,800/per person \$5,500 for all 3	City funds
2026		Training	Water software training in TX	Depends who doesn't go 2024	City funds

Streets

1. Goals: Short-term:

- a. Ensure newly hired staff receive all necessary training.
 - b. Enhance snow removal and maintenance capabilities to ensure safe travel during winter months and well-maintained city streets by continuing to update old equipment and pickup trucks.
 - c. Continue working towards getting all equipment enrolled in lease programs.
 - d. Coordinate and plan the annual street asphalt overlay projects, pothole maintenance and drainage control.
 - e. Transition from assigning city workers tasks, such as building walls, paving roads, and installing new water and sewer lines, and instead focus on allocating budget resources to have these tasks competed by contractors that will provide professional results to these projects for the city of Lead's residents. Often, the cost for a professional resource to complete the project is comparable to that of city staff. This ensures professional results and allows city staff to dedicate their time and resources to other annual street maintenance, annual drainage projects, and other identified tasks.
 - f. Strive to improve communication and coordination with other city departments and agencies to streamline projects and minimize disruptions to residents.
 - g. Correlate sidewalk study into street plan, taking into consideration ADA requirements.
 - h. Coordinate with Lead-Deadwood school district for possible subdivision and development of school land, collaborating with potential developers and contractors for the possible project.
 - i. Send out RFP for new city shop location and begin planning for location, facility needs, construction timeline and funding source.
 - j. Analyze and assess the 10-year facility plan to adjust where necessary and continue the long-term infrastructure project planning in Lead.
 - k. Coordinate and hire infrastructure engineering for upcoming city projects on the facility plan to promote CDBG funding application opportunities.
 - l. AEDs in all city facilities.
 - m. Provide safety training for employees such as CPR, first-aid, etc.
2. Goals: Long-term:
- a. Complete equipment updates and have the entire fleet up to date.
 - b. Inventory and create a schedule by prioritizing maintenance and repair projects based on need and budget.
 - c. Develop long-term plans for street infrastructure improvements to accommodate future growth and changes in transportation needs.
 - d. Implement comprehensive and regular safety training programs for all street department employees to reduce workplace accidents and ensure safe handling of equipment and materials.
 - e. Regularly conduct safety audits of all street-related activities and infrastructure to identify potential hazards and implement corrective measures promptly.

- f. Analyze and assess the 10-year facility plan to adjust where necessary and continue the long-term infrastructure project planning in Lead.
- g. Develop and implement emergency preparedness and response plans for street and utility systems.
- h. Continue annual maintenance such as street cleaning in the spring, street repair in the summer, annual schedule of asphalt overlays during the summer, capital improvement street upgrade projects, snow removal as needed in the winter and major snowfall event snow mitigation.

3. Capital Assets:

- a. Equipment needed to purchase through a lease program:
 - i. Street sweeper – 2024 – Current equipment is aging and low quality, the sweeper needs to be updated to continue to provide this service.
 - ii. Mini skid steer and roller – 2024 – Leased program for 5-years.
 - iii. Plow pick-up – 2025 – Currently have 3 plow pick-ups, four are needed in the fleet to provide sufficient snow removal.
 - iv. Loader and blade – 2025 – Caterpillar recommend updating loaders every ten years, we currently have two loaders that are heavily utilized during snow removal. The new snowblower can be better utilized with the addition of a third loader and would enable a higher level of snow removal. The goal would be to sign a 5-year lease for the loader and blade and renew again with new equipment after 5 years. The lease will cover maintenance and parts on the loader. (2025-2029)
- b. City Infrastructure Projects:
 - i. Deadwood supply waterline – 2024
 - ii. Lewie’s – 2026
 - iii. E. Hill St
 - iv. Sawyer St.
 - v. Barclay and High St
 - vi. E Summit, Canyon St and Crown St
 - vii. W Hill and side streets up to Bleeker
 - viii. Bleeker
 - ix. Gold
 - x. Dixon
- c. New city shop facility – Functioning by 2027

4. Grant Opportunities:

- a. Research and apply for grants that would enhance the functionality and safety of the city’s streets but also with the broader objectives of sustainability, safety, and community well-being.
- b. Continue to partner with public and private groups and individuals to collaborate on city projects.

5. Employee Summary:

- a. Rigorously adhering to safety protocols to ensure the safety and well-being of all employees.
- b. Retain quality crew members and ensure effective communication and continuous development within the team.
- c. Offer competitive wages compared to regional local governments, to maintain and retain quality staff, offer continued training opportunities and advancements through professional development.
- d. Retaining staff is vital to ensure that city crews become familiar with the streets and infrastructure and gain valuable experience working within town.
- e. Provide PPE equipment and funding for PPE for employees to maintain up to date PPE, implement an annual stipend per employee for PPE.

6. Budget Planning:

- a. Invest in safety gear and equipment, including reflective clothing, proper signage, and barriers, to protect workers during operations.
- b. Manage the street department conservatively.
- c. Prioritizing essential capital asset purchases each year.
- d. Implementing regular budget monitoring to maintain fiscal responsibility.

Strategic Plan

Steets

2024

Year	Capital Asset	Project	Project Description	Estimated cost	Funding Source
2023	X	Mill street	New Water,Sewer,Storm,Street		City & CDBG
2023	X	Miners Ave. Cancelled	New Water,Sewer,Storm,Street		City & CDBG
2024	X	Dwd Supply waterline	New waterline from Compressor bldg. to Dwd.	\$850,000 to \$1,400,000 (6"-16"	City & CDBG
2024	X	Sweeper	Street sweeper	\$50,000 from Deadwood or	City Funds
2024	X	Mini, skid steer and roller	Leased Program	\$40,000/year for 5 years	City Funds
2024		Staff Training		\$500	City Funds
2024		PPE		already budgeted	City Funds
2025	X	Mini, skid steer and roller	Leased Program	\$40,000/year for 5 years	City Funds
2025	X	Plow truck	New plow truck	\$50,000	City Funds
2025	X	Loader and blade	Lease new loader and blade	\$107,255/year for both on a 5-year lease with option for balloon payment in 2029 or renew lease with new equipment	City Funds
2025		Staff Training		\$500	City Funds
2025		PPE		\$3,500 (\$500/person)	City Funds
2026	X	Mini, skid steer and roller	Leased Program	\$40,000/year for 5 years	City Funds
2026	X	New Shop		\$5,000,000	City (Loan)
2026	X	Lewies	New Water, Lift Station for Sewer	\$1,000,000	City & CDBG

2026	X	Loader and blade	Lease loader and blade	\$107,255/year for both on a 5-year lease with option for balloon payment in 2029 or renew lease with new equipment	City Funds
2026		Staff Training		\$500	City Funds
2026		PPE		\$3,500 (\$500/person)	City Funds
2027	X	Mini, skid steer and roller	Leased Program	\$40,000/year for 5 years	City Funds
2027	X	E.Hill st, and all side streets up Sawyer and Mill st, but not to include E. Summit.	New Water,Sewer,Storm,Street		City Funds
2027	X	Loader and blade	Lease loader and blade	\$107,255/year for both on a 5-year lease with option for balloon payment in 2029 or renew lease with new equipment	City Funds
2027		Staff Training		\$500	City Funds
2027		PPE		\$3,500 (\$500/person)	City Funds
2028	X	Mini, skid steer and roller	Leased Program	\$40,000/year for 5 years	City Funds
2028	X	Sawyer	New Water,Sewer,Storm,Street		City Funds
2028	X	Barclay and High st.	New Water,Sewer,Storm,Street		City Funds
2028	X	Loader and blade	Lease loader and blade	\$107,255/year for both on a 5-year lease with option for balloon payment in 2029 or renew lease with new equipment	City Funds
2028		Staff Training		\$500	City Funds

2028		PPE		\$3,500 (\$500/person)	City Funds
2029	X	E.Summit, Canyon st., Crown	New Water,Sewer,Storm,Street		City Funds
2029	X	Loader and blade	Lease new loader and blade	Renew lease with new equipment (Approx \$110,000/year)	City Funds
2029		Staff Training		\$500	City Funds
2029		PPE		\$3,500 (\$500/person)	City Funds
2030	X	W. Hill and all side streets up Bleeker and	New Water,Sewer,Storm,Street		City Funds
2031	X	Mill st, but not to include Summit.			City Funds
2032	X	Bleeker	New Water,Sewer,Storm,Street		City Funds
2032	X	Gold	New Water,Sewer,Storm,Street		City Funds
2033	X	Dixon	New Water,Sewer,Storm,Street		City Funds
2034	X	Peak St. Tank	New Reservoir (250,000 gallon minimum)		City Funds
2035	X	All of Washington	New Water,Sewer,Storm,Street		City Funds
2036	X	Park Ave and Parkdale	New Water,Sewer,Storm,Street		City Funds
		1st Street	New Water,Sewer,Storm,Street		City Funds
		2nd Street	New Water,Sewer,Storm,Street		City Funds
		3rd Street	New Water,Sewer,Storm,Street		City Funds
		Deer Path	New Water,Sewer,Storm,Street		City Funds
		Sunnyhill to Green st.	New Water,Sewer,Storm,Street		City Funds
		Ridge Rd.	New Water,Sewer,Storm,Street		City Funds
		Terraville	New Water,Sewer,Storm,Street		City Funds
		Miners	New Water,Sewer,Storm,Street		City Funds
		Railroad	New Water,Sewer,Storm,Street		City Funds
		Prospect	New Water,Sewer,Storm,Street		City Funds

		West Summit, Rock, and wainmans st.			
		Addie			
		McClellan			
		Spark Upper and Lower. Columbus.			
		Gwinn. Galena. Mouillan. Paul.			

Water

1. Goals: Short-term:

- a. Ensure compliance with DANR regulations and standards while delivering high-quality services to residents. (Annually)
- b. Comply with the DANR separation audit planning implementing at least one separation project each year with the overall goal to separate all combined sewer infrastructure. (Annually)

- c. Complete the mandated South Dakota Lead-Free pipe water survey in a timely and efficient manner. Create and share a second custom flyer to encourage public participation. (October 2024)
- d. Purchase a vactor truck from the City of Deadwood. (2024)
- e. Monitor and mitigate water loss to bring it down to a minimum. The water department will be implementing the use of a water correlator to detect water leaks. The water leaks will be identified, prioritized, and repaired to address water loss, mitigate potential damage, and avert potential health and safety risks. (2024 to purchase correlator and each year thereafter to fix issues)
- f. Monitor and mitigate water loss to bring it down to a minimum. The water department will identify primary areas of concern for water loss and implement a plan to purchase and install water meters at tank locations and main lines. Adding water meters at the S. Lead Reservoir, Park Ave Line, Washington Main Line, Ponderosa line, and two meters at the W. Lead Reservoir will help to mitigate approximately 85% of the water loss in Lead. Subsequent meter locations may be identified in the future to further mitigate water loss and will be worked into the strategic plan and budget. A water meter at the Park Ave line should be installed with the scheduled 2024 line upgrade project. (2024-2028)
- g. Administer a software update that will notify unusual water usage to help mitigate water leaks. (2024)
- h. Update and improve GIS data for water infrastructure for all aspects of the city system. (Rural Water is working on a project in 2024 and continued annually)
- i. Coordinate with Lead-Deadwood school district for possible subdivision and development of school land, collaborating with potential developers and contractors on the project as it develops. (2024)
- j. Purchase and install a generator for the South Mill lift station. This has been an identified issue by the City and is also deficient in the State DANR compliance report. (2025)
- k. Purchase and install water meters at the S. Lead Reservoir and at the Ponderosa Line. (2025)
- l. Implement a new water filling station at the Cold Storage area. A new water filling station would benefit the community and be a cost-effective addition to the city infrastructure. The water filling station at City Hall needs upgraded and to supplement the current fill station, fire hydrants are currently used to provide and sell water to both private and public entities. The city has 3 fire hydrant water meters, the cost of each meter was \$3,000-\$5,000. The current practice of using fire hydrants for the source of bulk water sale creates additional repair and deterioration to the hydrants. This practice also causes hammering to water system lines which is damaging to the system and can cause subsidiary issues and puts the City at risk for complications with the outdated water lines. Hydrant repair averages \$600 per repair and leaves the hydrant unusable

which is a safety hazard for fire protection services. The addition of a new fill station will allow the city to mitigate these maintenance costs and safety hazards and add a revenue source for the city. Currently customers are charged \$1.00 for 60 gallons. With the addition of a new fill station, the city could sell water for \$2.00-\$3.00 for 100 gallons. Implementing a fill station would benefit the city and residents alike and would be a forward-thinking addition to the city. (2025)

- m. Add one additional full-time water department employee, LW3. It is the goal of the water department for the supervisor to spend 50% of the time supervising the field and 50% of the time in the office, managing the water department. This goal is not attainable with only 2 staff in the water department. The current water system lacks sustainability, efficiency and general maintenance, the system is over 100 years old. The lack of staff in the water department does not allow for growth to turn the water department system around. The water department is striving to manage a forward-facing and proactive water system that is well-maintained and efficient. (2025)
- n. Implement a curb stop restoration and replacement program for Lead residents. This program would help provide a dependable water supply system and safeguard against potential issues with the 100-year-old water system. This program will provide benefits to homeowners such as improved water flow and pressure, prevention of leaks and water damage, increased property values and safety. This project will provide more efficient water management for the City of Lead, improve the infrastructure longevity, reduce maintenance costs in equipment, time and wages, regulated compliance and health and safety. This project aims to increase the water system for the city through operational efficiency, cost-effectiveness and service reliability. With the addition of a LW3 in the water department, the goal would be to replace 10 curb stops annually. This would be an on-going project until completion, there are 1,523 curb stops in Lead. (2025)

2. Goals: Long-term:

- a. It is the highest priority goal of the water department to implement long-term planning to provide and maintain a successful water system.
- b. Define clear safety performance metrics to continuously evaluate the effectiveness of safety measures, aiming for ongoing improvement based on real data.
- c. Comply with the DANR separation audit planning implementing at least one separation project each year.
- d. Preserve city records by scanning sensitive documents to be recorded electronically such as sewer cards, infrastructure maps and as-builts. (Annually)
- e. Continue to update and improve GIS data for water infrastructure for all aspects of the city system. Populate curb stop data into GIS data for water and sewer lines. (2024 and annually)
- f. Purchase and install generator at the pump station at Chicago. (2026)

- g. Replace the water storage tank at Peak Street. This tank is leaking and has been identified by the city and the State DNR as deficient. The tank is currently leaking, it does not provide sufficient water pressure to the residents it services water to, and has an insufficient capacity for the needs of the residential services. (2026)
- h. Purchase and install water meters at the Washington Main and two on the W. Lead Reservoir. (2026)
- i. Replace valves at the SDSTA valve house, there are two 16” valves identified as critical need to be replaced and rebuilt. (2026)
- j. Remove and replace the historic water vaults that are obsolete and past their life expectancy throughout Lead. The vaults are not utilized in the current water system and contain 200-250 psi high pressure values that are a safety hazard. With the addition of a LW3 in the water department, the goal would be to replace 2 water vaults annually. This would be an on-going project until completion, there are approximately 10 water vaults within the city. The valves are to be replaced with standpipes. The water vaults are a safety hazard and are also a source of water loss for the city. (2026)
- k. Implement a storm drain restoration and replacement program to upgrade the identified insufficient storm drains. With the addition of a LW3 in the water department, the goal would be to replace 10 storm drains annually. This would be an on-going project until completion, there are at least 60 storm drains identified that need to be replaced in Lead. This project would install the current storm drain system including the drop inlet, frame and storm hood. The benefits of this program are operational efficiency, long-term savings, and regulatory compliance. The new storm drains will also increase the durability of the system, enhance storm capacity and help reduce maintenance costs. (2027)

3. Capital Assets:

- a. Vactor – 2024
- b. Water leak correlator – 2024
- c. Water tank meter, Park Ave – 2024
- d. Water tank meter, Grandview Dr- 2024
- e. Generator at S. Mill lift station- 2025
- f. Water tank meters, S. Lead Reservoir and Ponderosa Line- 2025
- g. Fill station – 2025
- h. Curb stop Restoration & Replacement Program– 2025 (annually until completed)
- i. Add LW3 position to water department – 2025
- j. Backup generator for pump station at Chicago – 2026
- k. Replace Peak Street water storage tank- 2026
- l. Water tank meters, Washington Main and two at W. Lead – 2026
- m. SDSTA Valve House Project – 2026
- n. Water Vault Project – 2026 (annually until completed)
- o. Curb stop Restoration & Replacement Program – 2026 (annually until completed)

- p. Backup generator for Pump House at Grand – 2027
 - q. Water tank meter at W. Lead Reservoir- 2027
 - r. Storm Drain Restoration and Replacement Program – 2027 (annually until completed)
 - s. Curb stop Restoration & Replacement Program – 2027 (annually until completed)
 - t. Water Vault Project – 2027 (annually until completed)
 - u. Curb stop Restoration & Replacement Program – 2028 (annually until completed)
 - v. Water Vault Project – 2028 (annually until completed)
 - w. Storm Drain Restoration and Replacement Program – 2028 (annually until completed)
 - x. Curb stop Restoration & Replacement Program – 2029 (annually until completed)
 - y. Water Vault Project – 2029 (annually until completed)
 - z. Storm Drain Restoration and Replacement Program – 2029 (annually until completed)
4. Grant Opportunities:
- a. Seek funding opportunities that would directly help to fund modernizing and repairing our aged infrastructure, improving safety, resilience, and longevity.
 - b. Research grant options for city projects and improvements.
5. Employee Summary:
- a. Rigorously adhering to safety protocols to ensure the safety and well-being of all employees.
 - b. Maintain certification through regulated contact hours.
 - c. Retain quality crew members and ensure effective communication and continuous development within the team.
 - d. Offer competitive wages with other local governments to maintain and retain quality staff, offer continued training opportunities and advancements through professional development.
 - e. Retaining staff is vital to ensure that city crews become familiar with the streets and infrastructure and gain valuable experience working within town.
 - f. Provide PPE equipment and funding for PPE for employees to maintain up to date PPE, possibly implement an annual stipend for PPE.
6. Budget Planning:
- a. Invest in safety gear and equipment, including reflective clothing, proper signage, and barriers, to protect workers during operations.
 - b. Add one additional full-time water department employee.
 - c. Identify, analyze, and prioritize projects to be completed and worked into the strategic plan, facility plan, and annual budget.
 - d. Continue to be fiscally conscious and forward-thinking regarding the water department.

Year	Capital Asset	Project	Project Description	Estimated cost	Funding Source
2024	X	Vactor	Purchase vactor	Deadwood (used \$250,000-\$500,000)	City Funds
2024	X	Water Correlator	Water leak detection implementation	\$20,000	City Funds
2024	X	Water tank meter	8"-Water leak detection implementation (Park Ave - 8"-10" line)	\$29,000 (\$13,000/meter, \$10,000 for two valves, \$6,000 for pit)	To be worked into proposed project cost
2024	X	Water tank meter	Water leak detection implementation (Grandview Dr - 6" line)	\$18,000 (\$6,000/meter, \$5,000 for two valves, \$7,000 for pit)	City Funds
2024		Staff Training		\$3,500	City Funds
2024		PPE		\$1,000	City Funds
2024		Software upgrade	Monitor for water loss through billing		City Funds
2024		GIS Water Data	Rural Water will be mapping water infrastructure	\$2,000	City Funds
2025	X	Back-up generator	Generator at South Mill lift station (identified on State report as deficient)	\$40,000	City Funds
2025	X	Water tank meter	Water leak detection implementation (S. Lead Reservoir - 10" line)	\$35,000 (\$13,000/meter, \$10,000 for two valves, \$12,000 for pit)	City Funds
2025	X	Water tank meter	Water leak detection implementation (Ponderosa - 6" line)	\$18,000 (\$6,000/meter, \$5,000 for two valves, \$7,000 for pit)	
2025	X	Fill station	Implement new fill station @ Cold Storage	\$9,000	City Funds

2025	X	Curbstop Restoration & Replacement Program	10 per year with LW3, 3-4 without	\$6,000 annual for 10 a year/ \$1,800-\$2,400 with current staff	City Funds
2025		Add full-time position	Add LW3	\$80,000	City Funds
2025		Staff Training		\$3,500	City Funds
2025		PPE		\$1,000	City Funds
2025		GIS Water Data	Continue improving water system GIS data		City Funds
2026	X	Back-up generator	Pump station @ Chicago	\$35,000	City Funds
2026	X	Replace Peak Street storage tank	Tank has been identified as deficient by State, add water meter, valves and pit with project	\$600,000	City Funds
2026	X	Water tank meter	Water leak detection implementation (Washington Main - 6" line)	\$18,000 (\$6,000/meter, \$5,000 for two valves, \$7,000 for pit)	City Funds
2026	X	SDSTA Valve House Project	Replace two 16" valves	\$25,000	City Funds
2026	X	Water Vault Project	Replace water vault valves with standpipes	\$12,000-\$13,000/vault - with LW3 goal of 2 per year \$26,000 annually	City Funds
2026	X	Curbstop Restoration & Replacement Program	10 per year with LW3, 3-4 without	\$6,000 annual for 10 a year/ \$1,800-\$2,400 with current staff at \$600/piece	City Funds
2026		Staff Training		\$3,500	City Funds
2026		PPE		\$1,000	City Funds
2027	X	Back-up generator	Pump house @ Grand Ave	\$35,000	City Funds
2027	X	Water tank meter	Water leak detection implementation (W. Lead Reservoir - 10" line)	\$58,000 (\$26,000 for two meters, \$20,000 for four valves, \$12,000 for pit)	City Funds

2027	X	Storm Drain Restoration and Replacement Program	Replace identified insufficient storm drains	\$3,000/each with a goal of 10 a year, \$30,000 annually	City Funds
2027	X	Curbstop Restoration & Replacement Program	10 per year with LW3, 3-4 without	\$6,000 annual for 10 a year/ \$1,800-\$2,400 with current staff at \$600/piece	City Funds
2027	X	Water Vault Project	Replace water vault valves with standpipes	\$12,000-\$13,000/vault - with LW3 goal of 2 per year \$26,000 annually	City Funds
2027		Staff Training		\$3,500	City Funds
2027		PPE		\$1,000	City Funds
2028	X	Curbstop Restoration & Replacement Program	10 per year with LW3, 3-4 without	\$6,000 annual for 10 a year/ \$1,800-\$2,400 with current staff at \$600/piece	City Funds
2028	X	Water Vault Project	Replace water vault valves with standpipes	\$12,000-\$13,000/vault - with LW3 goal of 2 per year \$26,000 annually	City Funds
2028	X	Storm Drain Restoration and Replacement Program	Replace identified insufficient storm drains	\$3,000/each with a goal of 10 a year, \$30,000 annually	City Funds
2028		Staff Training		\$3,500	City Funds
2028		PPE		\$1,000	City Funds
2029	X	Curbstop Restoration & Replacement Program	10 per year with LW3, 3-4 without	\$6,000 annual for 10 a year/ \$1,800-\$2,400 with current staff at \$600/piece	City Funds
2029	X	Water Vault Project	Replace water vault valves with standpipes	\$12,000-\$13,000/vault - with LW3 goal of 2 per year \$26,000 annually	City Funds
2029	X	Storm Drain Restoration and Replacement Program	Replace identified insufficient storm drains	\$3,000/each with a goal of 10 a year, \$30,000 annually	City Funds
2029		Staff Training		\$3,500	City Funds

Parks

1. Goals: Short-term:

- a. Install 4 pickleball courts, benches and signage between the Skatepark and basketball court at Manuel Brother’s Park.
- b. Plant shade trees around Manuel Brother’s Park.
- c. Establish, sign and promote designated urban routes throughout town to connect pertinent locations, parks and destinations. This is a joint project with Northern Hills Recreation Association, the City of Lead and Mile Up Marketing.
- d. Implement strategies to mitigate vandalism in parks, possibly with surveillance equipment, for areas such as the Skatepark and Par Course Park.
- e. New building on cement pad at Mountain Lawn cemetery for additional storage.
- f. Upgrade the skid steer snow blower.
- g. Initiate planning conversations with pertinent groups, especially Kiwanis and trails, for the Par Course Park upgrade.
- h. Continue planting shade trees in Manuel Brother’s Park and other identified areas.

- i. Increase seating capacity at the pickleball courts.
 - j. Formulate possibilities for park amenities on the west side of Par Course Park, including a possible ice-skating rink or dog park.
 - k. Continue Park upgrades and maintenance at pocket parks around Lead, including installing wood chips over sand.
 - l. Ensure all newly hired staff receive all necessary training.
 - m. Continue cemetery maintenance including yearly upkeep, sunken graves, sodding new graves, sprinkler maintenance, road maintenance, tree, and brush pruning, weed control and cutting the grass.
 - n. Manage the maintenance of city parking lots, including routine care and maintenance tasks.
 - o. Continue Park maintenance including concrete maintenance at the skatepark and pickleball area.
 - p. Collaborate with trails group to implement expanded city urban trail routes.
 - q. Continue public involvement to take suggestions for park and recreation needs.
 - r. The roof at City Hall will need to be sealed or overlaid soon, planning should begin to obtain a proposal from a roofing contractor, including an estimate and timeline for the project. Grant funding may be available for this project as City Hall was built in 1937 and will be pursued.
2. Goals: Long-term:
- a. Acquire additional land from Forest Service at Mountain Lawn Cemetery, approximately 10 acres.
 - b. Provide dog park amenities in a different location that is more maintenance and public access friendly.
 - c. Upgrade John Deere tractor with mower.
 - d. Sprinkler system at Mountain Lawn.
 - e. Create new staging for events at the Manuel Brother's Park event area.
 - f. Purchase a new mower.
 - g. Implement comprehensive and regular safety training programs for all parks department employees to ensure safe handling of equipment and materials.
 - h. Create a park Master Plan that includes all city parks and recreation facilities.
3. Capital Assets:
- a. Pickleball Courts – 2024
 - b. Park surveillance upgrade – 2024 (Public safety budget item)
 - c. Urban trail update – 2024 (Northern Hills Rec partnership)
 - d. Storage Building at Mountain Lawn cemetery – 2025
 - e. Skid steer snow blower- 2025
 - f. Par Course Park Upgrade – 2025 (partner with Kiwanis)
 - g. Manuel Brother's tree planting – 2025
 - h. Seating for pickleball area- 2025

- i. Ice-skating Rink at Par Course Park – 2025
 - j. Replace sand in parks with wood chips – 2025
 - k. City Hall Roof Project- 2025
 - l. John Deere with mower – 2026
 - m. Staging for events – 2026
 - n. Sprinkler at Mountain Lawn- 2026
 - o. New mower- 2027
4. Grant Opportunities:
- a. Explore parks and recreation grant opportunities to enhance the parks and recreation opportunities around Lead.
 - b. Implement city donation page to encourage private collaboration for park projects.
5. Employee Summary:
- a. Rigorously adhering to safety protocols to ensure the safety and well-being of all employees.
 - b. Retain quality crew members and ensure effective communication and continuous development within the team.
 - c. Offer competitive wages compared to other local governments to maintain and retain quality staff, offer continued training opportunities and advancements through professional development.
6. Budget Planning:
- a. Invest in safety gear and equipment, including reflective clothing, proper signage, and barriers, to protect workers during operations.
 - b. Manage the parks department conservatively.
 - c. Prioritizing essential capital asset purchases each year.
 - d. Implementing regular budget monitoring to maintain fiscal responsibility.

Year	Capital Asset	Project	Project Description	Estimated cost	Funding Source
2024	X	Par Course Park	Allocation to Kiwanis	\$25,000	City Funds
2024	X	Pickelball	Complete pickelball courts	\$130,000	\$95,000 private & City Funds (B&B fund)
2024		Staff Training			City Funds
2024		PPE		\$1,500	City Funds
2024		Urban Trail Upgrade	Urban trail routes established around town to connect parks and places		NHRA Funds
2025	X	Mountain Lawn Storage Building	Pole barn type building on existing cement pad with electricity	\$15,000-\$30,000	City Funds
2025	X	Skid steer snow blower	Skid steer snow blower	\$15,000	City Funds
2025	X	Par Course Park	In-kind contributions for park upgrade		In-kind
2025	X	Manuel Brother's Tree Planting	Plant several shade trees	\$5,000	City Funds
2025	X	Seating for pickleball area	Benches or bleachers	Benches \$700-\$800/piece	City Funds
2025	X	Ice skating rink	Add ice skating to Par Course Park Upgrade	\$5,000-\$10,000	City Funds
2025	X	Wood chips	Replace sand in parks with wood chips	\$5,000	City Funds
2025	X	City Hall Roof Project	Reseal or overlay City Hall Roof (1937) Bgin process for estimate and proposal, cost and timeline	Estimate of \$125,000	City Funds
2025		Staff Training			City Funds
2025		PPE		\$1,500	City Funds
2026	X	John Deere	John Deere with mower	\$25,000-\$50,000	City Funds
2026	X	Staging for events	Staging for events	\$1,300	City Funds
2026		Sprinkler System at Mountain Lawn	Install sprinkler system		City Funds
2026		Staff Training			City Funds
2026		PPE		\$1,500	City Funds
2027	X	Mower	Purchase new mower	\$5,000-\$7,000	City Funds
2027		Staff Training			City Funds
2027		PPE		\$1,500	City Funds
2028		Staff Training			City Funds
2028		PPE		\$1,500	City Funds
2029		Staff Training			City Funds
2029		PPE		\$1,500	City Funds

Public Safety

1. Goals: Short-term:

- a. Continue to enhance community relations by providing updates at City Commission meetings regarding public safety and the activities of the department.
- b. Maintain a full staff, that are fully certified, to support the department duties and needs, this will also increase the effectiveness of the department through things such as response times, logistics, and knowing the community.

- c. Upgrade security technology within the City of Lead to increase crime prevention and aid in identifying responsible individuals.
- d. Continue to focus on crime prevention and targeting high crime activity.
- e. Initiate a community watch program that encourage participation in crime prevention, such as meth labs, drug dealing and human trafficking.
- f. Implement monthly audits of the budget to ensure annual expenditures are on track.
- g. Inventory calls for service and department activities.
- h. Use social media and other low-cost platforms to enhance communication with the public.

2. Goals: Long-term:

- a. Offer advanced officer training, professional development and career opportunities.
- b. Introduce and encourage wellness programs that address physical, mental, and emotional health.
- c. Continue to provide and update the department's website content and include public relations, highlight positive police work and community engagement.
- d. Promote sustainable community relations and strive to improve those relationships.
- e. Ensure all police officers and staff receive ongoing advanced training in critical areas such as cybercrime, advanced forensic techniques, and crisis management.
- f. Implement cost-saving measures through efficient resource management and partnerships with other law enforcement agencies, especially for local training opportunities.
- g. Upgrade or replace aging police vehicle fleets and other critical equipment with more efficient options.
- h. Monitor and implement any state law changes to update any law changes that would affect the department.
- i. Enhance training on legal changes for officers to ensure compliance and adaptability to new legal rules.
- j. Review and update city ordinances as needed.
- k. Continue security upgrades as identified.

3. Capital Assets:

- a. Security system for parks- 2024
- b. Security system for city hall- 2024
- c. Patrol vehicle – 2024
- d. Implement a certification pay rate scale of \$.25 per certification, up to \$1.00- 2025
- e. Implement employee officer paid cell phone and cell phone plan- 2025
- f. Patrol vehicle – 2025
- g. Security system cameras for Lower Main Street parking lot- 2025
- h. New flooring – 2025
- i. Vehicle laptops- 2026
- j. Additional officer – 2026

- k. Patrol vehicle – 2026- One patrol vehicle will need to be replaced on a 7-year schedule; a new vehicle needs to be purchased every year to meet this goal.
 - l. Continue annual training opportunities within the department and uniform allowance.
4. Grant Opportunities:
- a. Be proactive for Federal grants that might apply to the City of Lead, such as Department of Justice (DOJ) and Department of Homeland Security (DHS).
 - b. Research state and local government grant opportunities that may provide grants for a variety of purposes including technology upgrades, specialized training, and capital projects.
 - c. Explore private foundation and corporate grants that might be available for community engagement, public safety, or technology enhancement.
5. Employee Summary:
- a. Offer competitive wages to maintain and retain quality staff, offer continued training opportunities and advancements through professional development. The average cost for an uncertified officer to attend the academy is approximately \$20,000 per person.
 - b. Improve employee retention rates with strategies that include competitive wages compared to other local governments, benefits, career development opportunities, and a supportive work environment.
 - c. Offer training and professional development that ensures continued training programs are offered, along with leadership development programs, and specialized skill training.
 - d. Provide health and wellness programs, safety initiatives, and support resources for the department.
 - e. Add an additional officer to the department by 2026 to increase the capacity of the department and to allow more officers on duty at a time and backup situations. This also creates an opportunity for an additional supervisory position within the department. Adding an officer will allow for additional checks and balances within the department.
 - f. For 2023, Lead police officers responded to 6,579 calls for service with a department of 7 employees for an average of 940 calls per officer. For 2023, the City of Deadwood has 478 calls per officer and Lawrence County had 414 calls per officer. An additional employee in the department will increase the manageability of the caseload and increase office efficiency.
 - g. Continue annual training opportunities within the department.
6. Budget Planning:
- a. Effectively manage the department’s financial resources and budget to ensure optimal performance within the constraints of the municipal budget.
 - b. Personnel budgeting goals are to maintain a fully staffed department with well-trained officers.

- c. Increase the efficiency of police operations to reduce overhead costs by investing in technology that improves the efficiency of work and review operational processes to reduce unnecessary expenditures.
- d. Strategically invest in capital improvements to sustain long-term developmental needs by prioritizing capital projects and exploring financing options.
- e. Ensure all personnel are adequately trained to meet current and future challenges by allocating funds for ongoing professional development, specialized training, and certification programs.
- f. Develop in-house training capabilities to reduce costs associated with external training programs or coordinate with other local departments for cost-effective training resources.
- g. Maximize external funding to supplement the department’s budget by actively pursuing grant opportunities.
- h. Regularly review budget performance against strategic goals and operational benchmarks to maintain fiscal responsibility.

Strategic Plan

Public Safety

2024

Year	Capital Asset	Project	Project Description	Estimated cost	Funding Source
2024	X	Patrol vehicle	Fully equipped 2024 Patrol vehicle	\$65,000	City Funds
2024	X	Security sytem upgrade	Security system for skate park area	\$2,000	City Funds
2024	X	Security sytem upgrade	Security system for city hall building	\$2,300	City Funds
2024		Staff Training		\$2,500	City Funds
2024		Uniform allowance		\$1,000 per person/ \$7,000 total	City Funds
2025	X	Patrol vehicle	Fully equipped 2024 Patrol vehicle	\$65,000	City Funds
2025	X	Security system upgrade	Lower Main St Parking Lot Cameras	\$850	City Funds
2025	X	New flooring			City Funds
2025		Flooring	New office flooring		City Funds
2025		Staff Training		\$7,000	City Funds
2025		Uniform allowance		\$1,000 per person/ \$7,000 total	City Funds
2026	X	Vehicle Laptops	7 Vehicle laptops	\$15,000	City Funds
2026		Additional officer	Add an additional officer to the department	\$85,000	City Funds
2026		Staff Training		\$8,000	City Funds
2026		Uniform allowance		\$1,000 per person/ \$7,000 total	City Funds
2026	X	Patrol vehicle	Fully equipped 2024 Patrol vehicle	\$70,000	City Funds
2027		Staff Training		\$8,000	City Funds
2027		Uniform allowance		\$1,000 per person/ \$7,000 total	City Funds
2027	X	Patrol vehicle	Fully equipped 2024 Patrol vehicle	\$70,000	City Funds
2028		Staff Training		\$8,000	City Funds
2028		Uniform allowance		\$1,000 per person/ \$7,000 total	City Funds
2028	X	Patrol vehicle	Fully equipped 2024 Patrol vehicle	\$75,000	City Funds

Library

1. Goals: Short-term:

- a. Increase community engagement through targeted programs and events, aiming for a 10% increase in library attendance within the next year.
- b. Enhance digital literacy initiatives by providing regular workshops and resources to patrons, with the goal of improving digital skills among library users by 20% in the next year.

2. Goals: Long-term:

- a. Increase accessibility to the library through renovation projects to ensure the library building is ADA compliant.
- b. Expand the library's physical and digital collections to ensure diverse and inclusive representation, striving to double the collection size and diversity within the next decade.
- c. Track yearly legislation that affects libraries.
- d. Upgrade technology infrastructure, including computers, software, and internet connectivity, to enhance digital services and accessibility for patrons.
- e. Renovate and modernize library facilities to create flexible, welcoming spaces conducive to collaborations, learning, and community engagement.

3. Capital Assets:

- a. New copier – 2024
- b. Upstairs restroom renovation – 2024
- c. Software purchase – 2025
- d. New public computers – 2025
- e. Downstairs restroom renovation – 2025
- f. Ramp Installation in basement – 2025
- g. New public computers – 2026
- h. Emergency Exit Ramp – 2026
- i. Stair lift to basement – 2027
- j. Expand meeting room space – 2028
- k. Continue to offer employee training opportunities annually.

4. Grant Opportunities:

- a. Pursue grants from government agencies, private foundations, and corporate sponsors to fund specific projects such as literacy programs, and technology improvements.
- b. Explore grant opportunities specifically aimed at libraries, including those focused on innovation and inclusion initiatives.
- c. Implement employee grant writing training opportunities.

5. Employee Summary:

- a. Retain qualified staff members with diverse skills and expertise in areas such as library sciences, education, technology, and community outreach.

b. Provide ongoing professional development opportunities to empower employees to adapt to evolving library trends, technologies, and community needs through:

- Conferences
- Institute Training
- Jumpstart Training
- Webinars
- Safety Training
- Mental Health Training

c. Provide safety training to employees through local police department.

6. Budget Planning:

a. Allocate funds for essential operational expenses, including staffing, utilities, and maintenance, while prioritizing investments in resources that directly benefit patrons.

b. Establish a dedicated budget for capital improvements and technology upgrades, leveraging grants and fundraising efforts to supplement available funds.

c. Implement cost-saving measures and efficiency improvements to maximize the impact of available resources and ensure long-term financial sustainability.

Library

Strategic Plan

2024

Year	Capital Asset	Project	Project Description	Estimated cost	Funding Source
2024		Training	Staff library training: BH Mini Conference (April) Rapid City	\$40	City Funds
2024		Training	Staff library training: SDLA Conference (September) Aberdeen	\$907	City Funds
2024	X	Copier	New copier purchase	\$5,000	Wharf Grant
2024	X	Upstairs Restroom Renovation	Make upstairs restroom ADA compliant	\$5,000	City Funds
2025		Software purchase	Microsoft Office for 4 patron computers	\$240	Grant/City Funds
2025		Training	Staff library training: BH Mini Conference (April) Rapid City	\$40	City Funds
2025		Tri-Conference	Tri-conference: SDLA in September in ND	reg fee + \$450 + hotel	City Funds
2025		Institute Training	Begin training in Aberdeen (3-year program)	\$200	City Funds
2025	X	New public computers	Upgrade public computers (2 of 6)	\$1,000	Grant/City Funds
2025	X	Downstairs Restroom Renovation	Make 2 restrooms into 1 ADA accessible restroom	unknown	City Funds
2025	X	Ramp Installation	Remove stairs and add ADA ramp in basement	unknown	City Funds
2026		Training	Staff library training: BH Mini Conference (April) Rapid City	\$40	City Funds
2026		Training	SDLA Conference (September) Watertown	reg fee + \$550 + hotel	City Funds
2026		Institute Training	Training in Aberdeen (3-year program)	\$200	City Funds

2026	X	New public computers	Upgrade public computers (2 of 6)	\$1,000	Grant/City Funds
2026	X	Emergency Exit Ramp	Install emergency exit ramp on south side of building		City Funds
2027		Training	Staff library training: BH Mini Conference (April) Rapid City	\$40	City Funds
2027		Training	SDLA Conference (September) in Watertown	reg fee + \$700 + hotel	City Funds
2027		Institute Training	Training in Aberdeen (3-year program)	\$200	City Funds
2027	X	Stair lift	Install stair lift to allow ADA access to basement	unknown	City Funds
2028		Training	Staff library training: BH Mini Conference (April) Rapid City	\$40	City Funds
2028		Training	Staff library training: SDLA Conference (September) Location TBD	reg fee + \$700 + hotel	City Funds
2028	X	Expand meeting room space	Expand basement meeting room space into current storage area	unknown	City Funds
2029		Training	Staff library training: BH Mini Conference (April) Rapid City	\$40	City Funds
2029		Training	Staff library training: SDLA Conference (September) Location TBD	reg fee + \$700 + hotel	City Funds
2030		Training	Staff library training: BH Mini Conference (April) Rapid City	\$40	City Funds
2030		Training	Staff library training: SDLA Conference (September) Location TBD	reg fee + \$700 + hotel	City Funds

Building Inspector

1. Goals: Short-term:

- a. Review and update city ordinances.
- b. Maintain and evaluate current city zoning.
- c. Provide more signage around Lead with beautification opportunities, possibly head frame signs.
- d. Correlate sidewalk study into street plan, taking into consideration ADA requirements.
- e. Partner with SURF and Fermi to continue to collaborate and communicate on the status of underground projects and permitting and inspections.
- f. Collaborate with the Lead-Deadwood School District regarding the school land housing development and communication with developers and contractors for city ordinances, code, and inspections.

2. Goals: Long-term:

- a. Continuing tax incentive programs for residents and businesses following state statute.
- b. Continue to encourage compliance with building codes.

- c. Coordinate with public ADA requirements.
 - d. Research community programs such as retaining walls, sidewalks, and paint programs.
 - e. Implement electronic filing of important documents such as plats, property file information, and relevant city documentation.
 - f. Review and increase city fees as needed and implement new fees as identified.
3. Capital Assets:
- a. New pickup – 2024
 - b. Desktop scanner – 2024
 - c. New flooring – 2025
 - d. Scanning project- 2025
4. Grant Opportunities:
- a. Research possible grants for city projects.
5. Employee Summary:
- a. Maintaining education credits.
 - b. Continue positive public interactions outreach.
6. Budget Planning:
- a. Vehicle
 - b. Training

Strategic Plan		Building Inspector			2024
Year	Capital Asset	Project	Project Description	Estimated cost	Funding Source
2024		Training	Code Ordinance Review Training	\$250	City Funds
2024	X	Pickup	New pickup	\$50,000	City Funds
2024	X	Scanner	Desktop scanner to electronically store docs	\$250	City Funds
2025		Training	Continuing credit hours	\$250	City Funds
2025		Flooring	New flooring in office		City Funds
2025		Scanning Project	Digitize city records, part time contract		City Funds
2026		Training	Continuing credit hours	\$250	City Funds
2027		Training	Continuing credit hours	\$250	City Funds

City Planner

1. Goals: Short-term:
- a. Complete residential building inspector certification in 2024.
 - b. Continue annual planning group memberships (Western Planner, APA).
 - c. Implement City GIS program with training and increase the mapping capabilities within the city.

- d. Continue to partner with the Lead-Deadwood school for potential housing development.
 - e. Attend monthly SURF communication and collaboration.
 - f. Design and implement a monthly City of Lead newsletter.
 - g. Implement a subdivision packet after reviewing the current subdivision ordinance and working with other local municipalities to apply checklists and regulations for developers.
 - h. Create and maintain a new city website, add complaint section, snow removal plan, donation section, etc.
 - i. Continue to attend local planning meetings, including event planning, parks, and trails.
 - j. Stay involved with the youth workgroup collaboration with the City of Deadwood and implement goals to be completed by the group.
 - k. Track annual state legislation updates that affect municipalities.
 - l. Continue to compile data regarding Lead home sales from local realtors.
 - m. Continue to attend city meetings such as city commission, planning and zoning, historic preservation, comprehensive plan, etc.
2. Goals: Long-term:
- a. Monitor short-term rental numbers, regulations, and ordinances.
 - b. Explore annexation possibilities.
 - c. Implement infill lot program in cooperation with Deadwood Lead Economic Development Corporation.
 - d. Continuing partnership and collaboration efforts with DLEDC.
 - e. Continue on-going training certification/hours.
 - f. Research grant opportunities for various city needs.
 - g. Establish strategic partnerships and networking with government agencies, non-profit organizations, and private stakeholders to expand resource networks for urban development projects, fostering collaboration and leveraging diverse expertise and resources.
 - h. Coordinate with departments to annually update the strategic plan.
3. Capital Assets:
- a. Annual Training
 - b. Annual Membership Dues
 - c. Desktop scanner- 2024
 - d. GIS Equipment- 2024
 - e. City vehicle – 2025
4. Grant Opportunities:
- a. Attend grant writing training and webinars.
 - b. Research possible grants for:
 - Parks and Recreation
 - Community Center

- Utilities
- Vehicles
- Planning studies
- Childcare and affordable housing
- Any other identified city projects

5. Employee Summary:

- a. Attending planning conferences.
- b. Receive residential building inspector certification and participate in continuing education hours for B1.
- c. Network collaboration.
- d. Community engagement.
- e. Pursue certifications, workshops, and online courses.
- f. Feedback from supervisors and peers to identify areas for improvement and set new goals for professional growth.

6. Budget Planning:

- a. Annual membership fees.
- b. Training conference opportunities.
- c. GIS subscription.
- d. Vehicle

Strategic Plan

City Planner

2024

Year	Capital Asset	Project	Project Description	Estimated cost	Funding Source
2024		Training		\$1,000	City Funds
2024		Memberships	SDPA \$50, APA \$382, IBC test	\$750	City Funds
2024	X	Desktop scanner	Desktop scanner to electronically store docs	\$250	City Funds
2024	X	Planning Equipment	Laptop and GIS equipment	\$1,200	City Funds
2025		Training	Planning training	\$2,000	City Funds
2025		Memberships	SDPA \$50, APA \$382	\$450	City Funds
2026	X	City vehicle	City planner vehicle	\$40,000	City Funds
2026		Training	Planning training	\$2,000	City Funds
2026		Memberships	SDPA \$50, APA \$382	\$450	City Funds
2027		Training	Planning training	\$2,000	City Funds
2027		Memberships	SDPA \$50, APA \$382	\$450	City Funds

Planning & Zoning Board

GENERAL

- The City of Lead Planning and Zoning Board (P&Z) is created under:
 - South Dakota Codified Law 11-06 COMPREHENSIVE CITY PLANNING, and
 - City of Lead Ordinance Chapter 33.02 CITY ORGANIZATIONS/PLANNING COMMISSION.

- The P&Z Board is a volunteer board and consists of a maximum of seven (7) members and members must be residents of the City of Lead.
- P&Z Board members are appointed by the Lead City Commission for a term of three years, beginning at the date of appointment.
 - P&Z Board members can then choose to serve another term (which must be approved by the Lead City Commission).
 - P&Z Board members can resign at any time of their choosing.
- The Executive Board of P&Z consists of a Chair, a Vice-Chair and a Secretary.
 - The Chair directs the meeting; if the Chair is absent, the Vice-Chair or Secretary will direct the meeting.
- P&Z Board meetings are scheduled on the second and fourth Tuesdays of the month at 5:00 PM at Lead City Hall. This is a public meeting.
- The P&Z Board can only make recommendations of action to the Lead City Commission. The Lead City Commission considers the P&Z recommendations and makes the final decision.
- An agenda for the meeting is distributed and meetings follow Roberts Rules of Order.
- At times, if there is no business, the meeting may be cancelled.
- The Lead City Staff will prepare the agenda, all associated documents and any needed information prior to the meeting.
 - These documents are sent to board members via email, prior to the meeting.
- P&Z Board members can add items to the agenda if desired.
- Not all agenda items require action; agenda items can be informational only.

COMMON REQUIREMENTS/RESPONSIBILITIES OF PLANNING & ZONING

- Review and make recommendations on:
 - Variances requested by Lead residents.
 - Plats of property(s) submitted by Lead residents.
 - Requests for Conditional Use Permits.
 - Requested zoning changes, either resident-based or city-based.
 - New or modified Lead ordinances that impact city planning, housing, properties, zoning, and other related issues.
- The Lead City Commission can ask for input from the P&Z Board on any matters they are considering.

LESS FREQUENT ISSUES

- P&Z have the responsibility of managing and implementing the Lead Comprehensive Plan.

- Items brought forth by citizens of Lead.

Historic Preservation Board



GENERAL

- The City of Historic Preservation Board is created under:
 - City of Lead Ordinance Chapter 33.02 CITY ORGANIZATIONS/HISTORIC COMMISSION.
- The Historic Preservation Board is a volunteer board and consists of a maximum of seven (7) members and every effort is made to receive applications from persons who are qualified to serve because of professional activities, or because of academic or experiential qualifications, however, non-professional members, who represent a demonstrated interest, experience or knowledge in historic preservation will also be encouraged to apply and will have equal right to serve.
- Historic Preservation Board members are appointed by the Lead City Commission for a term of three years, beginning at the date of appointment.
- Historic Preservation Board meetings are scheduled for the third Wednesday of the month at 4:00 PM at Lead City Hall, except August and December. These are public meetings.
- The Historic Preservation Board makes recommendations of action to the Lead City Commission regarding demolition permits and review and approve or deny sign permits.
- An agenda for the meeting is distributed and meetings follow Roberts Rules of Order.
- Historic Preservation's mission is to safeguard and celebrate important aspects of Lead's history by providing awareness of the community's-built legacy through cultural heritage tourism, economic development, and tourism. They maintain a website, sell Flavor of Lead books, distribute several different pamphlets, and host events and tours.

1. Long-term Goals:

- Preserve and promote Lead's cultural and historical heritage.
- Protect historic resources.
- Foster community pride in the history.
- Enhance economic development through heritage tourism.
- Update the historic inventory of Lead with the State historic preservation office.

2. Short-term Goals:

- Provide historic tours.
- Require signs for demolition permit applicants.
- Host an annual heritage event and participate in other Lead events.
- Develop incentives to protect historic structures.
- Identify possible funding for paint or remodel projects.

- vi. Increase public awareness of the historic preservation group and encourage participation.
- vii. Attending historic preservation conferences to add educational experiences to the historic preservation board members.
- viii. Seek grant funding to promote historic preservation actions.

3. Budget Goals:

- 1. Ensure fiscal responsibility and stability.
- 2. Allocate resources effectively including programs that benefit the city residents.
- 3. Explore diverse revenue sources such as grants and partnerships to supplement the traditional tax revenue.
- 4. Continue budget transparency and accountability.
- 5. Develop long-term financial plans to anticipate future needs by prioritizing investments and addressing future opportunities and/or projects.

PUBLIC PARTICIPATION

Public input is crucial for a municipal strategic plan to ensure it reflects the needs and aspirations of the community. Analysis of the 2023 Lead Comprehensive Plan Community Survey Results and the Lead Community Stakeholder Meetings summary from the Comprehensive Plan update process were used to reflect the public participation for this strategic plan.

2023 Lead Comprehensive Plan Community Survey Results (481 respondents total)

Top three types of participants in the survey were:

- 1. Living in Lead year-round (63%)
- 2. Work in Lead (31%)
- 3. Have children in the Lead-Deadwood school district (17%)



2023 LEAD BEAUTIFICATION PROJECT

Lead areas rated excellent or good:

1. Safety (74%)
2. Tourism destination (63%)
3. Community Events (54%)
4. Emergency Preparedness (49%)
5. Environmental friendliness (45%)
6. Educational Opportunities (33%)

Lead areas rated fair or poor:

1. Employment Opportunities (66%)
2. Aesthetics (look and feel) (61%)
3. Business Opportunities (59%)
4. Activities for youth (55%)
5. Service for seniors (49%)

Public services in Lead rated excellent or good:

1. Snow removal (76%)
2. Law enforcement (68%)
3. Library (68%)
4. Emergency services (fire, ambulance) (67%)
5. Water & Sewer utilities (64%)
6. Street lighting (62%)
7. Sanitation Service (54%)
8. Cemetery (48%)

Public services in Lead rated fair or poor:

1. Street maintenance (54%)
2. Public notification for city meetings, events & issues (46%)
3. Nuisance Enforcement (39%)
4. City government (administration) (35%)

Top types of housing most needed in Lead:

1. Single-family residences (68%)
2. Affordable housing (67%)
3. Apartments (45%)
4. Townhomes/condominiums/duplexes (26%)
5. Senior Housing (13%)



CITY OF LEAD STREET MAINTENANCE PROJECT

Top transportation areas in Lead:

1. Improving city streets (59%)
2. Adding more parking in residential areas (35%)
3. Adding more parking in the downtown core (31%)
4. Adding/improving pedestrian infrastructure (sidewalks, crosswalks, stairs) (29%)
5. Providing public transportation to surrounding communities (taxi, trolley) (28%)
6. Adding more parking in commercial areas (25%)
7. Adding/improving bike infrastructure (18%)

How satisfied are you with Lead's parks and recreation facilities:

71% were very satisfied or somewhat satisfied.

Top additional recreation facilities or improvements needed:

1. Winter activities (sledding hill, ice rink) (40%)
2. Biking and walking paths (37%)
3. Summer programs (28%)

Regarding future growth and development of Lead:

1. 60% responded growth and development should be encouraged as much as possible.
2. 34% responded limited growth and development should be encouraged.
3. 3% responded minimal or no growth and 3% responded not sure.

Type of developments most needed in Lead:

1. Residential (housing developments, apartments, assisted living facilities) (64%)
2. Local commercial (businesses primarily serving residents, such as grocery and clothing stores, offices) (54%)
3. Parking areas (32%)
4. Recreational (parks and trails) (29%)
5. Tourism-oriented commercial (businesses primarily serving visitors, such as hotels, attractions) (23%)
6. Mixed-use (both residential and commercial uses in one building) (21%)
7. Community facilities (schools, museums, medical centers) (18%)

Importance related to the future development of lead rated excellent or good:

1. Using or repurposing vacant buildings (97%)
2. Preserving natural areas and open spaces (93%)
3. Preserving historic character (91%)
4. Requiring mitigation activities in forested areas to reduce risk of wildfire (85%)
5. Ensuring new buildings fit with the character of the community (78%)
6. Updating land use regulations (71%)

7. Encouraging infill development within city limits (65%)
8. Expanding city limits (48%)

Top four relating to future economic development in Lead:

1. Creating more job opportunities for residents (49%)
2. Attracting more businesses to locate in Lead (48%)
3. Helping existing businesses to expand and grow (41%)
4. Planning more events to attract visitors to Lead (30%)



HISTORIC HOMESTAKE OPERA HOUSE

Top four businesses or services most needed in Lead:

1. Entertainment (restaurants, theaters) (59%)
2. Retail (coffee shops, clothing stores, hardware stores) (54%)
3. Childcare (daycare centers, preschools, after-school programs) (35%)
4. Recreation and wellness (gym, yoga studio, nutritionist) (24%)

CONCLUSION

This strategic plan lays the foundation for a vibrant, sustainable, and resilient future for our municipality. The plan articulates the organizational mission and vision of the city and establishes a set of goals for the next five years as a guide for decision-making. The plan identifies projects and funding needs to achieve the identified goals.

Accountability for the Strategic Plan will be provided through regular reports by city staff and the City Commission. Progress on the plan will be reviewed annually, with updates as strategies are completed and as new issues are identified before the annual City budget time. This strategic plan is intended to be a working document.

Through collaborative efforts, innovative solutions, and a commitment to excellence, we will enhance the quality of life for all residents, foster economic growth and protect our natural environment. As we move forward, continuous engagement with our community, adaptability to changing circumstances, and rigorous monitoring of our progress will be key to achieving our vision. This plan is not just a document, but a roadmap for action, guiding us towards a prosperous and inclusive future. Together, we will make our municipality a place where people thrive, businesses flourish, and nature is preserved for generations to come.



WINTERFEST 2023 IN LEAD