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Member SIPC/FINRA
During District Meetings, our annual wrap-up of the Legislative Session, we talked a lot about the importance of the primaries. Well, they are here, and it is time to sit up and pay attention! Key races are at stake on June 7 – just days from when you receive this magazine.

If you have seen those neon bright postcards in your district, know that they are mostly misleading, if not outright lies. They are no indicator of whether or not you should vote for a candidate. Throw them in the garbage, where they belong, and find out for yourself where candidates stand.

For those who are running for reelection, what did they SUPPORT? What did they try to do? What are their ideas for what needs to be done? There are more and more people who seem to think Congress and Washington DC are a good model – We absolutely do not need more people who only want to stop things – they are of no use to anyone.

For all candidates, what are the issues they see facing South Dakota? What are their proposals for addressing those problems? When they list issues, think to yourself, is this REALLY something I’ve run into, something that matters? Is the solution ACTUALLY a solution, or just a catchy phrase? For example, “no taxes” is not a solution, or a reasoned position, it is something people say because they think everyone agrees. It solves nothing, it addresses no issue other than the election desires of the person saying it.

Candidates who only talk about bloated government, over-taxation, and corruption – ARE TALKING ABOUT YOU. These people will not be your friends if they are elected – they are of no use to anyone.

I’m not alone in being near despair over the state of the legislature, and the future of the legislature. Those of us who have watched this closely over the years have seen a steep decline in the quality of the legislature and the process. A much larger group of citizens needs to get that kind of concern.

We have a citizen legislature in South Dakota – which is a great thing – but with term limits, we get rid of people whether they are good or not. In a state of only 850,000, it is very difficult to find people who are able to serve – A citizen legislature with probably 95% of the population unable to serve isn’t working. Unless you are independently wealthy, self-employed and able to get away, retired, or have an employer who will let you go for 2-1/2 months a year, you cannot be a legislator.

You folks who spend tremendous amounts of time making your communities thrive are true public servants – and you deserve much better from the legislature. Please study up on your local legislative candidates, and make a wise choice on June 7!

Until next month, remember we are always available at 1-800-658-3633 or yvonne@sdmunicipalleague.org.

Yvonne Taylor
Executive Director
Persevere: Keep at work, be determined, be resolved, be stubborn, carry on, continue, endure, go for it.

Today it again was bad news for my brother-in-law, another setback in his illness, as my sister says “it is so frustrating.” Words of encouragement are hard to find at times, even for Meri Sunshine, which is a name I’ve been called at work. My only advice in many incidences is we must persevere.

When problems and dilemmas come up at City Hall we have to face them and try to find the correct solutions or any solution to try to get through to the other side. The side that is acceptable for the citizens and good for our City in the process of moving forward. So much of our work is life’s problems going by and coming out of these problems with minor scrapes, scratches, or bad backlash to live another day to serve the best we can.

We have to persevere to get through each day and the problems that we must face, which I have found are ever changing. It is funny how they can get moved in priority in the next hour, minute, or second that a day can bring. That is the thing that keeps your interest and drive to serve going, at least for me. The chance to find solutions and ways to deal with these variables, including money constraints, time, and palatability to the citizens is the challenge. You have to admit you are never bored in this job!

I do not care how big or small your town/city is, the problems still keep coming and you as a leader, in whatever capacity, must persevere. The well goes down, the lift station pump is out, the roads are blocked with snow or trees, pot holes, the garbage truck has problems, the electricity has gone out, drainage, planning and zoning, budget, public safety, new software, workers gone, an endless myriad of different complications that need to be overcome. Your job and mine, we all signed up for it! That is why we all admire and respect each other, only idiots would do this job is what a lot of people think. We think of it as a challenging and admirable job!

Please continue to “PERSEVERE” and use this key always!

Respectfully, Meri Jo Anderson
President
New Laws Effective July 1, 2016

Below are measures which may have some impact on municipal operations. Unless otherwise noted, these new laws become effective July 1, 2016.

**SB 73, provisions regarding open meetings**
Says an official meeting is any meeting of a quorum of a public body at which official business is discussed or decided, regardless of the means of communication (teleconference, in person, by text, e-mail, etc.).

**SB 90, ensure members of the public are able to access and record public meetings**
No public entity may prevent a person from recording, through audio or video technology, a public meeting that is open to the public as long as the recording is reasonable, obvious, and not disruptive.

**HB 1218, notice procedures for any revision of municipal ordinances**
Amendments presented and approved by the governing body at the second reading of an ordinance which substantially alter the substance of the ordinance from the first reading may not be considered for final adoption until at least 5 days after a duly noticed public meeting.

**HB 1210, alcoholic beverage licenses for municipal auditoriums and convention halls**
Allows an on-sale license to a municipal auditorium (operated under §9-52) or public convention hall (operated under §9-53). These are limited licenses, only allowed for activities and events, and only for one hour before and after the event, but had previously been limited to cities over 35,000 population. They are now available for these facilities in cities of any size.

**SB 13, new retirement benefit structure for certain public employees under the SD Retirement System**
Makes changes to benefit system for employees hired after June 30, 2017. Current employees are not affected.

**SB 27, revise personnel requirements for ambulance services and repeal the hardship exemption**
Sets the minimum staffing requirement for each ambulance run at one EMT and one driver, with rules to be established on requirements for the driver. Repeals hardship exemptions, as they will no longer be necessary.

**HB 1056, revise provisions relating to the veterans’ preference in employment**
Says an applicant who is a veteran (as defined in law) and who meets the minimum requirements of the position opening, must be given an interview.
SB 118, exempt certain equipment purchases from bid requirements
To the list of things exempt from bidding, adds, “For political subdivisions, any purchase of equipment involving the expenditure of less than fifty thousand dollars.”

HB 1089, revise provisions for accumulation of funds for certain municipal enterprises
Removes statutory caps on water, sewer, and capital outlay funds and allows those caps to be set locally.

HB 1102, allow for additional time to review certain competitive sealed bids
Allows up to 45 days for review of bids for supplies (the definition of which includes equipment); the invitation to bid must include the length of time between the bid opening and award of bid.

HB 1108, revise certain municipal special assessment provisions and provide for exclusion of territory from municipalities
In addition to some clean-up language, allows the city council, with a 2/3 vote, to override a protest petition on special assessments; and allows the city council, with a 2/3 vote, to exclude territory from municipal limits.

HB 1103, revise provisions for qualification for municipal office
Clarifies that municipal officials qualify for office within ten days after the first meeting of the month following their appointment or election.

SB 65, revise the procedure for a municipal recall petition
Clarifies that the finance officer may only review petition signature, if challenged, but that any interested person may challenge the filing of a recall petition or the sufficiency of the specific statement of the grounds of a recall petition, through an expedited circuit court hearing, with no jury trial.

SB 74, allow members of the governing body who are displaced by a natural disaster to continue their term of office.
Says a member of the governing body can complete their term even if removed from their district by flood, tornado, fire, or other natural disaster.

For the full version of the bills visit the South Dakota Legislature’s website at http://sdlegislature.gov/.
Elected Officials Workshop

Wednesday, July 20, 2016 • Ramkota Hotel • Pierre

The purpose of this workshop is to provide a basic crash course on local government.

★ THIS WORKSHOP IS OPEN TO ALL ELECTED OFFICIALS ★

Agenda

9:00 a.m.  Registration

9:30 a.m.  Welcome and Introduction to the League*
Yvonne Taylor, Executive Director, South Dakota Municipal League

9:35 a.m.  Ordinances, Resolutions, Initiatives and Referendums
Yvonne Taylor, Executive Director, South Dakota Municipal League

10:00 a.m.  Open Meetings and Executive Sessions - Do's and Don’ts
Steven Blair, Assistant Attorney General, Office of the Attorney General

11:00 a.m.  Setting the Agenda and Parliamentary Procedure
Roxanne Heezen, Finance Officer, City of Fort Pierre
Lindsey Riter-Rapp, City Attorney, City of Pierre
Larry Nelson, City Attorney, Cities of Canton, Hartford and Worthing

11:45 a.m.  Lunch (provided) – Gallery A

12:30 p.m.  Financial and Compliance Matters
Rod Fortin, Director of Local Government Assistance, South Dakota Department of Legislative Audit

2:00 p.m.  Interviewing Prospective Employees: What to Say and What Not to Say
Lisa Marso, Boyce Law Firm, L.L.P.

3:00 p.m.  Best Practices: How to Manage City Staff as a Part-Time Elected Official
Mark Carstensen, Mayor, City of Sturgis
Gloria Hanson, Mayor, City of Fort Pierre
Meri Jo Anderson, Finance Officer, City of New Underwood

3:30 p.m.  Adjourn

*Sessions are in Galleries B & C

Registration Form

Municipality:_____________________________________ Form of Government___________________________

Please Print Name and Title as you would like it to appear on the nametag.

Name_________________________ Title_________________________ Email_________________________

Name_________________________ Title_________________________ Email_________________________

Name_________________________ Title_________________________ Email_________________________

Number Attending ______@ $50.00/person = $________

$50.00 per person includes workshop material, the SDML Handbook for Municipal Officials ($60 value) and lunch.

Please return the form and payment by July 6, 2016* to: South Dakota Municipal League

208 Island Drive

Ft. Pierre, SD 57532

*No refunds will be given after July 6, 2016.

Make checks payable to SDML.

Sorry no credit cards accepted.

SDML Office Use Only: Date:_______________ Check #:_______________ Amount:_______________
SDML Annual Conference
October 4-7, 2016
Rapid City Ramkota Hotel & Conference Center

Tentative Schedule

Tuesday
All Day          SDPAA Board Meeting
2 p.m.           SDML Golf Tournament
7 p.m.           SDML Board of Directors Meeting

Wednesday Morning
8 a.m. to 4 p.m. Registration
8 a.m. to 4 p.m. Exhibits Open
9 a.m.           Orientation for New Attendees
9 a.m.           SD City Management Association
9 a.m.           SD Municipal Electric Association
10 a.m.          SDML Pooling Meetings/Fun Info Session
Noon            Safety Awards Luncheon

Wednesday Afternoon
1 p.m.           Elected Officials Workshop
1 p.m.           SD Municipal Attorneys’ Association
1 p.m.           SD Building Officials’ Association
1 p.m.           SD Governmental Finance Officers’ Association
1 p.m.           SD Police Chiefs’ Association
4 p.m.           SDML Policy Committee Meetings
4 p.m.           SDML Auditing Committee
4 p.m.           SDML Nominating Committee

Wednesday Evening
5:00 p.m.        Exhibit Area Social
6:00 p.m.        Evening on Your Own to Enjoy Rapid City!

Thursday Morning
7 a.m.           SDML 13th Annual Walk/Run
7:45 a.m.        Breakfast and SDML Past Presidents’ Breakfast
8 a.m. to 4 p.m. Registration
8 a.m. to 11 a.m. Exhibits Open
8 a.m.           Resolutions Committee
9 a.m.           Elected Officials Workshop
9 a.m.           SD Airport Management Association
9 a.m.           SD Association of Code Enforcement
9 a.m.           SD Governmental Human Resource Association
9 a.m.           SD Municipal Street Maintenance Association
Noon            Excellence in SD Municipal Government Award Luncheon

Thursday Afternoon
1:30 p.m.        General Sessions
1:30 p.m.        SD Chapter, American Public Works Association
1:30 p.m.        South Dakota Fire Chiefs Association

Thursday Evening
5:30 p.m.        President's Reception
6:30 p.m.        Dinner and Entertainment

Friday Morning
8 a.m. to 10 a.m. Registration
8 a.m.           Breakfast
8:30 a.m.        General Sessions
10:30 a.m.       SDML Annual Business Meeting and Election

Accommodations

<table>
<thead>
<tr>
<th>Hotel</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ramkota (Host Hotel)</td>
<td>605-343-8550</td>
</tr>
<tr>
<td>The Rushmore Hotel</td>
<td>605-348-8300</td>
</tr>
<tr>
<td>(formerly Adoba)</td>
<td></td>
</tr>
<tr>
<td>Comfort Suites Hotel</td>
<td>605-791-5087</td>
</tr>
<tr>
<td>GrandStay Suites Hotel</td>
<td>605-341-5100</td>
</tr>
<tr>
<td>Hilton Garden Inn</td>
<td>605-791-9000</td>
</tr>
<tr>
<td>Hotel Alex Johnson</td>
<td>605-342-1210</td>
</tr>
<tr>
<td>Rushmore Plaza Holiday Inn</td>
<td>605-399-7035</td>
</tr>
</tbody>
</table>
Budget Training
Municipal Budgets – Dollars and $ense

Course Description: This one-day training will provide elected officials and finance officers with the tools they need to create and maintain the annual municipal budget. Attendees will learn about available resources, preparation and timelines for completion of the budget, on-going monitoring, contingency transfer and supplemental appropriation.

Agenda:
- Budget and Appropriations
- Budget Resources
- Budget Timeline
- Budget vs. Cash
- Budget Preparation
- Adoption of Appropriation Ordinance
- Budget Execution
- Future Budgets

Presenter: Rod Fortin, Director of Local Government Assistance, Department of Legislative Audit. He has audited and provided financial and compliance assistance to cities, counties, schools and other local governments for over 17 years.

Registration Form

Municipality: ____________________________________________

Please Print Name and Title as you would like it to appear on the nametag.

Name ____________________________________________________________________________

Title ____________________________________________________________________________

Email ____________________________________________________________________________

Please choose one training to attend:

Each training is from 10 a.m. to 3 p.m. local time with lunch provided.

☐ July 6, 2016 Rapid City Ramkota Hotel

☐ July 7, 2016 Pierre Ramkota Hotel

☐ July 13, 2016 Aberdeen Ramkota Hotel

☐ July 14, 2016 Sioux Falls Ramkota Hotel

Number Attending ______@ $25.00/person = $________

Make checks payable to SDML, Sorry no credit cards accepted.

Please return this form and payment by June 22, 2016* to: South Dakota Municipal League

*No refund will be given after June 22, 2016.

208 Island Drive

Fort Pierre, SD 57532

SDML Office Use Only: Date: _____________ Check #: _____________ Amount: _____________
South Dakota Building Officials’ Association
Summer Training

July 21-22, 2016 • City School Administration Building Community Room • Rapid City, SD

Thursday, July 21

1 – 2 p.m.  SDBOA Business Meeting

2 – 3 p.m.  Introduction to South Dakota Legislative Bill on the 2015 IECC
             Kasey Abbott, P. E. - SD Chapter of ASHRAE Government Affairs Chair

7 p.m.  SD Building Officials’ Cook Out
         Jackson Park, 3040 Jackson Boulevard

Friday, July 22

8 a.m. – Noon  Significant Changes to NFPA 72 – Impacting the Code Official, Designer and Contractor
               John Swanson, Minnesota Deputy State Fire Marshal

This seminar will provide code officials, fire alarm designers and contractors with the latest updates to NFPA 72 – National Fire Alarm and Signaling Code. The significant changes from the 2010, 2013 and 2016 edition will be discussed. Topics to be discussed include:

- The new format, why it changed, and where to find the more commonly used code sections;
- Proper placement for initiating devices with the intent on reducing potential nuisance alarms;
- Low frequency appliances, including where these devices should be installed and why this change was made;
- Emergency voice alarm communication systems (EVACS) and correlation with IBC/IFC Section 907 requirements;
- Technologies outlined in NFPA 72 for transmitting the fire alarm signal from the protected premises to the supervising station.

Accommodations: A block of rooms has been reserved for the evening of July 21st at the following location: Rushmore Plaza Holiday Inn – please call 605-399-7035 or go online to www.holidayinn.com/rap-rushmore and use the group booking code: ML7. Rate is $139+tax for a queen or king. Rooms will be held until June 21, 2016.

Registration fee: SDBOA Member Registration: Free. SDBOA Non-Member Registration: $95.00

Registration Form

Representing ____________________________________________________________

Name __________________________________ Title __________________________ Email __________________________

__________________________________ ___________________________ __________________________

July 21st Meeting: Number of people attending ______
July 21st Golf: Number of people participating ______ (Payment made at Golf Course.)
July 21st Cookout: Number of people attending ______
July 22nd Seminar: Number of people attending ______

Return registration by July 8, 2016 to:  South Dakota Building Officials’ Association
                                           208 Island Drive, Ft. Pierre, SD 57532, Fax: 605-224-8655

No refunds will be given after July 8, 2016.

SDML Office Use Only: Date:______________ Check #:_________________ Amount:_________________
This year, the Excellence in South Dakota Municipal Government award will be presented to an elected municipal official in South Dakota. The award recipient will be selected from nominations received by the South Dakota Municipal League Past Presidents’ Committee. All nominations must be submitted in writing by August 15, 2016. The award will be presented at the SDML Annual Conference in Rapid City on October 6, 2016.

Name of Nominee: ___________________________ Title: ___________________________

Address of Nominee: ___________________________

Significant contributions to the municipality: _______________________________________
________________________________________________________
________________________________________________________
________________________________________________________

Significant contributions to the community: _______________________________________
________________________________________________________
________________________________________________________
________________________________________________________

Significant contributions to other organizations: _____________________________________
________________________________________________________
________________________________________________________
________________________________________________________

Significant contributions to South Dakota Municipal Government: _______________________
________________________________________________________
________________________________________________________
________________________________________________________

Other Comments: _______________________________________________________________
________________________________________________________
________________________________________________________
________________________________________________________

Submitted by: ___________________________ Phone: ___________________________

DEADLINE: August 15, 2016
Please submit to: South Dakota Municipal League
Nominations are confidential. 208 Island Drive, Ft. Pierre, SD 57532
Additional supporting documents welcome. FAX to 605-224-8655
The South Dakota Department of Transportation (SDDOT) has developed a Tentative 2017-2020 Four-Year Statewide Transportation Improvement Program (STIP). The Tentative STIP includes all the state sponsored transportation projects for this future time period.

Prior to formal public meetings being held, the SDDOT will be presenting the “Tentative” Statewide Transportation Improvement Program (STIP) at the following Planning and Development Districts.

### Informal Public Meetings

- **June 29, 2016 – Aberdeen – 4:00 p.m.**
  Northeast Council of Governments at their office, 416 N Production St.

- **June 30, 2016 – Watertown – 10:00 a.m.**
  1st District Association of Local Governments at their office, 124 1st Avenue Northwest.

- **July 6, 2016 – Yankton – 10:30 a.m.**
  3rd Planning and Development District at their office, 1808 Summit Street.

- **July 6, 2016 – Sioux Falls – 3:00 p.m.**
  Southeast Council of Governments at their office, 500 N. Western Ave., Suite 100.

- **July 7, 2016 – Pierre – 10:00 a.m.**
  Central South Dakota Enhancement District at their office, 3431 Airport Road, Suite 3.

- **July 7, 2016 – Rapid City – 7:00 p.m.**
  Black Hills Council of Local Governments at City Hall, 300 6th Street.

In an effort to reach out to local units of government in South Dakota, interested individuals are hereby invited to attend one of these informal meetings to receive a preliminary look at the 2017-2020 “Tentative” STIP. This “Tentative” STIP document lists the projects that the South Dakota Department of Transportation has tentatively proposed in Federal Fiscal Years 2017 through 2020. The purpose of these meetings is to provide interested parties a preview of the 2017-2020 “Tentative” STIP and to brief them on its contents. This allows them to be better informed when attending the formal Public Meetings that will be held on the following dates:

### Formal Public Meetings

- **July 12, 2016 – Aberdeen – 7:00 p.m.**
  AmericInn

- **July 13, 2016 – Sioux Falls – 7:00 p.m.**
  Ramkota Hotel

- **July 14, 2016 – Pierre – 7:00 p.m.**
  Ramkota Hotel

- **July 19, 2016 – Rapid City – 7:00 p.m.**
  Ramkota Hotel

- **July 21, 2016 – Webinar – 2:30 p.m. CDT**
  Contact Dave.Voeltz@state.sd.us to register or visit www.sddot.com for more information.

For more information contact Dave Voeltz at 605-773-3590 or email Dave.Voeltz@state.sd.us.
Homeland Security Grant Funding Available

The South Dakota Office of Homeland Security provides grant funding support through an application and award process to state agencies, law enforcement, counties, cities, tribes, schools, and other agencies to protect and recover from acts of terrorism and other catastrophic events.

Homeland Security projects supported through this office focus on building protection capabilities across the state, expanding regional collaboration, strengthening interoperable communications, and improving capabilities to detect and respond to hazardous materials and other disasters. Homeland Security programming follows the framework of the National Preparedness Goal.

Public law enforcement agencies are eligible to apply for one-time projects that prevent or protect against terrorism threats. At least 25% of the annual grant must be allocated to law enforcement projects.

The application period for 2016 grants ends August 1, 2016.

Awards are competitive and local awards will be based on recommendations of regional review committees. Grant requirements can be found in the Administration Manual Terms and Conditions at http://dps.sd.gov/homeland_security/homeland_security_grants.aspx.


The link to the application system, Electronic Database for Grant Application & Reporting (EDGAR) is https://sddps.intelligrants.com/.

Funding will be available by January 2017. Applicants can call the South Dakota Office of Homeland Security at 605-773-3450 for technical assistance.
The Medal of Honor award is for law enforcement officers who willingly distinguish themselves through an act of courage, involving a risk of imminent serious injury or death, for the purpose of saving or protecting a human life or while taking an armed and immediately dangerous suspect into custody.

The Medal of Honor award is given jointly by the South Dakota Police Chiefs’ Association and the South Dakota Sheriffs’ Association. The 2016 Medal of Honor award was presented to Sergeant Jason Foote, Yankton Police Department, at the annual banquet at the Joint Chiefs’ and Sheriffs’ Spring Training held in Deadwood on April 21, 2016.

The incident surrounding the award given to Sergeant Foote was summarized in the nomination form that was read by Chief Brian Paulsen, Yankton Police Department, as follows: “On September 1, 2015 Sgt. Jason Foote and K9 Ares were called in to engage in a search for an individual involved in a domestic violence incident and attempted carjacking. During the course of the search, the suspect was witnessed moving through the community on foot. Sgt. Foote and Ares, along with Game Warden Sam Schelhaas participated in the ground search for the individual. During the search the suspect appeared out of an alley and pointed a handgun at both officers. Sgt. Foote tried unsuccessfully to get the suspect to drop his weapon. Sgt. Foote was then forced to fire his weapon in self-defense. In doing so, he protected himself, his K-9, and friend Warden Schelhaas, as well as the other officers involved in the search and the citizens of Yankton. The suspect sustained a non-fatal bullet wound, recovered from the incident and is currently serving a 12.5 year sentence.

Because Sgt. Foote relied on his training and sound judgment, the lives of both the suspect and law enforcement were saved. His quick action placed the community out of harm’s way, truly protecting and serving the citizens of Yankton for whom he cares so deeply.

Throughout his law enforcement career, Sgt. Foote has been a model law enforcement professional. He is of the highest integrity and utilizes compassion in all of his work. Since joining our department Sgt. Foote has been a firearms instructor, citizen’s academy instructor and ethics instructor and is currently the longest serving K-9 handler in the state. He has been involved with our PTO program and serves on the Stewart Elementary Safety Committee. Sgt. Foote is a hero. Yankton is safer because of Sgt. Foote’s quick action. For this and many reasons, I am humbled by Sgt. Foote and Ares and honored to place them in the public’s trust as law enforcement professionals.”
The COPS Office is pleased to announce that the COPS Hiring Program (CHP) grant funding solicitation is now open and accepting applications.

The 2016 COPS Hiring Program is a competitive grant program that funds the hiring or rehiring of law enforcement officers.

The Fiscal Year 2016 COPS Hiring Program (CHP) is a competitive solicitation, open to all state, local, and tribal law enforcement agencies with primary law enforcement authority.

CHP provides funding to hire and re-hire entry level career law enforcement officers in order to preserve jobs, increase community policing capacities and support crime prevention efforts.

CHP grants may be used to (1) hire new officers (including existing vacancies that are no longer funded in an agency’s budget); (2) rehire officers already laid off by any jurisdiction as a result of state, local, or Bureau of Indian Affairs (BIA) budget reductions unrelated to the receipt of grant funding; and/or (3) rehire officers scheduled to be laid off by the grantee’s jurisdiction on a specific future date as a result of state, local, or BIA budget reductions unrelated to the receipt of grant funding.

Highlights for this year’s COPS Hiring Program:

- Funds the number of officer positions equal to 5% of your actual sworn force strength (up to a maximum of 15 officers for agencies with a service population of less than 1 million; or, up to a maximum of 25 officers for agencies with a service population of over 1 million).
- Provides 75 percent of the approved entry-level salaries and fringe benefits of each newly hired and/or rehired full-time officer, up to $125,000 per officer position, over the three year (36 month) grant period.
- Requires you to identify a specific crime and disorder problem/focus area and explain how CHP funding will be used to implement community policing approaches to mitigate that problem/focus area.

All awards are subject to the availability of appropriated funds and any modifications or additional requirements that may be imposed by law.

Applications are due by June 23, 2016.

Please visit http://www.cops.usdoj.gov/grants for more information on the 2016 COPS Hiring Program. Please contact the COPS Office Communications Division at 202-514-9079 if you have any questions.
Spring SoDACE Meeting Held in Pierre

By Dave Smith, City of Sturgis Code Enforcement Officer, SoDACE President and Brittany Smith, City of Philip Deputy Finance Officer, SoDACE Immediate Past President

The SD Association of Code Enforcement (SoDACE) held its annual spring training and conference May 3-4, 2016, in Pierre. The meeting was once again well attended – 46 attendees representing 34 cities and towns throughout South Dakota as well as North Dakota.

During the first day, attendees were provided with two hours of training from Heather Lazar of Safeguard Properties. Lazar provided the membership and attendees with information on vacant and foreclosure properties. She discussed how these properties affect Code Enforcement as there are many negative impacts of property abandonment which affects the constituents and neighborhoods as well as the lenders. Safeguard Properties is available to assist when dealing with these properties as they provide resources to ensure that the properties are being maintained while complying with the local code. This session was highly informative and useful.

After lunch, attendees were provided information and training from Greg Carr, 1st Vice President of AACE, from Arvada, Colorado. Carr’s presentation, “It’s Not a People Problem—It’s a Plumbing Problem” gave incite on how to work 80% faster in our jobs and help unkink and straighten the pipe (processes) that are kinked and clogged. He also discussed how to improve the organizational processes and address the common service delivery challenges we face in local government.

The evening dinner and social included recognizing Geoff Fillingsness of Beresford as this year’s Code Enforcement Officer of the Year. He was nominated by the Mayor of Beresford who explained that he is always up for a challenge. This was evident through the letters of support received, noting what an asset he is to not only his hometown, but other surrounding communities. He also serves on the SoDACE board and is very instrumental in promoting code enforcement across the State. The saying goes… “Every community needs a Geoff.” Congratulations again, Geoff!

The Thursday morning session was filled with an active shooter training course. This was presented by Sargent Kevin Burke with the SD Highway Patrol. The content included past incidences that involved various governmental personnel around the United States. Attendees were provided different tools and tips on how to respond during these types of situations. The training ended with a number of the attendees performing various mock incidences (pictured at right).

SoDACE president Dave Smith (right) presents the SoDACE Code Enforcement Officer of the Year Award to Geoff Fillingsness of Beresford.

On behalf of the SoDACE board, we thank you for your continued support of our association and allowing your public employees and officials to attend our trainings.

More information about the association can be found on the SDML website, www.sdmunicipalleague.org, under the Affiliate Organizations tab.
Bridge Improvement Grant Recipients Announced

The South Dakota Transportation Commission awarded 19 Bridge Improvement Grants (BIG) for a total of more than $8 million at their April meeting in Pierre.

The grant funding includes 14 bridge preservation projects totaling $4.079 million and five bridge replacement projects totaling $4.012 million. This is in addition to the $0.908 million for 40 preliminary engineering grants awarded by the Commission in February.

Preservation grant recipients are: Beadle County, Brookings County, Davison County, Fall River County, Hughes County, Meade County, Rapid City and Tripp County.

Bridge Replacement grant recipients are: Aberdeen, Marshall County, Moody County, Roberts County and the City of Yankton.

Grant funds are limited to a maximum of $4 million per entity over a three year period to ensure the funds are shared among as many local governments as possible. The local governments are required to pay a minimum of 20 percent matching funds and have three years to expend the grant.

One hundred applications totaling $14.4 million were received by the South Dakota Department of Transportation (SDDOT). Seven cities submitted 10 applications and 30 counties submitted a total of 90 applications.

The BIG program was created last year in Senate Bill 1. SB 1 set aside $7 million per year from funds generated by license plate fees to be used to repair and replace the aging local government bridges. The SDDOT added an additional $2 million this year, making $9 million available.

These grants are in addition to the $6 million in federal highway funding that SDDOT provides for local bridge projects for each of the years 2016-2018.

The grants are divided into three categories: preliminary engineering, preservation and replacement.

- Preservation work is done to help extend the life of the structure. Project types include bridge deck overlays, railing repairs, adding riprap for scour protection, repairing backwalls, etc.
- Bridge replacement projects are more expensive and these projects are ranked using a point system. Structure condition, detour route length, traffic counts, economic development factors, amount of wheel tax and additional financial commitment are aspects used to rank the projects.
- The preliminary engineering grants included funding for survey, hydraulic analysis and structure sizing. This project work will ensure the grant requests for replacement funds will be more accurate. After this phase is completed, some counties and cities may choose to construct the bridges on their own, without grant funding.

For more information regarding the BIG program, contact Doug Kinniburgh at 605-773-4284.
South Dakota State Parks and Recreation Director Katie Ceroll announced that applications are being accepted for grants from the Land and Water Conservation Fund (LWCF). Public outdoor recreation projects sponsored by city, county, township and tribal governments are eligible to receive the grant money.

“Outdoor recreation is important to a healthy community,” Ceroll said. “The variety of recreational activities that local parks have to offer allows families to spend time together close to home.”

The Land and Water Conservation Fund provides up to 50% reimbursement for approved outdoor recreation projects.

“Grants will be awarded for development or renovation of public outdoor recreation facilities or the acquisition of park land,” Ceroll said. “The grants will be a minimum of $10,000 and the maximum will be $75,000 in federal funds. There will be $435,000 available to award to projects.”

Some eligible projects may include, but are not limited to:
- Playgrounds
- Ballfields
- Sport and play fields
- Picnic facilities
- Pools
- Ice rinks
- Golf courses
- Amphitheaters
- Winter sports facilities
- Visitor information facilities
- Land Acquisition

Application packets are available online at gfp.sd.gov. The application deadline is August 26, 2016.

South Dakota Game, Fish and Parks (GFP) will work with successful grant applicants to assist in complying with new federal grant reporting and monitoring requirements and new state internal control and conflict of interest requirements.

LWCF funds are federal dollars that are apportioned to states by Congress to fund public outdoor recreation projects. For more information contact Grants Coordinator Randy Kittle by email randy.kittle@state.sd.us or by phone at 605-773-5490.
National League of Cities Federal Advocacy Update

NLC Urges House Action on Brownfields Reauthorization
Carolyn Berndt

NLC urged House Energy and Commerce and Transportation and Infrastructure Committee leadership to develop and pass legislation reauthorizing and improving the U.S. EPA Brownfields program.

With the passage of a brownfields reauthorization bill in the Senate, attention now turns to the House where two committees have jurisdiction over the program. While there is broad bipartisan support for the program, and both committees have held hearings, neither has yet to draft a bill for consideration.

NLC supports the Senate version of the Brownfields bill, but is also asking Congress to go further in addressing local government liability concerns in acquiring contaminated properties where the local government had no role in creating the contamination. The current law creates a disincentive for local governments and is a barrier to the cleanup and productive reuse of brownfields properties in communities nationwide.

In meetings with both Energy and Commerce and Transportation and Infrastructure Committee staff this week, it is clear that there is interest from both sides of the aisle in developing and advancing a bill this year that addresses many of the local government concerns.

House Poised to Act on Legislation to Address Opioid Epidemic
Yucel Ors

The House Judiciary and the Energy and Commerce Committees marked up more than a dozen opioid-related bills. The package includes provisions to establish a grant program at the Department of Justice (DOJ) that can be used to develop alternatives to incarceration; train state and local public safety personnel on substance abuse disorder and mental illness; increase funding for mental health, drug abuse, and veteran’s courts; and raise the limit on the number of patients that doctors can treat with drugs to ease the symptoms of withdrawal.

The House package, however, is missing some key components that are in the Senate’s Comprehensive Addiction and Recovery Act of 2016 (CARA, S. 524), which
passed with NLC’s support on March 10. The missing components include the establishment of a grant program to develop community-based recovery services and new consumer education and awareness programs.

NLC will continue our outreach to key Representatives in the House and urge their support of additional funding for community-based recovery services and prevention education programs.

E-Fairness Headed to Supreme Court?
Carolyn Coleman

In March 2015, Supreme Court Justice Anthony Kennedy wrote a concurring opinion stating that the “legal system should find an appropriate case for this Court to reexamine Quill.” A new challenge coming out of South Dakota might be just the case Justice Kennedy had in mind.

In Quill Corp. v. North Dakota, decided in 1992, the Supreme Court held that states cannot require retailers with no in-state physical presence to collect sales tax. Justice Kennedy criticized Quill in Direct Marketing Association v. Brohl for many of the same reasons the State and Local Legal Center stated in its amicus brief. Specifically, internet sales have risen astronomically since 1992 and states are unable to collect most taxes due on sales from out-of-state vendors.

While a number of state legislatures have considered or passed legislation requiring remote vendors to collect sales tax, South Dakota’s law is the first to generate a lawsuit. On April 28, South Dakota filed a declaratory judgment action asking a state circuit court to declare its law constitutional. The next day the American Catalog Mailers Association and Netchoice filed a declaratory judgment action asking for the opposite result.

South Dakota acknowledges that, for it to win, the circuit court will have to abrogate Quill v. North Dakota, a step that any lower court would be more than reticent to take. All lower courts are required to follow rulings of the United States Supreme Court.

Numerous features of the South Dakota law indicate it is fast-tracked for U.S. Supreme Court review. First, the law requires the circuit court to act on the state’s declaratory judgment “as expeditiously as possible.” Second, any appeal must only be made to the South Dakota Supreme Court, who must also hear the case “as expeditiously as possible.”
While the law is being litigated South Dakota cannot require out-of-state vendors to collect sales tax.

South Dakota may very well lose before both the state circuit court and the South Dakota Supreme Court. For U.S. Supreme Court review, four of the nine (eight) Supreme Court Justices must agree to hear the case. Five votes to win!

**FCC Releases Final Lifeline Order**
*Angelina Panettieri*

The Federal Communications Commission (FCC) released final details of its modernization of the Lifeline program, nearly a month after its contentious vote on the matter. The Lifeline program is the FCC’s program to help make communications services more affordable for low-income consumers. NLC, along with cities around the nation, spoke out in support of the modernization order and its contribution to closing the digital divide between high- and low-income households.

The final order expands the Lifeline program to include broadband subscriptions, beginning December 1, 2016. It also outlines a plan for a gradual phase-out of subsidies for telephone-only (versus bundled with broadband internet) service by 2021. Lifeline subsidy beneficiaries will receive a $9.25 per month subsidy for broadband service or a broadband/phone bundled subscription.

In addition, the final order changes the eligibility requirements for participants of the program: subsidy recipients must either meet the current program’s income threshold, or participate in other federal low-income programs, including Medicaid, Supplemental Nutrition Assistance Program, Supplemental Security Income, Federal Public Housing Assistance, or Veterans and Survivors Pension Benefit. Notably, participation in the Low-Income Home Energy Assistance Program, National School Lunch Program’s free lunch program, and Temporary Assistance for Needy Families program will no longer automatically qualify recipients to participate.

The final order also addresses concerns about waste, fraud, and abuse by establishing a national third-party verifier of eligibility for participation. Previously, eligibility verification was handled directly by phone companies, forcing consumers to provide the companies with personal income information, and increasing the chances of excess, inappropriate, or duplicate granting of Lifeline subsidies to households.

Election Signs Not Allowed in Right of Way

The South Dakota Department of Transportation reminds the public that political campaign and ballot-issue signs cannot be placed on state highway rights of way.

“With the primary election coming up in June, election signs are showing up along the state’s roadways,” says Jason Humphrey, construction engineer for the DOT. “We’re asking everyone to pay attention to where they put the signs and make sure they are outside of the rights of way and in locations that will not create safety hazards or distract motorists.”

The use of right of way is reserved for official highway signage. All signs in the right of way that are not required for traffic control, as authorized by law (SDCL 31-28-14), are prohibited and will be removed. That includes both candidate and ballot-issue signs.

Municipal ordinances regulating placement and removal of campaign signs within towns and cities do not have precedence over state jurisdiction and supervision of state highway rights of way within municipalities.

SD Municipal Attorneys' Association Meeting

What: Luncheon Meeting

When: Thursday, June 23, 2016
   12:00 p.m. to 1:00 p.m.

Where: Ramkota Hotel, Sioux Falls

Visit www.sdmunicipalleague.org/sdmlevents for the agenda and registration.
Leading Your Community

By Mickey Shields, Iowa League of Cities

What is leadership? Ask 10 people that simple question and you’re likely to get 10 different answers. The beauty, and perhaps the struggle, of leadership is that those 10 people would not be wrong. Leadership can be defined and exhibited in numerous ways.

Municipal government offers a unique set of leadership challenges due in part to the fact that citizens elect multiple council members to represent them. Each elected official has equal standing and brings their individual leadership traits, which can make finding cohesiveness difficult. Furthermore, not all city officials, including employees, immediately understand their role in the organization and where their leadership is best used.

Despite these challenges, city governments also offer a platform to make positive change in a community. Combining the experience, knowledge and talent of council members along with the professional know-how of city employees can create an organization that is responsive to its citizens. With strong, collaborative leadership, such an organization will operate in a highly efficient and effective manner. The trick, of course, is finding your way there.

Leadership Traits

At the risk of oversimplifying, leadership is generally defined as the ability of an individual to influence a group of other individuals to achieve a common purpose. How does a leader do this? There are many leadership traits, and an essential element to becoming an effective leader is understanding one’s strengths and weaknesses. Some leaders are great visionaries and can create a dream for the future. Some are technically proficient and can show others how to get a job done well. Some are skilled negotiators and can build consensus. Some are inspiring orators that can rally a crowd. Some work well in small groups and make lasting connections.

All those examples and more can represent leadership qualities. Many people are able to point to one or a couple leadership traits, but rarely do you find someone that can do it all. In other words, there is no perfect leader, which means we must recognize where we might be a little short and

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understand that someone else on the team may have that ability or trait. This is especially important for city officials – the very structure of municipal government demands that council members and city employees work together.

No matter what leadership style is used, the glue that holds a successful organization together is trust. Citizens must be able to trust their council members and city employees with running their local government and to make important decisions on their behalf. And city officials must trust one another, even when they may disagree about something. Take trust away and everything else suffers.

**City Government Leadership**

Leadership is required at the city government level for several reasons. From a statutory standpoint the city council has the duty to approve a budget and operate certain city services. This means decisions must be made on where to use city resources and how services will be performed. The daily operation of the city is done by city employees, which also necessitates strong leadership to ensure services are being delivered well.

In a broader sense leadership is also required to develop a vision for the community. Citizens not only elect leaders to provide daily services but also to set a direction forward. This is done through goal setting and strategic planning, which gives council members, employees and citizens the opportunity to prioritize needs and set a plan of action. These activities also help support another important area of leadership, that of creating a culture of teamwork and collaboration. Organizations are most effective when all members of a team, which includes citizens for city governments, have a voice and ownership in what is done.

Being an effective leader in city government also means dealing with difficult situations and people. Not every citizen will agree with council decisions or how the city is performing a service. Likewise, there is always the chance that something can go wrong – a water main burst or a natural disaster strikes the community. Leading through tough times can be painful, but can also rally support and inspire confidence.

Leadership is not easy – it requires commitment, sacrifice, integrity, communication and hard work. The good news is that effective leadership can be learned and developed. Like any skill, those that take the time to hone their abilities will improve and provide their community the leadership it needs.

*Mickey Shields is the assistant director of membership services for the Iowa League of Cities.*

*The piece originally ran in the May 2016 issue of Cityscape magazine, a publication of the Iowa League of Cities.*
Fraud in Government: Prevention and Detection

By Carla Gogin, CPA, Partner, Baker Tilly Virchow Krause, LLP
Jenni Steiner, CPA, Senior Manager with Baker Tilly Virchow Krause, LLP

Have you ever heard the saying, “Don’t be that guy?” Well in this case, “Don’t be that government.” In a recent study,1 government and public administration was the second most likely industry to be impacted by fraud. A finding from that study showed the presence of anti-fraud controls is associated with reduced fraud losses and shorter fraud duration. Management and those charged with governance are responsible for ensuring these controls are in place. This article will explore common fraud schemes and provide prevention and detection controls that can be put in place to help mitigate fraud risk.

What is fraud?
Fraud is often defined as wrongful or criminal deception intended to result in financial or personal gain. The impact of fraud ranges from financial loss to declines in organizational performance, credibility, and public confidence. As a result, risk management strategies and internal control systems should be implemented, monitored, and modified as necessary by management and governing bodies.

Who is responsible for fraud prevention?
According to American Institute of Certified Public Accountants (AICPA) auditing standards,2 the primary responsibility for prevention and detection of fraud rests with those charged with governance and management. There are a number of strategies3 to help management and public officials navigate the challenges associated with prevention and detection of fraud.

1. Understand your organization and industry: Explore key drivers of revenue and related benchmarks, be active in the budget process and evaluate historical trends.

2. Brainstorm with department heads, key members of management, external and internal auditors to identify fraud risks: Review material weaknesses, compliance findings, and control deficiencies related to the financial and single audits. Also consider decentralized operations. Examples of control weaknesses that contribute to fraud include: lack of internal controls, lack of management review, override of existing controls, poor tone at the top, and lack of competent personnel.

3. Assess the tone at the top and the entity’s culture: It is imperative that organizations set an appropriate tone at the top, one that demonstrates a commitment to honesty and ethical behavior.

4. Create a whistleblower policy: Establishing a whistleblower hotline and/or policy is critical. History has shown that the initial detection of fraud most often occurs through a tip followed by management review, internal audit, or by accident.

5. Understand the objective of a financial audit and a forensic audit: The Association of Certified Fraud Examiners reports that less than 10% of frauds are discovered as a result of a financial audit conducted by an independent accounting firm. That is because a financial auditor is required to obtain reasonable assurance that the financial statements as a whole are free from material misstatement, whether caused by fraud or error. There is a risk that, even though an audit is properly planned, material misstatements may not be detected. Whereas, the objective of a forensic audit is to determine whether fraud has/is occurring and to determine who is responsible.

What common fraud schemes look like and how to prevent/detect fraud

Skimming. Money intended for the government that an individual takes for personal use. For example, cash receipts may never get entered into the system or they may be entered, but then voided/manipulated. This type of fraud is more likely to occur in unsupervised areas that lack controls over accepting cash.

Limit unsupervised cash collection locations. For remaining unsupervised cash collection locations, implement procedures for reconciling receipts and ensure deposits are properly reviewed and supported. For all cash collections, track, reconcile, and review adjustments made to fees charged and collected, and analyze deposits over time to identify anomalies.

Forgery or alterations. Includes checks, p-cards, vendor invoices, or employee payroll that are forged or altered. Be aware of a lack of security surrounding unwritten checks and signature stamps, little to no oversight or segregation of responsibilities, and the failure to account for all checks, wires, and electronic payments.

While management and governing bodies are typically trusting, simple “blind faith” in a trusted employee alone is not sufficient. Management and governing bodies need to also verify what they are being told or shown. This begins by promoting an organizational culture of honesty and ethical behavior and includes spending time following through, holding others accountable, and asking probing questions. The simple tactic of verifying information can act as a deterrent, which could reduce the likelihood of fraud.

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Develop appropriate check processing and reconciliation procedures, and ensure the approval of disbursements includes accounting for the entire sequence of payments (checks, wires, electronic payments, etc.). Do not pre-sign checks. Require dual signatures. Finally, limit the number of bank accounts used by decentralized locations. Someone independent of check processing and distribution should reconcile all bank accounts.

Unauthorized vendor distributions.
Payments may be made to a fictitious vendor for goods never received or a legitimate vendor for personal goods. Vulnerable situations that allow for unauthorized vendor distributions occur in departments without effective oversight. Vulnerability may also stem from the lack of segregation between ordering, receiving, and approval functions.

Create/update purchasing, procurement card, wire transfer, and vendor management policies. Purchasing policies should address limits and purchasing authority; as well as authorization for users, daily and transaction limits, and documentation requirements. When new vendors are created, limit access to select personnel who are not involved in the disbursement or approval process. Ensure all new vendors are appropriately reviewed and approved by a supervisor.

Unauthorized payroll disbursements. This can include fictitious employees, unauthorized pay increases, or overtime. An inadequate review of employee timesheets or lack of reconciliation of payroll records to disbursements is another gateway to unauthorized disbursements.

Enforce appropriate payroll process policies and controls. Similar to the creation of new vendors, creation of new employees or financial disbursements in the payroll system should be limited to select personnel who are not involved with the approval process. A supervisor should review new employees added to the system on a regular basis, and review of payroll or financial disbursements should be assigned to someone independent of the process.

Prevention/Detection
Conduct a fraud risk assessment: One of the most effective ways to prevent fraud is to conduct a fraud risk assessment. This type of assessment will identify where

The simple tactic of verifying information can act as a deterrent, which could reduce the likelihood of fraud.
and how fraud could occur, as well as who might be in a position to commit fraud. Fraud risk assessments will also determine an overall rating for the risk (high, medium, or low) and evaluate controls in place to detect those risks. Below are suggested components of a fraud risk assessment, adapted from the Committee of Sponsoring Organizations of the Treadway Commission’s (COSO) guidance on enterprise risk management, internal control and fraud deterrence.¹

1. Identify the fraud risk
2. Determine the likelihood of a misstatement occurring if a control were to fail or a control was not present
3. Determine the significance/magnitude of a misstatement occurring if control were to fail or control was not present
4. Assign an overall rating (high medium or low)
5. Identify compensating controls
6. Determine if existing controls are operating effectively
7. If not, determine what additional, more effective controls should be put in place

We recommend updating the risk assessment on a regular basis.

Making time to ensure proper controls are in place is critical. No matter the size of your government, internal controls must be present. It is the responsibility of management, with oversight from those charged with governance, to ensure a system is in place to prevent and detect fraud.

The time to act is now.

Notes:

About the Authors:
Carla Gogin, partner with Baker Tilly Virchow Krause, LLP, is a member of the firm’s public sector practice group. She has been with the firm since 1993 and specializes in providing financial and single audit services to local units of government. Carla’s five year position as Baker Tilly’s Chief Risk Officer allowed her the opportunity to consider risk from a broader perspective. Carla assists her clients with the implementation of new Governmental Accounting Standards Board (GASB) pronouncements. Contact her at carla.gogin@bakertilly.com.

Jenni Steiner is a senior manager with Baker Tilly Virchow Krause, LLP in their public sector practice group. She has been with the firm since 2004 and specializes in providing financial and single audit services to local governmental units, providing recommendations on accounting policies and procedures that strengthen internal controls. She also assists with the implementation of new accounting standards. Contact Jenni at jenni.steiner@bakertilly.com.
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Riverside Technologies, Inc. (RTI) is the primary equipment provider for the municipalities that received technical infrastructure improvements through the state sponsored South Dakota Broadband Initiative. Improvements included wired and wireless network equipment, servers, firewalls for edge security and end user devices such as computers, laptops and tablets. The SDBI project has now closed and RTI would like to help South Dakota municipalities sustain those technical improvements and maximize their potential. Therefore, we are continuing to offer the same products and services to our state’s municipalities and related organizations through a new project called ConnectSD. RTI has a long standing history with public sector, and looks forward to delivering the same level of products and services to which they are accustomed through the ConnectSD project.

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Dealing with Everyday Ethical Issues

By Martha Perego, ICMA

A training session I conducted recently on building effective supervisory skills generated interesting ethical dilemmas. Here are three that were discussed at the session:

Unethical Conduct at the Top

Dilemma: “I saw a new department director do something that I thought was definitely unethical. I didn’t say anything because I didn’t want a confrontation. Nor did I want to do anything that might derail what looks like the beginning of a pretty good working relationship. That said, I can’t ignore the issue. I just have no idea how to start the conversation.”

Response: Regardless of how bad the conduct appears, resist the urge to rush to judgment. Did you witness the whole episode? Do you have all the relevant facts? Do you know precisely what the other person was thinking and what motivated the behavior?

Assume positive intent. Begin the conversation assuming that the individual did not do anything wrong. Ask for an opportunity to talk about your concerns with an emphasis on understanding the context and getting the facts.

If you haven’t had “the talk” with the department director—the one about ethical values and expectations—this might actually be a good, albeit awkward, way to start a critical conversation. You can’t really build an authentic working relationship if you don’t know the other person’s values.

You may be dealing with a misunderstanding, a difference of opinion on where to draw the ethical line in the sand, a willful unethical act, or an unintentional mistake. What you learn will guide your next steps.

In the end, it’s better to be clear about ethical standards than to guess. And when, as a leader, one of your direct reports approaches you with a concern about your behavior, you will appreciate just how much courage that takes. Drop the defenses, don’t shoot the messenger, and be kind!

Supervising the Ethically Clueless

Dilemma: “What if there’s a pattern of behavior that is unethical and the employee just doesn’t exercise good judgment? The person’s intentions seem to be good, but she doesn’t exercise adequate boundaries and doesn’t realize or feel her action(s) are unethical. Is this something a person is born with or is it a learned skill?”

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Response: To be blunt, if you have hired someone who doesn’t know right from wrong—lies, cheats, steals, or is abusive—cut your losses now. For all others, consider that the ability to identify and make ethical choices in the workplace is not hard wired.

It’s a skill that can be learned. And regular reinforcement of appropriate behavior does produce desired results.

Some employees don’t see their conduct as unethical because they have really never given it much consideration. They may be good, technically competent people. They just don’t think about the values that should direct their conduct in the workplace.

And if their employer is silent on the subject, where is the impetus for them to start thinking about ethics?

Employers have to set clear standards, have regular conversations about values, and set boundaries based on real work situations. When you have done that, then you are best positioned to hold employees accountable for their conduct.

What to do then with the employee who just doesn’t seem to get it?

Get all the available facts to clearly define the problem or issue. Consider the person’s level of responsibility. Anyone in a supervisory capacity should be held to a higher standard.

After all, they are supposed to model good behavior for their direct reports.

What is the nature and severity of the violation? Has the employee been down this very road before?

If not, perhaps coaching is an appropriate intervention. If you have tried all of this and still get the same unethical conduct, work on the individual’s exit strategy.

BFFs in the Workplace

Dilemma: “Since getting promoted, I now supervise someone who is actually a friend. We started working for a county government at the same time as equals. We don’t hang out together socially but are friends and confidants. Is this unethical? How do I deal with this situation?”

Response: This one has elements of ethics and HR. On the ethics front, it is not unethical to supervise this staff member/friend as long as you can be impartial, objective, and fair in all of your actions and decisions. But you need to do some soul searching.

Think carefully about whether or not you can rise above the relationship. Will you be able to deliver both positive and negative feedback? Can you set aside your personal feelings in order to objectively evaluate work performance? What criteria will you use to self-assess or evaluate your ability to do so?

One option is to just lay the issue on the table with the team. Acknowledge that having been around for a while, you are closer to some staff than others. Address the reality that while you will strive to treat everyone fairly and impartially, perceptions may differ.

Offer the opportunity to talk with any staff member who thinks your actions may not be living up to your commitment. By being candid, you may actually end up building trust with the new team.

If you can’t be impartial, you have both an ethics and a management problem. Actual or perceived favoritism is a morale killer.

Martha Perego is the Ethics Director for ICMA in Washington, D.C., mperego@icma.org.

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The Value of a Five Year Financial Projection

By Michael English, Forecast5

*Local government leaders that approach a five year financial projection with a strategic perspective understand that a financial projection is more than just a spreadsheet. A meaningful multi-year financial forecast can produce tremendous value for a local government to help facilitate organizational growth and improvement.*

**What is the value of a five-year financial projection for a municipality?**

A well-constructed five year projection offers both operational and strategic value. From an operational perspective your projection can be used for budgeting, cash flow planning and to identify long-term investment opportunities or short-term borrowing needs. It can also be used as a foundational support document for your bond ratings or continuing disclosure obligations. From a strategic perspective a comprehensive projection can be the centerpiece for decisions related to future municipal services and infrastructure improvements.

**How are policy leaders using a five year forecast?**

The best forecasting models allow policy leaders to simulate multiple “what-if” scenarios. The benefit of a budget simulator is to be able to quickly and confidently answer questions about new community investments and other affordability issues with a longer term perspective. Additionally, you can use scenario comparisons and data visualization to engage decision makers and stakeholders with graphical output that increases their understanding and accelerates decision timeframes.

**How can a city council best use a five year forecast?**

For many organizations the five year forecast becomes the central tool in discussions about finance. Once policy leaders become familiar with the mechanics of the forecast and their preferred report views have been created, many budget and financial discussions lead to the question, “how does this impact our five year projection?” By extending the focus point for decisions out to a longer time horizon, policy leaders focus on growth and sustainability. The projection can provide them more insight and certainty in decisions and subsequently increase the confidence of their community.

**Critical components of a good financial projection:**

1. The source and structure of the foundational data. If you are using your budget structure for the projection, you will need to determine the level of detail you want to use to support decision making.
2. The assumptions and variables that will drive future revenues and expenses. Understanding the key variables and their relative impact on financial outcomes is critical.
3. Reporting output that people can understand. Your audience may represent a wide spectrum of experience and analytical perspectives. Supporting your projection with both tables and graphics is important for improved understanding and engagement.

**How have local governments benefitted from multi-year projections?**

A well-constructed and documented forecast not only assists in decision making, but it can establish a professional brand for the municipality that can provide significant value over time. Local governments that demonstrate a high level of command over their financial data and projections can enjoy higher levels of buy in and support from their communities. Additionally, sharing the projection and key assumptions in a public forum demonstrates transparency, which can be an invaluable asset for building positive public perception.

Michael English works for Forecast5. To learn more about Forecast5 visit forecast5analytics.com, email Paul Kruse at pkruse@forecast5analytics.com or call 515-554-1555.

The piece originally ran in the May 2016 issue of Cityscape magazine, a publication of the Iowa League of Cities.

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**SD Summit on Civic Education and Engagement**

**June 23, Ramkota Conference Center, Pierre**

Bringing together citizens, civic leaders, educators, elected and appointed officials to discuss civic engagement and education for all in all communities.

Participants will work on answering:

- How would you define civic engagement?
- Is civic engagement and education working in South Dakota?
- What resources and efforts are needed to get citizens to participate in the democratic process?
- What steps should be taken, and by whom, to implement or expand current civic education and citizen engagement initiatives?
- How can this translate into enhanced citizen involvement in public policy issues and participatory government?

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Trauma Takes Its Toll
Addressing the mental health crisis in emergency services

By Jay Fitch and Jim Marshall

Amidst growing concern about the mental health of emergency medical service (EMS) professionals, a Fitch & Associates’ Ambulance Service Manager Program project team surveyed more than 4,000 EMS and fire professionals in 2015 about critical stress, suicide, and available support and resources.1

The results were stark.

Among survey respondents, 37 percent reported contemplating suicide—nearly 10 times the overall rate among American adults.2 Additionally, 6.6 percent of survey respondents had attempted suicide, compared to just 0.5 percent of adults nationally.

Mental health issues are not limited to the EMS workforce. According to the Firefighter Behavioral Health Alliance, at least 759 firefighters have committed suicide since 2012.3 In law enforcement, estimates suggest between 125 and 300 police officers commit suicide every year.4,5

These numbers should be a wake-up call, not only for every emergency medical technician (EMT), paramedic, firefighter, police officer, and emergency telecommunicator (sometimes called dispatchers or call-takers), but also for agency leaders and county and city officials who work with them.

Let’s take a moment to pause here. How many brave and talented people are in your community—from those who answer the 911 calls to the EMTs, firefighters, and police who respond to them? Perhaps 7, or 50, or 500?

Now do the math. With these numbers, the survey findings would suggest that perhaps 7, or 18, or even 185 people on your team have thought about suicide.

One or more of them may have already attempted suicide or could in the future. Do you know who they are? Do you know how to help?

To address this mental health crisis in emergency services, industry leaders must join together to further define the problem, explore its causes, and pursue strategic planning to protect and equip the workforce.

The Traumatic Stress Factor

There is almost certainly a correlation between the impact of traumatic stress and the extraordinary statistics on suicide seen in our survey and other research. When a responder experiences intense fear, horror, or helplessness in response to a scene at which someone experienced serious injury or death, he or she has been exposed to a traumatic event.

Some of the common reactions to traumatic events include anxiety, irritability, sleep disorders and fatigue, appetite changes, and withdrawal from friends and family.6

Acute stress disorder describes cases in which some or all of these symptoms are experienced for more than two days after the event, but not for longer than one month. Post-traumatic stress disorder (PTSD) is diagnosed when these symptoms persist for more than one month.7

On-the-job stress among emergency responders can also trigger the release of cortisol and other stress hormones. This stress response is normal—and helpful—but when it occurs too frequently without adequate rebalancing, it ups the risk for chronic stress response, which can lead to physical and mental disorders.8

Takeaways

- Emergency responders are at heightened risk for post-traumatic stress disorders, acute and chronic stress, depression, and suicide.

- Local officials and public safety agency leaders have a responsibility to ensure that all emergency responders are appropriately trained in how to manage stress and are offered educational materials, resources, and support to care for their mental health and well-being.
They engage in a far greater number of contacts with residents than field responders and need to visualize the worst possible scenario to optimize the response. As a result, emergency dispatchers are also on scene-psychologically.11

**Need for a Culture Shift**
Many first responders share what is called an emotional code, defined as what they believe they should do with what they feel. Emergency responders have historically lacked understanding of how to cope with their extraordinary stress.

As a traditionally male-dominated profession, emergency responders often associate job-related stress or seeking professional mental health care with personal weakness. To avoid psychic pain they didn’t know how to face, the default became to adopt a “just suck it up” emotional code.

This emotional code, which still prevails today, precludes asking for help and can greatly increase the risk of PTSD, depression, and suicide.

Saving lives and ensuring the emotional health of emergency service professionals must start with a culture...
shift, guided by leaders advocating for a healthier emotional code.

This effort must be part of a larger strategic initiative by local elected and administrative officials to create policies that support the mental well-being of emergency service personnel and educate agency leaders about work-related stress risks.

Front-line emergency responders need access to training in stress management and to evidence-based treatment for stress-related conditions as well as supportive, emotionally open work cultures.

City and county leaders should invest in protecting medical first responders’ mental health because it is our civic duty to care for the people who care for our communities when a crisis hits. Not providing appropriate support and care for emergency responders also has wide-reaching implications.

An agency that has not yet addressed employees’ stress-related conditions will struggle with lower morale, higher leave use, and more turnover. Managers should keep a close watch on leave use, which can be a symptom of a department that needs help.

Given the time and cost of hiring and training new personnel, it is well worth the investment in stress management programs and other structures to support public safety personnel.

Managers should also review scheduling patterns. When a team is running 24-hour or longer shifts, it is at even higher risk for fatigue, burnout, and other stress-related problems.

The 911 telecommunicators and responders aren’t the only ones at risk; when EMS, fire, and law enforcement personnel are under greater stress, their performance may be affected. They may make a mistake on the road or a medical error when caring for a patient, which presents a danger to the public and to patients.

Historically, when a public safety worker handles a call poorly, especially if the media covers the case, there is a demand that he or she be reprimanded or fired. Local officials should respect that emergency responders are human beings who work under enormously stressful conditions.

Providing Support
Local leaders, communities, agency leaders, and the media all have a responsibility to help support emergency responders’ well-being through research, intervention, policy, and education.

Although developed for 911 telecommunicators, the National Emergency Number Association’s 9-1-1 Standard on Acute/Traumatic and Chronic Stress Management provides guidance that can be used by local officials to support all emergency services employees and volunteers.12

The standard describes comprehensive stress management plans with these elements:

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**Resources**

Other helpful resources can be found at:

**911 Wellness Foundation:** 911wellness.com

**International Critical Incident Stress Foundation:** icisf.org

**Code Green Campaign:** codegreencampaign.org

**Firefighter Behavioral Health Alliance:** ffbha.org

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Offer stress management training that is at least eight hours in length and covers such topics as stress disorders and the impacts of unmanaged stress, the negative effects of the “just suck it up” culture, and specific coping skills and strategies.

Provide all personnel with on-site educational materials, including information about local and online resources, and how exercise, nutrition, and sleep can affect stress levels.

Ensure that all EMS personnel can participate in critical incidence stress management (CISM) activities. CISM support services can be helpful for EMS professionals. According to the Fitch & Associates survey, of the 86 percent of respondents who experienced critical stress, only 18 percent attended a critical incident stress management-type debriefing, but the majority of those who did, found the sessions very helpful or extremely helpful.

Those at risk of suicide, however, should only participate in debriefing sessions with a group after careful individual assessment to ensure such experiences will be safe.

Create or promote an employee assistance program (EAP) to offer free confidential counseling with clinicians who understand the public safety community and specialize in traumatic stress disorders. In our survey, 11 percent of respondents attended employee assistance program sessions, and 53 percent found them very or extremely helpful.

Identify local therapists specializing in treatment of stress and traumatic stress disorders with public safety personnel and who use such evidence-based therapies as exposure therapy, eye movement desensitization and reprocessing (EMDR), and stress inoculation therapy (SIT). Evidence-based treatments for PTSD, including EMDR, can completely cure PTSD and bring tremendous relief for depression in many cases.

Develop peer-support programs. These programs offer confidential emotional support without providing advice or attempting to solve the problem and can help alleviate stress and staff conflicts.

Adopt programs that incentivize 911 telecommunications professionals to make lifestyle changes to protect their mental and physical well-being.

Emergency services professionals are currently experiencing an epidemic of mental health crises and suicides among their
ranks. This is a problem that communities cannot afford to ignore. These professionals risk their lives and well-being, including their mental health, caring for others.

It is the responsibility of elected officials, local administrators, and public-safety leaders to support and fund programs that train managers and supervisors in ways to protect their employees, that teach responders how to better manage stress, and that help individual employees and crews recognize dangerous signs in themselves and in their colleagues.

Endnotes and Resources

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Making Strategic Planning Work

Strategic Planning: A Basic Framework

By Brent Stockwell

Strategic planning is, at its core, a tool governments can use to determine where they are, where they want to be, and how to get there. It is the key to achieving and maintaining a successful, high-performing organization. Jurisdictions that neglect strategic planning risk ending up miles away from their intended destinations, the result of reacting instead of planning.

Strategic planning is about results – but the act of planning alone has value. The distinction is important because things rarely turn out as expected. Strategic planning requires practitioners to systematically think through what might be done and how goals might be achieved. The insight gained from this process helps ensure success for the organization’s strategies, even when circumstances intervene and plans go awry.

In many organizations, strategic plans basically translate into wishful thinking. This is due to two common mistakes: 1) not integrating objective data into the planning process, and 2) failing to think strategically about how the plan will be implemented.

The Government Finance Officers Association’s best practice on strategic planning, Establishment of Strategic Plans (available at www.gfoa.org) defines strategic planning as “a comprehensive and systematic management tool designed to help organizations assess the current environment, anticipate and respond appropriately to changes in the environment, envision the future, increase effectiveness, develop commitment to the organization’s mission, and achieve consensus on strategies and objectives for achieving that mission.”

In other words, strategic planning is about influencing the future rather than simply preparing or adapting to it. The focus is on aligning organizational resources to bridge the gap between present conditions and the envisioned future.

Putting It into Practice
Initiate the Process the Right Way. Without the support of the organization’s chief executive, a strategic plan has...
little chance of influencing an organization or attaining the resources necessary to accomplish strategic goals. The governing body should initiate an organization-wide plan, and plans for individual departments or units should be developed with the support of the highest level of management responsible for the area. A staff member or key team should also be identified to manage the process.

**Prepare a Short, Sharply Focused Mission Statement.**
The mission statement should be a broad but clear statement of purpose for the entire organization. Mission statements help officials decide what the organization should do and, just as important, what it should not do. Because the organization’s goals, strategies, programs, and activities should logically cascade from the mission statement, it sometimes winds up bloated and imprecise, trying to include anyone and anything. To be effective, however, a mission statement must be short and sharply focused.

**Look Inside and Out.** Thoroughly analyze the government’s internal and external environment. Many organizations perform a SWOT analysis (assessing strengths, weaknesses, opportunities, and threats). Strengths and weaknesses relate to the internal environment, while the analysis of opportunities and threats focuses on forces outside the organization. Local, regional, national, and global factors affecting the community need to be taken into account, and the analysis should identify key stakeholder concerns, needs, and priorities. To accomplish this, many governments employ individual and large group meetings, surveys, and workshops.

**Identify Critical Issues.** Use the information gleaned from the environmental analysis to identify the most critical issues facing the organization. Include stakeholder or customer concerns, needs, and priorities.

**Agree on Some Broad, Focused Goals.** Choose a small number of written goals that address the most critical issues facing the organization or community. Defining priorities among goals will improve their usefulness in allocating resources. The important thing is to focus. As you achieve what you set out to achieve, set new goals.

**Develop Strategies to Achieve these Goals.** Figure out ways the organization can influence its environment to meet its broad goals. Logic models or strategy mapping are helpful here. A basic model can explicate the relationship between the resources a jurisdiction has – people and money – and how its desired results can be achieved. Modeling helps the organization align its actions with its goals, showing how resources logically become part of those goals. The model is simple. You use resources to:
- Conduct activities.
- Deliver services.
- Benefit customers.
- Achieve results (typically in support of an organizational goal).

Consider trash and recycling collections, for instance. These services use drivers and trucks (resources) to drive to each house twice a week (activities) to collect refuse and recycling (services) from every resident’s curb or alley (customers) and encourage a clean, sustainable environment (results).

**Create an Action Plan.** An action plan describes the way strategies will be implemented. It includes activities and
services to be performed, associated costs, designation of responsibilities, priority order, and the timeframe the organization needs to reach its strategic goals.

**Develop Measurable Objectives.** Objectives are the specific, measurable results to be achieved. They are concise action statements describing specific efforts that must be done well or improved to achieve the mission and goals. Objectives must be quantifiable, and ideally they should include timeframes – although not everything can be controlled, so objectives and their timelines are guidelines, not rules set in stone.

**Incorporate Performance Measures.** Performance measures provide an important link between the goals, strategies, actions, and objectives stated in the strategic plan and the programs and activities funded in the budget. Performance measures provide information on whether goals and objectives are being met. If the goal is to save or change lives, find a way to measure that, not how many reports were written or calls were taken.

**Get the Plan Formally Approved.** Formal approval turns plan into policy, providing the context for decision making across the organization.

**Implement the Plan, Monitor Progress, and Reassess.** Winston Churchill said, “However beautiful the strategy, you should occasionally look at the results.” Progress toward planned goals should be monitored at regular intervals. Develop a systematic review process to evaluate the extent to which strategic goals have been met, and make sure performance measures are reviewed more frequently than the strategic plan.

**Conclusions**

Unit, department, and division strategic plans should not be developed in a vacuum; they must be aligned with the organization-wide assumptions and strategies. Alignment should cascade down through the organization as part of the environmental scanning process. Organizational units, which are much closer to the action and the trends, should provide feedback.

Once the organization has developed a plan, it needs to use the plan. Build the plan into ongoing governing body discussions. Provide periodic updates and schedule working sessions to go into more detail about specific plan components. Build the strategic plan into the organization’s budget and decision-making processes. For example, the budget can be used as a proxy strategic planning process. Budget documents can outline

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Don't make it overly complicated. Include only what is necessary to make the plan work. An overcomplicated plan is very difficult to carry out. And of course, carrying it out is the point – plans are about results.

Brent Stockwell is assistant city manager of Scottsdale, Arizona.

The Importance of Stakeholder Trust and Engagement in Strategic Planning

By Joseph P. Casey

An early step in any exercise associated with strategic planning is understanding and defining the stakeholders. In local government, the citizen should always benefit and is therefore the common stakeholder for any goal or outcome. (This is the case even for indirect benefits – for example, more efficient internal systems lead to lower costs, which lower the tax burden). Stakeholders have an investment in government – their taxes, their jobs, or their free time. This is especially important for any plans that are presented to elected officials, who are directly accountable to their constituents for how effectively they serve the public. In addition to citizens, stakeholders can also be employees, visitors, commuters, businesses, regional localities, and other community partners. Their size and scope can also change – when a plan is for a smaller, focused area, governments might need to consider only the stakeholders located in that area and affected by the plan (e.g. neighborhood revitalization).

Trust Is the Foundation for Success

To be successful, the strategic plan process must earn and then maintain stakeholder trust. When stakeholders trust the plan that is in place, they will contribute toward its development, willingly participate in its implementation, and gauge the outcomes fairly. Trust also positions the strategic plan to be relevant, efficient, and a pathway toward a defined goal. As in every other area of life, trust is not given but earned.

Engagement is one of the cornerstones of trust, and it may be the key to ensuring that an educated stakeholder is involved in the strategic planning process. When people are engaged, they understand what their government is undertaking and can offer constructive comments for improvements. In the words of Thomas Jefferson, “Whenever the people are well informed, they can be trusted with their own government; that whenever things get so far wrong as to attract their notice, they may be relied on to set them to rights.”

The process starts early – or it should. In many states a child can go through a K-12 school curriculum without ever hearing the term “local government.” Employees,
citizens, and other stakeholders can’t engage with what they don’t understand, so this void in knowledge needs to be overcome. Strategic planning, therefore, begins with providing an education about the scope and responsibilities of a local government and its people. There are great examples across the country of engagement tools used to further this knowledge (e.g., the Citizen Academy schools).

Engaged citizens may produce a more readily accepted product, and diversity of input can provide for a more diverse and adaptable product – but there are also some challenges. These include: 1) the additional time and effort needed; 2) the political conflicts that will undoubtedly come about; 3) the inevitability of “squeaky wheel” syndrome, whereby only the loudest and most persistent voices are heard, and the more quiet participants become disengaged; and 4) the fact that many participants will have limited knowledge, compared with others who are well versed. Governments must develop strategies to mitigate each of these challenges.

In the end, we are all motivated by selfish reasoning. Therefore, governments may want to shape the discussion around common self-interests that can be achieved, and mitigate the constraints of conflicting and divergent topics.

Good businesses know their customers and use that knowledge to keep them satisfied, and good local governments need to know their customers, too – for instance, where they work, live and play. In the context of strategic planning, knowing your customers also means defining their role and expectations.

The International Association for Public Participation developed a matrix illustrating a public participation spectrum (see Exhibit 1). It shows levels of participation ranging from being informed and educated to being empowered to make a final decision. Local government officials have responsibilities ranging from keeping the public informed to implementing public opinion. Depending on the circumstance, any given public participation goal or promise to the public might be the most appropriate. The important thing is to internally define where on the spectrum a strategic plan engagement process should start and end. It is extremely challenging to change one’s position on the spectrum once a choice has been made, especially if it involves decreasing the role or the stakeholder.
Focus On Customer and Workforce

The Baldrige Criteria for Performance Excellence framework clearly links strategic planning with an organization’s customers and workforce (see Exhibit 2). The framework is configured into seven categories. “Strategic planning” is one of those categories, while the other six are all integrated (including customer focus and workforce focus) to yield results. All actions point toward results.

The matrix shown in Exhibit 3 was developed to hold senior executives and managers formally accountable for both performance and values. Note that the matrix doesn’t have to end with the top right box – the axis for both performance and culture can continue to aspire to higher and higher points. Positioning a government’s strategic plan toward the gold star (an addition to the original matrix) helps ensure that the plan will maximize a purposeful culture and performance business strategy. As the matrix illustrates, having a purposeful culture without “driving results” may yield high employee morale metrics, but the business of serving the customers appropriately is not functioning and at risk. Likewise, a culture that is driving results but doesn’t have a purposeful culture may yield short-term results, but without the commitment of the workforce, those results may not be sustainable.

This matrix was developed by Jack Welch while President/CEO with General Electric to encourage accountability.

To reach for the gold star in the matrix, governments can start with a stand-alone workforce strategic plan and link it to other service-oriented plans. Nearly all local governments have a personnel policy, but it is not usually used as a strategic tool. To make it strategic, a government would need to determine how to best to recruit, retain, and reward talented employees while making the best use of their collaborative talent in fostering an innovative culture that is focused on the customer.

The Finance Officer’s Role

When creating a strategic plan, the finance officer is an invaluable resource. They are an excellent resource for defining stakeholders and developing and implementing metrics to define and measure trust. Finance officers should be part of direct teams associated with developing specific strategic plans, and they should also help provide feedback on plans that have already been implemented.

Joseph P. Casey is the deputy county manager for Henrico County, Virginia, and a former member of the GFOA Executive Board.

Workplace Dispute Resolution

By Michael S. McKnight

“Conflict in the workplace is not always a bad thing. But ignoring it can be.”

_How to Resolve Workplace Conflicts_
by Tamara Lytle, SHRM Vol. 60 No. 6

Anyone who has ever been employed has experienced workplace conflict. The conflict referred to need not be related to job performance but can include personal behaviors or idiosyncrasies. Ranging from the petty to the most severe, conflict exists in every workplace setting. Some conflict within an organization is healthy – legitimate differing views on how things should be done can provide a more efficient organization. When the conflict becomes personal and emotional, however, any benefit obtained is lost, and the organization’s unity and productivity can suffer. Worse yet, legal action may follow, resulting in an expensive resolution. Early recognition of unhealthy conflict is not any more complicated than keeping a finger on the pulse of what is going on in the organization, communicating with the supervisors and employees, and using a little common sense. Understanding the best manner in which to address unhealthy conflict is vital, which is the intent and focus of this article.

Most disputes can best be handled internally within the organization, many of which need not involve those in the HR level. Common sense and a willingness to objectively listen is often all that is required of a supervisor to informally resolve many workplace issues and keep the proverbial molehill from becoming a mountain. Unless otherwise required by your own internal policy, disputes rise to the HR level anytime employees are threatening to quit, a supervisor is the subject of, or party to, the dispute, or when the dispute is of such a serious nature that morale and functionality of the organization is affected. Resolution by HR can sometimes be achieved by simply gathering information from the parties involved in a calm and objective manner, and crafting a resolution based on each party’s interests and concerns.
Certain workplace disputes, however, require assistance from a trained mediator. Those disputes would include claims of harassment, discrimination, abusive situations, if HR is not otherwise trained to handle the situation or generically those situations HR does not feel comfortable handling. For those not familiar, mediation is a voluntary process that promotes communication between the parties in order to encourage settlement of the dispute in a manner of the parties choosing. For disputes falling in to this category a trained mediator:

- can assist in the fact gathering process;
- is trained to identify and frame the issues for resolution; and
- can assist the parties in brainstorming possible options for amicable resolution of the dispute.

While not always successful, mediation has proven to be a cost effective way to resolve disputes short of the legal process. There are many reasons for the success, not the least of which is the parties have an opportunity to have their version heard by a neutral third party. Furthermore, the parties, rather than a judge or jury, control the outcome of the dispute. Getting someone outside the organization involved is often a good thing if for no other reason than an objective and neutral party can see the dispute from a different perspective.

Michael S. McKnight is a trained mediator and lawyer handling workers’ compensation and employment law matters with Boyce Law Firm, L.L.P. in Sioux Falls. He can be reached at 605-731-0211 or msmcknight@boycelaw.com.

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**Rural Health Recruitment Program**

A state program that helps rural medical facilities recruit pharmacists, physical therapists and other health professionals is accepting applications.

The Rural Healthcare Facility Recruitment Assistance Program provides $10,000 incentive payments to eligible health professionals who complete three-year service commitments in communities no larger than 10,000 people. The state Department of Health and the employing facility split the cost of the incentive, with facilities in smaller communities paying a smaller share. The department pays 75 percent of the cost for communities up to 2,500 people and 50 percent for those larger than 2,500.

Applications must be submitted by the employing health facility. New this year, ambulance services, healthcare social workers and speech therapists are eligible to use the program. Application forms and information can be found at http://ruralhealth.sd.gov.

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The Senate recently passed a bipartisan, comprehensive energy bill that will increase energy security and help keep energy costs low for South Dakota families. The *Energy Policy Modernization Act of 2016* is the first comprehensive energy bill to pass the Senate in nearly a decade. Included in the final package are a number of measures to improve the energy needs of South Dakotans, and other provisions that will directly benefit our state. I was pleased to vote for it on the Senate floor.

The bill includes my easement disclosure amendment that would make sure landowners are aware of all the options available to them when choosing to place their land in a conservation easement. Landowners in South Dakota deserve to know that perpetual conservation easements aren’t their only option. This legislation will increase awareness for shorter, termed easements that keep the landowner and the federal government on equal footing. I believe it will also result in greater conservation opportunities.

Specifically, this amendment contains language to establish a federal education program through the U.S. Department of the Interior to allow landowners to learn all of the federal conservation options available to them when choosing to restrict future use of their land through a federal easement. The agency will be required to make landowners aware of this program when approaching them about participating in a conservation program.

Reauthorization of the Brownfields program was included in the energy bill as well. I worked with a number of my colleagues on the Brownfields Utilization, Investment and Local Development Act, also referred to as the BUILD Act, which will provide funding for technical assistance grants to small communities and rural areas. This will be helpful to many South Dakota communities by expanding the scope of eligible grant recipients to include non-profit community groups. I was happy to see it included in the final energy bill.

Another South Dakota provision included in the energy bill is the Black Hills National Cemetery Boundary Expansion Act, introduced by Sen. John Thune and me earlier this Congress. This will facilitate a permanent land transfer of around 200 acres of Bureau of Land Management land to expand the Black Hills National Cemetery near Sturgis. The permanent land transfer will guarantee that generations of South Dakota veterans will be able to rest peacefully in the Black Hills National Cemetery.

The *Energy Policy Modernization Act of 2016* will enhance our ability to protect the electric grid from weather events and cybersecurity threats. Passing it is another example of the Senate’s commitment to strengthening economic security for the American people and of our dedication to an all-of-the-above approach to energy policy.
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July 4
Patriots’ Parade
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Uncle Sam Jam
Brookings

July 5 - August 3
The Phantom of The Matthews Opera House
Spearfish

July 7
Summer Performance & Lecture Series at Crazy Horse Memorial
Crazy Horse

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Corn Palace Stampede Rodeo
Mitchell

July 14
Trail to the Burke Stampede
Burke

Summer Porch at Strawbale Winery
Renner

Burke Stampede Rodeo Idol Contest
Burke

Main Street Square Concert Series ft. Kahuna Beach Party
Rapid City

Movie in the Park - Mountain Shadows
Spearfish

July 14 - 16
Canistota Annual Sport Day
Canistota

Black Hills Corvette Classic
Spearfish

JazzFest
Sioux Falls

Submit your event!

Want to submit an in-state event for the Department of Tourism’s Calendar of Events on www.travelsouthdakota.com?

**July 15**
39th Annual Festival in the Park:
Wristband Nite
Spearfish

**July 15 - 16**
Cookin’ on Kampska
Watertown

**July 15 - 17**
Sisseton Horse & Buggy Days
Sisseton
Burke Stampeede Rodeo
Burke
Laura Ingalls Wilder Pageant
De Smet

**July 16**
Hy-Vee Day at the Zoo
Sioux Falls

**July 16 - 17**
39th Annual Festival in the Park
Spearfish

**July 17**
Strawbale Winery Sangria Sunday
Renner

**July 21**
Summer Porch at Strawbale Winery
Renner
Main Street Square Concert Series
ft. the Badlands House Band
Rapid City

**July 22 - 23**
Storybook Land Festival
Aberdeen
2016 Yankton Rock-N-Rumble
Motorcycle Rally
Yankton

**July 22 - 24**
Gold Discovery Days
Custer
Laura Ingalls Wilder Pageant
De Smet

**July 23**
The Red Willow Band: Live at the
Homestake Opera House
Lead
Fort Sisseton Lantern Tour
Lake City

**July 24**
Strawbale Winery Sangria Sunday
Renner

**July 26 - 30**
Days of ’76 Rodeo and Parades
Deadwood

**July 28**
Summer Porch at Strawbale Winery
Renner
Main Street Square Concert Series
ft. 80’s Station
Rapid City

Jim Gaffigan: Fully Dressed Tour
Sioux Falls
Movie in the Park - Jorgenson Park
Spearfish

**July 29**
Thunder on the Prairie - featuring
American Country
Huron

**July 29 - 31**
25th Annual Bruce Honey Days
Bruce

**July 30**
Madison Discovery Day and Mart
in the Park
Madison
Local Folk Off & Rib Challenge
Renner

**July 31**
Farm Fun Day at the Zoo
Watertown
Black Hills Music & Food Festival
Rapid City

**July 22 - 23**
Storybook Land Festival
Aberdeen
2016 Yankton Rock-N-Rumble
Motorcycle Rally
Yankton

**July 22 - 24**
Gold Discovery Days
Custer
Laura Ingalls Wilder Pageant
De Smet

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Movie in the Park - Jorgenson Park
Spearfish

**July 29**
Thunder on the Prairie - featuring
American Country
Huron

**July 29 - 31**
25th Annual Bruce Honey Days
Bruce

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BUILDING SERVICES ADMINISTRATOR: City of Brookings, SD (pop. 22,056) is seeking full-time exempt Building Services Administrator. This position is responsible for technical and inspection work of a highly technical nature. Responsible for office work concerning buildings/inspections as well as assisting with questions or inquiries related to building permits, codes, ordinances and other technical issues. Will approve and write building permits, occupancy permits and other permits; and complete inspections of all phases of construction work for public and private facilities and physical infrastructure. Associates or bachelor’s degree in construction management, civil engineering technology or related field required. Five to seven years of progressively responsible experience in construction, building codes and inspection preferred. An acceptable combination of education, training and experience may be considered. Extensive knowledge of safety and building codes, practices, methods, techniques, tools and equipment used in design and construction preferred. Working knowledge of applicable City policies, laws, and regulations affecting department activities such as zoning and building codes desired. Must be safety conscious, have considerable ability to move about on a construction work site and to view and document work in progress. Valid SD driver’s license with acceptable driving record required. Must have ability to be tactful and handle questions or concerns appropriately with ability to communicate effective verbally and in writing. 2016 Salary Range - $51,780 - $69,904 DOE. Excellent benefit package. To apply: Visit www.cityofbrookings.org for job application and position description. Submit application with resume to SD Dept of Labor and Regulation – Brookings or: Attn: HR Dept. City of Brookings, PO Box 270, 520 Third St., Suite 230, Brookings, SD 57006, 605-697-8668 Fax 605-697-8661. dlangland@cityofbrookings.org. AA/EOE.

CITY PLANNER: City of Brookings, SD is seeking a full-time exempt City Planner. Salary Range - $55,922-$75,498 DOE. Visit www.cityofbrookings.org for application and detailed position description. Submit application/resume to HR Dept., City of Brookings, PO Box 270, Brookings, SD 57006, 605-697-8668 Fax: 605-697-8661. dlangland@cityofbrookings.org. AA/EOE.

FINANCE/CITY ADMINISTRATOR: Box Elder, SD is looking for someone with City Administration experience to help develop continuity in all Departments. The Finance Officer’s responsibilities are set forth in SDCL 9-14-17, 9-14-18, 9-14-19, 9-14-20, 9-14-21. Their primary job is as chief accounting and financial officer providing accounting advice and counsel to the Mayor, Department heads and City Council. Various job responsibilities include: financial reporting; cash management and investments; preparation, facilitation and maintenance of annual budget; HR Department and time clock management; payroll and benefits; financial recordkeeping and monthly closing; direction of accounts payable and receivable process; preparation, posting and reconciliation of accounting records and accrual of revenues and expenditures; prepare for annual audit process and ensure completion of Comprehensive Annual Financial Report (CAFR); maintain all debt service funds and financial records related to grants and tax increment districts; conduct revenue/expenditure financial projections and forecasting and act a city’s investment officer on all idle public funds; direct city’s Human Resources functions and maintain employee files and records; and other duties as designated by the Mayor and Council. Bachelor’s degree in Accounting, Business, Management or closely related major required with coursework and/or experience in Governmental Accounting preferred. Five years of experience in financing and office accounting required with preference given for governmental accounting. Minimum of two years overseeing professional and technical staff in administrative or supervisory capacity required with management of information. The ideal candidate will be positive, organized, able to work with little or no supervision, be able to lead effectively in a team environment, be able to work effectively with the general public, have knowledge of management principles and practices, possess skill in employee management and supervision, and possess good written and verbal communication skills. Applicants must be eligible for bonding. Employment is contingent upon passing a background check and drug screening. Excellent benefits package: 100% of employee Health insurance paid.
retirement benefits through the State of SD retirement system, and paid vacation. Salary will be competitive and is negotiable DOQ. Position open until filled. Submit letter of interest, detailed resume and application to: Attn: Finance Opening, Finance Office, 420 Villa Drive, Box Elder, SD 57719. Phone: 605-923-1404.

**GROUNDWORKER (TEMPORARY) ELECTRIC DEPARTMENT:** Pierre, SD. 4 positions available. Salary: $17.00/hr. Available: May 1st - October 15th. Working Hours: Hours may vary between five 8-hour days or four 10-hour days, some overtime may be required. Closing Date: Open until filled. Duties: Ability to follow oral or written instructions. Safely assist crews in the installation, maintenance and troubleshooting of underground distribution, street light and traffic light systems. Ability to do heavy manual labor, including operating shovels, jackhammers, manually pulling wire, etc. Ability to operate heavy equipment such as diggers, trenchers, bucket trucks, etc. Install cabinets, conduit and cables in underground trenches, etc. Make electrical terminations both primary and secondary. Work well with City employees, workers from other utilities, customers and the general public. Work overtime in times of demand. Adhere to all City policies, procedures and safety regulations. Work Environment: Outdoor work in all weather conditions often near energized equipment. This position will be very limited to any energized work, if any. Physical Demands: Regularly required to stand, walk, stoop, bend, kneel, jump, reach, climb, etc. Must use hands to operate tools, machinery, etc. Regularly required to lift over 100 lbs. Equipment Used: Ability to operate various hand and power tools, volt meters, bucket truck, trench packer, air compressor, vecta truck, concrete saws, skid steers, boom truck, diggers and trenchers, and more. Minimum Qualifications: High school graduate or GED. Completion of 1st year of vocational training in the field of Power Lineworker or at least one year experience in power line maintenance and construction. Must have a valid Class A CDL with airbrakes. Possess physical strength, flexibility and mental capacity to safely perform the duties of the position. Special Requirements: Must wear appropriate safety items when performing safety sensitive duties. Proper PPE will be provided. Contact: Laurie Gronlund, HR Director, City of Pierre, PO Box 1253, Pierre SD 57501, 605-773-7429, www.cityofpierre.org.

**MAINTENANCE WORKER:** Hoven, SD. Work areas include but are not limited to water, sewer, streets, snow removal, landfill, swimming pool and airport. The following certifications/licenses must be possessed or be able to obtain: Commercial Applicators License, Class I Water Distribution, Class I Wastewater Treatment and Collection. Knowledge with all types of equipment is desired. Wage DOE. Please contact the City of Hoven, PO Box 157, Hoven, SD 57450. You may also call 605-948-2227. Position open until filled.

**MAINTENANCE WORKER (PART-TIME):** Java, SD. Work areas include but are not limited to water, sewer, streets, parks, snow removal, landfill, and cemetery. The following certifications/licenses must be possessed or be able to obtain within 6 months of employment: Class I Water Distribution, Class I Wastewater Treatment and Collection. Applicant must have a valid SD driver’s license and be competent to operate a blade, front end loader and a tandem gravel truck. Position open until filled. For an application and job description contact: Town of Java, PO Box 56, Java, SD 57452-0056. Call 605-649-6226, Fax: 605-649-6229 or Email:javacity@venturecomm.net.

**PATROL OFFICER:** Brookings, SD. Must exercise independent judgment and use discretion acting decisively during times of crisis and emergency. Must be 21 years of age with no convictions of any crime by any state or federal government punishable by imprisonment in a federal or state penitentiary. Valid driver’s license required.

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**State Surplus Heavy Equipment for Sale**

The State of South Dakota will be offering a ‘Pre-Sale’ opportunity of equipment and items to eligible City, County, Township and Tribal Governments from June 14 through July 5, 2016.

After the presale has concluded, the equipment will no longer be available for purchase until public auction week: September 12-16, 2016. No exceptions.

**NOTE:** Be certain to check availability date of equipment.

1. **PREREGISTRATION** to the site is required. (You will only do this once). A login ID and password will be required for the ability to purchase from the site. If you haven’t registered, visit www.sdsurplusproperty.com and click on “Registration.”

2. **SIGN UP** for email notifications throughout the year for surplus information from SD Property Management at www.sdsurplusproperty.com.

Please contact the SD Property Management office with any questions:
SD Property Management
Lennis Axdael, Manager
1320 E. Sioux Ave., Pierre, SD 57501
605-773-4935 or email: surplus.property@state.sd.us
with acceptable driving record. Law Enforcement Standards and Training Commission certification must be obtained within one year of hire date. Will work rotation of various shifts. Hourly pay range $21.79 - $26.51/hr. Full benefit package with shift differential. To apply: Visit www.cityofbrookings.org for job application and position description. Submit application with resume to SD Department of Labor and Regulation – Brookings or: City of Brookings, 520 3rd St., Suite 230, PO Box 270, Brookings, SD 57006-0270, 605.697.8668 Fax 605.697.8661. dlangeland@cityofbrookings.org. AA/EOE.

POLICE CHIEF: Viborg, SD. The Police Chief is responsible for scheduling, directing and supervising the work of the Police Department as well as recommending and assisting in the development of ordinances regarding public safety. Plans and directs the maintenance of law and order, the protection of life and property, the regulation of traffic, and assists in the preparation and administration of the department budget. Applicants should submit an application or resume to the City of Viborg. Applications and resumes can be mailed to PO Box 56, Viborg, SD 57070; emailed to the cityofviborg@hcinet.net; or delivered to 110 North Main Street, Viborg. Applications will be accepted until 4:00 p.m. Friday, July 1, 2016. Salary is dependent on experience and qualifications. EOE.

POLICE OFFICER: The City of Canton, SD (3,000) is accepting applications for a full-time Police Officer. This position will be under the direct supervision of the Chief of Police. Must have, or be able to obtain, South Dakota law enforcement certification. Must be 21 years of age with no convictions of any crime by any state or federal government punishable by imprisonment in federal or state penitentiary. Valid driver’s license required with acceptable driving record. Salary/wage is depending upon qualifications. Applications available at City Hall, PO Box 210 N Dakota St, Canton, SD 57013 or on our website www.cantonsd.org. Phone: 605-987-2881. EOE.

WATER/SEWER MAINTENANCE: Wessington Springs, SD. Applicants are required to have a Class B commercial driver’s license or will be required to obtain within 60 days of hire. Applicant will be subject to pre-employment physical. After employment employee will be subject to random, reasonable-suspicion, post-accident, follow up, and return-to-duty drug and alcohol testing. Desired qualification is to possess a Class II Water Treatment, Class I Water Distribution, Class I Wastewater Collection and Class I Wastewater Treatment certificates from the State of SD or obtained with classes within one year of hire. Applicants will be required to help in street and electric department as needed. Excellent benefit package including SD Retirement System, health insurance, life insurance, AFLAC, Delta Dental and paid sick leave and vacation. Salary will depend on experience and qualifications. Applications available at City Hall, PO Box 443, Wessington Springs, SD 57382 Phone: 605-539-1691. Open until filled. EOE.

FOR SALE BY AUCTION BID: The City of Bowdle will be selling by Auction Bid at their regular Council Meeting on July 5, 2016 at 7:15pm at the Bowdle Community Room, 8001 W. 5th Street – 1997 L70C Volvo Pay Loader w/3rd remote, 2.5 yard bucket, 6,000 hrs, Good Shape. Questions call city office at 605-285-6350.

FOR SALE: 1979 International Binder, 60,000 miles, 750 gallon steel tank on 13’ flatbed without pump. Make offer to Lebanon, SD Fire Department. 605-769-1663 or 605-768-2136.

FOR SALE: 1975 Chevy C65 5 speed manual transmission Smeal 1,000 gal tank 750 gpm stationary pumper firetruck 5,902 original miles. 1979 GMC 7000 4 wheel drive automatic transmission 500 gal tank Emergency One Box, pump and roll firetruck 23,868 miles on chassis 3,000 miles on engine. Both sold as is, contact Dana Horn, City of Tripp, 605-935-6332 or 605-770-9542.


FOR SALE OR MAKE OFFER: 1987 John Deere 5000 tractor with Ford 7-cylinder engine. Needs transmission. Onan 30 kw generator, 3 phase. Has 12,000 hrs, Good Shape. Any reasonable offer accepted. In Sturgis, SD. Contact Dana Horn, City of Tripp, 605-935-6332 or 605-770-9542.

FOR SALE: Older (New 2004) but barely used Hussey (www.husseyseating.com) brand bleachers. Each section has 10 Rows with 93 seats total. There are four telescopic sections, the jacks for moving them, and the motorized device for extending the bleachers into operation. Will sell individually or as a set and assistance will be provided with loading the bleachers in Deadwood. Contact Lee Harstad at 605-578-1876 or lee@deadwood.org for more information.

SURPLUS PROPERTY: City of Hoven, SD. 17 Fire Hydrants that are complete and work - $300.00 a piece. 12 man hole covers with rings - $150.00. 138 3/4” plastic water meters and 19 1” plastic water meters. Contact Wendy Rausch at 605-948-2257 or hovencity@venturecomm.net.
must elect one of their members to serve as mayor for a term of one year. (SDCL 9-10-6; See Hdbk., sec. 2.615)

**Tax levy** – The governing body of the municipality may impose an excess tax levy with an affirmative two-thirds vote of the governing body on or before July fifteenth of the year prior to the year the taxes are payable. The decision to increase taxes must be published within 10 days of the decision (certain publication size restrictions apply), and may be referred upon a petition signed by at least five percent of the registered voters in the municipality and filed within twenty days of publication of the decision. The referendum election shall be held on or before October first preceding the year the taxes are payable. (SDCL 10-13-36; See Hdbk., sec. 12.170)

**By June 30** – Applications for renewal of licenses for the sale of malt beverages should be filed before the expiration of June 30. (SDCL 35-4-2.5; See Hdbk., sec. 11.465)

**By June 30** – All mechanical or electronic amusement devices must be registered. The secretary of revenue shall distribute the registration fee to the municipality in which the device is located. (SDCL 10-58-3 and 10-58-5; See Hdbk., sec. 12.255(7))

**No later than July 1** – Each municipal governing body shall provide to the Department of Public Safety, Division of Emergency Management, information that will enable emergency agencies to reach the members of the municipal governing board and the mayor at any time, day or night. The information necessary shall include home, business, and other personal telephone numbers including any facsimile transmission machines and cellular or mobile telephone numbers; home, business, and other personal addresses; employer’s name and telephone number; and home, business, and other personal email or internet addresses. In addition, each municipal governing body shall provide contact information for the municipal employees responsible for the following functions if the municipality employs a person in such a capacity: City administrator or city manager; Building inspection;
Engineering; Electrical; Fire; Police and law enforcement; Public works; Streets and highways; Sewer and waste water; Water; Telephone; Utilities; Emergency services or civil defense; Coroner; and 911 coordinator. (SDCL 33-15-11.1; 33-15-11.2; See Hdbk., sec. 9.400)

July

July 1 – The effective date of any new or amended municipal sales tax ordinance. The municipality must notify the Department of Revenue of the ordinance at least 90 days prior to the effective date. (SDCL 10-52-9; 10-52A-13; See Hdbk., sec. 12.260)

No later than July 1 – Each municipal governing body shall provide to the Department of Public Safety, Division of Emergency Management, information that will enable emergency agencies to reach the members of the municipal governing board and the mayor at any time, day or night. The information necessary shall include home, business, and other personal telephone numbers including any facsimile transmission machines and cellular or mobile telephone numbers; home, business, and other personal addresses; employer’s name and telephone number; and home, business, and other personal email or internet addresses. In addition, each municipal governing body shall provide contact information for the municipal employees responsible for the following functions if the municipality employs a person in such a capacity: City administrator or city manager; Building inspection; Engineering; Electrical; Fire; Police and law enforcement; Public works; Streets and highways; Sewer and waste water; Water; Telephone; Utilities; Emergency services or civil defense; Coroner; and 911 coordinator. (SDCL 33-15-11.1; 33-15-11.2; See Hdbk., sec. 9.400)

July 4 – Independence Day – State holiday (SDCL 1-5-1)

First meeting following election – Except as otherwise provided, every officer of the municipality will begin to discharge the duties of the office as soon as the officer has qualified by filing an oath or affirmation of office. The oath must be filed within ten days after the first meeting of the month following the appointment. (SDCL 9-14-5; See Hdbk., sec. 5.115)

First meeting following election – Appointed municipal officials are usually appointed. The appointment may be annual, or for an interval determined by the governing body. (SDCL 9-14-3)

First meeting following election – In municipalities having the mayor and common council form of government, the council must elect a president and vice-president for the ensuing year. (SDCL 9-8-7; See Hdbk., sec. 2.520)

First meeting following election – In municipalities governed by a mayor and four commissioners, the board must designate by a majority vote, the following commissioners: Public Safety, Public Works, Utilities, and Finance and Revenue. Commissioners are assigned areas of responsibility under the law. (SDCL 9-9-18 to 9-9-24; See Hdbk., sec. 2.590)

First meeting following election – In municipalities governed by a mayor and two commissioners, the board shall by a resolution adopted by a majority, assign and apportion between the members, all duties that are not assigned to the mayor. (SDCL 9-9-27; See Hdbk., sec. 2.595)

First meeting following election – In those municipalities employing a city manager and under the commissioner form of government, at the first regular meeting in the month following the annual election, the commissioners must elect one of their members to serve as mayor for a term of one year. (SDCL 9-10-6; See Hdbk., sec. 2.615)

On or before July 15 – The governing body of the municipality may impose an excess tax levy with an affirmative two-thirds vote of the governing body on or before July fifteenth of the year prior to the year the taxes are payable. The decision to increase taxes must be published within 10 days of the decision, (certain publication size restrictions apply), and may be referred upon a resolution of the governing body of the municipality or by a petition signed by at least five percent of the registered voters in the municipality and filed within twenty days of publication of the decision. The referendum election shall be held on or before October first preceding the year the taxes are payable. (SDCL 10-13-36; See Hdbk., sec. 12.170)

By July 15 – The secretary of revenue shall apportion the money in the local government highway and bridge fund. (SDCL 32-11-35; See Hdbk., sec. 12.255(6))

Boundary changes – Municipalities must notify the Department of Revenue of any resolution or amendment enacted which changes the boundaries of the municipality. Notification shall be in written form, shall contain a copy of the resolution or amendment, and may be sent by electronic means or registered mail. Municipalities shall also provide any changes and additions to streets and addresses. (SDCL 10-52-13; See Hdbk., sec. 14.172)

Find the Municipal Calendar for the entire year in the SDML Handbook for Municipal Officials, Directory of SD Municipal Officials, or at www.sdunimunicipalleague.org.
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