

EL 98-006

In the Matter of

IN THE MATTER OF THE FILING BY
BLACK HILLS POWER AND LIGHT
COMPANY FOR APPROVAL OF ITS
1998 ECONOMIC DEVELOPMENT
PLAN AND 1997 ECONOMIC
DEVELOPMENT ANNUAL REPORT

Public Utilities Commission of the State of South Dakota

DATE

MEMORANDA

4/1/98 Filed and Docketed;
4/15/98 1997 Economic Development Annual Report;
4/15/98 1997 Economic Development Activities (Actual Expenses);
4/15/98 Order Approving 1997 Economic Development Plan and 1998
4/15/98 Docket Closed

EL 98-006

BLACK HILLS POWER AND LIGHT COMPANY

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March 31, 1998

Mr. William Bullard, Jr., Executive Director
 South Dakota Public Utilities Commission
 State Capitol Building
 500 East Capitol Avenue
 Pierre, SD 57501

RECEIVED

APR 1 1998

SOUTH DAKOTA PUBLIC
UTILITIES COMMISSION

Dear Mr. Bullard:

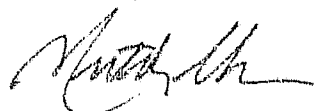
Enclosed are copies of Black Hills Power and Light Company 1998 Economic Development Plan. The plan includes BHP strategies in supporting the various economic development programs and activities held throughout the year in the Black Hills area.

As you know, BHP has committed to the positive growth of the communities we serve. We have a budget of \$116,000 to be used in the various economic development programs for 1998. Some highlighted programs include:

- * Business Development Service Program
- * Business Enhancement Program
- * BHP Kick Start Grant Program
- * South Dakota GOLD Community Grant Program
- * Community Marketing Support
- * South Dakota Future Fair Event--Major Sponsor
- * Small Business Development Center--Major Sponsor
- * BHP Economic Development Internet Homepage -- Industrial Parks

Please take time to review the Plan and submit a copy to each of the Commissioners. I also plan to submit BHP's 1997 Economic Development Annual Report to you in mid April. If you have any questions about the plan or annual report, please contact me at 1-800-742-8948.

Sincerely,

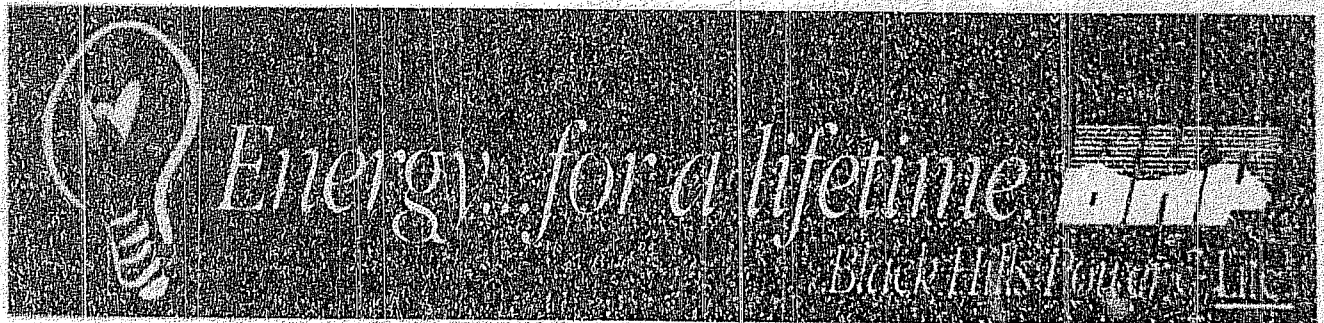


Mutch Usera,
 Manager-Marketing Services

cc: Kyle White
 Vice President, Energy Services

BLACK HILLS POWER AND LIGHT COMPANY

1998 Economic Development Plan



"To promote the economic growth of our states and communities by establishing and maintaining partnerships with economic development groups in order to achieve locally established and supported goals that will enhance the profitable growth of BHP and the communities we serve."

1998 Economic Development Plan

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BLACK HILLS POWER AND LIGHT COMPANY

1998 Economic Development Plan

INTRODUCTION

Black Hills Power and Light Company (BHP) is an investor-owned utility company serving approximately 58,000 customers throughout a 9,000 square mile area in Western South Dakota, Eastern Wyoming, and Southeastern Montana.

The economic prosperity of our service territory is vitally important to us and the customers and communities we serve. BHP has developed programs and services to assist both existing businesses and potential customers in our service territory. Since each community is unique, our intent is to offer a flexible package of economic development programs that benefit the community, our customers, and BHP. Our support will be through:

- * Economic Development Goals
- * Financial Assistance
- * Business Development Service Program
- * Business Enhancement Program
- * Small Business Kick-Start Grants
- * Site and Spec Building Development
- * Residential Housing Development
- * Marketing Support
- * Cooperative Advertising and Marketing
- * Community Involvement

BHP's Economic Development Support Requirements:

BHP encourages the development of all business including minority owned businesses. To qualify for BHP's Business Development Service program, BHP energy efficiency grants and incentives, financial or joint venture assistance from BHP, there are several requirements that must be met and reviewed for approval by BHP's Economic Development Committee:

1. The business, manufacturer or development project must be located within BHP's service territory.
2. The project or manufacturer must be able to stimulate the economy through new, good paying jobs created by the development activity.
3. The local support must be evident through such vehicles as REVOLVING LOAN FUND, Site Assistance Programs, Community Redit-Funds, Tax Credits, and the efforts of local financial and utility companies.
4. The new company or proposed development is able to present a business profile or plan which shows potential employment and economic growth for the community it plans to reside in.

5. The manufacturer or development electric usage as well as load factor/peak coincidence can be projected.

Economic Development Committee:

BHP's Economic Development Committee will review requests made by communities and disemployment organizations requesting financial assistance. The Area Manager will participate on the committee when the request or presentation for request is from the specific area of interest. The Area District Manager will also screen applicants from their area before presenting or recommending that the committee review the request. Rapid City will be represented by the Manager of Marketing Services, who will also be a full-time member of the Committee.

Each request will be reviewed as unique opportunities and presented based on the economic growth and activity of the proposal.

The Committee members are:

Dan Landquith, BHC President & CEO
Ev Hoyt, BHP President & COO
Jim Mattem, BHP Vice President Administration
Kyle White, BHP Vice President Energy Services
Mutch Usera, BHP Manager-Marketing Services

Industry Resource Team:

BHP's Resource Team will be available to work with new and existing industrial and commercial businesses which are in our service territory. The Resource Team will focus on various areas of interest such as electric rates, system demand, power line relocation, new power line planning, site development, and national trade information.

The Resource Team will consist of experts from the various departments of BHP (Customer Service, Marketing, Engineering Dept., etc.) depending on the needs of the perspective customer. Coordinated by the Manager of Marketing Services, the Resource Team will be activated in response to a request by the customer or an economic development organization in order to assist in gathering information and/or research for the customer interested in locating a business in BHP's service territory.

ECONOMIC DEVELOPMENT GOAL

To promote the economic growth of our states and communities by establishing and maintaining partnerships with economic development groups in order to achieve locally established and supported goals that will enhance the profitable growth of BHP and the communities we serve.

FINANCIAL ASSISTANCE

BHP supports economic development loan funds available in BHP communities. These loans are established by the economic development corporations and have received contributions in communities served by BHP.

BHP's goal is to encourage growth through leveraged financial packaging. Realizing that each community is unique, our assistance must stay flexible to meet the various needs of the community.

BUSINESS DEVELOPMENT SERVICE PROGRAM

The goal is to continue support and assistance for existing and new businesses through loan programs and other activities which are available through the economic development corporations and BHP's Business Development Service Program.

BHP's Economic Development rate structures, incentives or adjustments for new manufacturers and developments must meet the Business Development Service requirements. The Business Development Service was approved by the South Dakota Public Utility Commission on August 1, 1995. Tariff eligibility requirements include:

Available:

At points on the Company's existing transmission or distribution facilities supplied by its interconnected transmission system within Butte, Custer, Fall River, Lawrence, Meade, and Pennington Counties of South Dakota.

Applicable:

To customers requiring an appropriate response to non-standard, unique or specialized electric services and/or to meet competitive forces in the energy services markets in a manner that satisfies the needs of participating customers while balancing the interests of the participating customer, the non-participating customers, and the Company.

Character of Service:

Alternating current, 60 hertz, at the voltage and phase of the Company's established transmission or distribution system most available to the location of the customer.

Eligibility:

Customers requesting Business Development Service (BDS) will be considered upon written application to the Company if one or more of the following conditions is shown by the customer to exist:

1. The customer accepts non-standard electric service for new or existing load;
2. The customer has unique requirements for new load;

3. The customer intends to acquire its electric service for new or existing load from a source other than the Company absent service under this rate by showing:
 - a. The customer demonstrates a competitive alternative, energy source or business location, to the Company's standard tariff rates;
 - b. The comparative economics, including but not limited to availability of capital, environmental impacts and assessment of risk, of the alternative over the Company's standard tariff rates are material;
 - c. The alternative is demonstrated to be technologically feasible and legally permissible;
 - d. The customer has taken substantial steps to fairly evaluate the alternative sufficient to establish the customer's actual ability to utilize the alternative within a reasonable period of time.

Upon receipt of the customer's written application, and such additional information as the Company may require, the Company and the applying customer may, at the sole discretion of either party, commence negotiation of rates and terms and conditions of service under this tariff. If a mutually acceptable agreement is reached, the agreement and full support for it shall be forwarded to the Commission for their file of contracts with deviations as authorized by this rate schedule.

Contract Provisions:

All mutually acceptable service agreements will meet these minimum standards:

1. The initial service term shall not be less than three years;
2. No service term shall exceed 7 years without the inclusion of language providing for renegotiation by the Company;
3. The minimum written notice of cancellation by either party shall be nine months;
4. The customer shall not be eligible for any discounts or service conditions except as provided for in the service agreement;
5. The compensation to be received under the service agreement during its term shall exceed the marginal cost to the Company of performance under the contract;
6. The rate for metered service will be designed to encourage the customer to improve load factor, calculated using the customer's on-peak kVA;
7. Minimum contract demand is 250 kVA;
8. The terms and conditions of service shall be those contained in the service agreement between the Company and the customer;

9. Identification of the rate schedule that customer would have received service under in lieu of BDS.

Rate:

All charges for service under this rate shall be the charges contained in the contract between the Company and the customer.

Confidentiality:

Upon request of the Company or the customer, upon good cause shown by affidavit, all terms and conditions of any service agreement under this rate schedule and any supporting information shall be protected from disclosure as confidential in accordance with the Commission's Administrative Rules provided for at Section 20:10:01:41 and 20:10:01:42.

BUSINESS ENHANCEMENT PROGRAM

The purpose of BHP's Business Enhancement Program is to help our Commercial and Industrial electric customers gain a competitive edge in their area of business through the use of Electro-technologies. In return for our support, BHP expects the customers to sign a 3-5 year contract with BHP for their future electrical needs.

Economic development incentives through the implementation of new "Electro-technologies" will help BHP implement its long term contracting strategies. The new Electro-technologies will aid our customers in reducing their electrical costs as well as upgrading their older electrical equipment.

Through the use of energy efficient electro-technologies and power quality support, C & I customers will improve productivity in their operations and lower their cost in energy usage. This allows a long-term investment in equipment that helps reduce peak demand for BHP while reducing operational costs for the C & I customer.

Program Benefits:

BHP benefits from the Business Enhancement Program in many ways:

- * Customer loyalty
- * Brand Identity
- * Attraction of new businesses
- * Securing of long term contracts
- * Development of a working relationship with our trade allies
- * Customer comfort and satisfaction (may use additional energy as a result)

1996 Budget Plan for Business Enhancement Program:

Lighting

\$500 maximum rebate per account per year. Customers are eligible for additional rebates up to a maximum of \$5,000 per account when they sign a three year GS Large contract extension or, for smaller customers, when they sign a three year all requirements electric power service contract.

In 1997, 51 lighting rebates were issued. 38 of the rebates were less than \$500 and totaled \$8,373 while the other 13 rebates were over \$500 and totaled \$27,026.

Once the \$50,000 budget is reached, lighting incentives cease for the year. A customer may spread their work out over several years (RC School District, City of RC, etc.). BHP will continue to provide customer assistance in evaluating the energy savings with lighting retrofit projects.

Motors

\$500 maximum rebate per account per year. Customers are eligible for additional rebates up to a maximum of \$5,000 per account when they sign a three year GS Large contract extension or, for smaller customers, when they sign a three year all requirements electric power service contract.

In addition, adjustable speed drives qualify for rebates at the same levels as the energy efficient motors (\$5/HP-working motor, \$2/HP-new motor).

In 1997, 8 motor rebates (4647 HP) were issued for a total of \$4,575. 1 of the rebates was for \$2,500 (2650 HP). All other rebates were \$500 or less. Once the \$6,000 budget is reached, motor incentives cease for the year.

Power Factor Improvement

Reduced demand charges are the primary incentive for power factor improvement. Customer savings have amounted to \$55,100 in 1997, \$104,600 in 1996, and \$64,700 in 1995 as a result of PF correction projects in those respective years.

Most of the first year cost savings and a significant portion of the cost savings each year thereafter is a result of BHP lowering the Customer's contract capacity and treating the 11 month ratchet as if the PF improvement had always been in place. In 1997, BHP required the customer to sign a three year Electric Power Service contract extension in order to lower their contract capacity.

In 1997, there were 13 power factor correction projects completed. BHP financed 5 of the projects at zero percent interest. BHP waived the interest it would have charged (\$4,293.94 @ 8 1/2%) on the loans (\$50,194.36) and are counting the waived interest as a Business Enhancement incentive.

Custom Packages

There are other electro-technologies in addition to those stated above that may qualify for an economic development incentive including water loop heat pumps, geothermal loop fields, heating or air conditioning systems, water heating systems, power quality equipment and energy management systems. Financing, project design assistance or an economic development rate may also be options to consider. Business attraction and innovative solutions to a customer's electrical needs will be the focus of the custom packages.

These economic development incentives would be negotiated on a case-by-case basis and BHP would expect the customer to sign at least a three year contract extension or, if a smaller customer, sign a three year all-requirements contract for electric service. Economic development rates would require a negotiated contract for up to seven years.

SMALL BUSINESS DEVELOPMENT KICK-START GRANT PROGRAM

The program is designed for qualified small businesses located in BHP's small communities with populations of under 10,000. The Kick-Start amount may range up to \$1,000 per customer applicant.

Qualifications for the cash grant:

- * Applicant's business facilities must be a customer of BHP electric services.
- * Applicant must have good credit standing with all local loan agencies.
- * Grant is available to new or existing small businesses less than 2 years old. Small business is defined as a business with under 25 employees.
- * Business must meet all qualified licensing for the operation their establishment.

BHP's Kick-Start Grant is available for new small businesses needing assistance in starting their businesses through a small grant for support in employee training, electric business equipment, or facility enhancements for energy efficiency improvements. Grants will not be used for business debt or employee compensation.

Process:

- * All applications will be available at the Small Business Development Center's Rapid City Office in Room 208 of the Rushmore Plaza Civic Center, 444 Mt. Rushmore Road. Applicants can also call SBDC at (605) 394-5311.
- * Completed applications will be faxed to Mutch Usara at Black Hills Power and Light at (605) 342-4991.

- * The applicant's request will be reviewed by the District Manager, Manager-Marketing Services, and Vice President of Energy Services. The Small Business Development Center, Western South Dakota Region, will also be available for reference and consultation of the approval review.
- * SBDC will mention the grant program to clients that have a good possibility of economic viability, as defined by:
 1. Having future profit potential and cash flow sufficient enough to support the liabilities and the operating cycle of the business.
 2. A well-defined, substantial, and accessible market for their products or services.
 3. Management with skills and capabilities in the industry they serve as well as a sufficient level of business skills.

When approved, the BHP District Manager will present a check in the amount of the funding request to the applicant or supplier. A press release will be developed and mailed to the local media for grant recognition. A financial request application form is included in this plan.

SITE AND SPECULATIVE BUILDING DEVELOPMENT

BHP supports and encourages the development of commercial and residential sites and speculative buildings which can produce a positive economic climate as well as meet the development standards and support of the city, county, and state.

BHP will participate in a land development study conducted by the Rapid City Area Partnership Board, which will focus on potential properties for industrial development within BHP service area.

Areas that will be studied and evaluated are properties along: Deadwood Avenue, South Hi-Way 16 commercial strip, Expansion of South Creek Industrial Park, North of Rushmore Mall area, and South Hi-Way 79.

BHP will develop a new section in the BHP Homepage (www.blackhillspower.com) that will feature industrial and commercial properties available throughout its service area.

The page will highlight industrial parks, existing facilities as well as spec-buildings. This will allow us to promote properties to companies interested in locating in the Black Hills area. Completion of this homepage addition will be September 1, 1998.

We will also assist, participate, and invite proposals which involve joint ventures in speculative buildings for potential manufacturers and major businesses relocating to the Black Hills area.

RESIDENTIAL HOUSING AND SUBDIVISION DEVELOPMENT

BHP will also seek opportunities to participate in new residential development areas, through total electric technologies that are sensitive to demand-side management objectives and areas which enhance the economic growth of the community.

The participation will allow BHP the opportunity to research new technology such as Geothermal Heating and Cooling on a larger scale.

Economic growth possibilities are present in the success of geothermal communities because of the unique equipment and installation of the system. The geothermal communities will also become marketable and an added option for home buyers who plan to relocate in the community.

MARKETING SUPPORT

Several Black Hills communities will be working with the Governor's Office of Economic Development to target potential manufacturers interested in relocation of their businesses in order to reside in the Black Hills.

BHP will actively participate and support the Northern Hills and Rapid City Economic Development groups in this effort through sponsorship of new business hostings, the Black Hills Buffalo Roundup, and Minnesota and Denver recruitment missions as a co-host and sponsor. These efforts are scheduled throughout the year based on availability of participants from the GOED and area economic development groups and business volunteers.

To ensure the success of new businesses for the Black Hills communities, BHP will support and encourage new businesses to enroll in available business workshops, seminars, and training which will aid in the success of the business. BHP will participate as a co-sponsor of these workshops, and other training programs coordinated by the community. This support can include BHP staff support and financial contributions. The request for sponsorship support will be assessed by the District Manager and Manager of Marketing Services with approval by the President of BHP.

BHP'S INTERNET HOME PAGE

During the fall of 1996, an Internet home page was developed and put on-line through the efforts of Information Services, Marketing and Sales, Finance, and the Public Affairs Department. The company's Home Page was designed and input by Coyote Film Works, Inc. of Rapid City.

This project has opened the door for consumers to now reach us through their computer in any home or business that has Internet access. Our strategy is to utilize the Home Page as an added value service for our customers as well as consumers across the country. The main home page is Black Hills Corporation, which highlights the financial and management information ideal for investors and consumers interested in knowing about our parent company.

The Home Page is then divided into home pages for each subsidiary of Black Hills Corporation. You can now reach information pertaining to the Wyodak Coal Mine, Western Production's oil operations, DakSoft, Enserco and Black Hills Power and Light. Each company also has its own Home Page address for easy direct access.

Home Page addresses are:

Black Hills Corporation:	http://www.blackhillscorp.com
Black Hills Power and Light:	http://www.blackhillspower.com
Wyodak Resource Development:	http://www.wyodak.com
Western Production Company:	http://www.westernproduction.com
DAKSOFT, Inc:	http://www.daksoft.com
Enserco Energy, Inc:	http://www.enserco.com

The Home Page will be periodically updated for user interest and interaction. 1997 marketing and service information will also be updated, along with special features like Economic Development, "Sparky and Buzz", "The Doorway To The Black Hills", and "FAQ" Frequently Asked Questions.

BHP's Home Page:

BHP's Home Page was primarily developed for promoting our products, services, electricity pricing, electric generation, and economic development programs. Also included are unique features such as "The Doorway To The Black Hills." This feature allows users to access information about tourism, business, education, and other Black Hills organizations of interest to users. It was developed as a Directory of "Who's-Who" on the Internet in the Black Hills. It is intended to make it easy for individuals to "evaluate" the Black Hills from their computer.

During 1997, we advertised the "Doorway to the Black Hills" through the local Chamber of Commerce. Forty businesses contacted us to be linked to the page. We will continue promoting this feature in the small communities.

The Economic Development page features BHP's programs and services available to our commercial and industrial customers. It is also available to prospective companies interested in knowing more about BHP's service area and programs. The page also lists all of BHP's commercial and industrial rate tariffs.

The section called "Frequently Asked Questions" will answer common questions about BHP's products and services as well as other utility issues and consumer questions about electric products and safety tips.

COOPERATIVE ADVERTISING AND MARKETING

BHP will participate in cooperative advertising, promotional, and direct marketing activities which promote and inform companies of the positive lifestyle and economic growth within BHP's service territory within South Dakota and Wyoming. Activities include support and sponsorship of area economic development videos, brochures, and trade shows including the Future Fair.

The cooperative advertising request will be presented to the marketing and economic development manager and the area district manager for review and approval based on the following guidelines:

- The advertisement promotes BHP's service territory.
- Involvement of other Businesses and Utilities.
- BHP receives the list of company contacts from the Coop Advertisement.
- BHP is recognized as a participating sponsor.
- BHP cost does not exceed 1/4 of the total cost of the promotional campaign.

COMMUNITY INVOLVEMENT

Community involvement is the key to BHP's economic development strategies and goals. There are 19 communities in which BHP is presently an active member which includes payment of annual membership dues. Some communities have combined their efforts to achieve success in meeting their economic development goals. For specific information regarding the economic development organizations that are represented in each community, refer to the Economic Development Organizational Profile section of the plan.

The goal for community involvement is to strengthen the communities by supporting strategically planned projects which are located within BHP's service territory. Although financial contributions are often requested, a personal commitment by key employees can often have as great or greater impact.

Part of our support for the economic development organizations in each community will be that key BHP employees will participate on boards, committees, and task forces on a regular basis. This will ensure continued communication of the economic development activities in each district as well as focus on key projects and goals that can impact BHP's load forecast and customer growth.

BHP district manager or assigned employee will represent BHP as part of the economic development organization in their district. This will develop support for the organization from BHP and maintain an active communication link for participating in the activities related to economic development.

BHP employees are encouraged to support and attend local and area activities which promote economic development through workshops, conferences, tradeshow, and seminars.

Economic development activities will be included in the district monthly and quarterly reports. The marketing and economic development staff will monitor the activities and assist with the districts as support staff.

BHP's GOLD Community Grant Program:

The GOLD Program is designed to encourage all South Dakota communities, regardless of size, to plan, initiate and carry out a program for complete community and economic development. Through this program it is possible for all activities to be carried out by members of the community at the local level.

Members of each local community determine the success of the GOLD Program. Through their own initiative, community members can improve the economic development potential of their community. Each community will develop a program tailored to the needs of that community. Particular facets of the community's local program, along with the community's goals and objectives, will be based on the needs within that community.

The program assists communities by taking them through a series of phases:

- * Identify a development organization.
- * Research and gather information about the community.
- * Identify opportunities and establish goals.
- * Create a working plan for the first twelve months.
- * Evaluate first 12 months of progress, and establish a plan for the second 12 months.

GOLD community members located within BHP's service territory include:

- | | |
|-----------------|---------------|
| * Belle Fourche | * Custer |
| * Deadwood | * Edgemont |
| * Hill City | * Hot Springs |
| * Keystone | * Newell |
| * Spearfish | * Lead |
| * Sturgis | |

Black Hills Power and Light will offer the Black Hills Gold communities a grant program designed to assist communities in need of financial assistance in order to complete their community project or goal. The grant request must be submitted no later than April 1, 1998.

Benefits:

- * BHP will demonstrate a presence and support in community projects that encourage or create economic development and beautification of the community.
- * BHP may receive media coverage which will display a positive perception for BHP.
- * BHP will have development plans for review regarding communities within their service territories. This will allow BHP to develop action plans to meet the individual community's projects.

The community may apply for only one grant within their GOLD community membership. BHP will send out information about the Grant Program in early March, 1997. To qualify for BHP Grant support, a community must be a member of the GOLD program. They must complete a BHP GOLD Community Grant Program application, which is available at the community's local BHP district office or they may contact BHP's Marketing Services Department.

Process:

- * Applications must be submitted by April 1, 1998. Community action plan must be included.

- * Maximum Grant amount awarded to a qualified community is \$1,500.
- * BHP's GOLD Grant Committee will review each application to determine the level of the grant to be awarded to the community.

Grant Committee members include:

- * Rapid City District Manager
 - * Northern Hills Manager
 - * Southern Hills Manager
 - * Manager-Marketing Services
 - * Vice President Energy Services
- * The District Manager and Marketing Services Manager will present the Grant to the community during a scheduled meeting presentation. Media coverage will also be requested for the presentation.

The GOLD Community Achievement Award Program:

The South Dakota GOLD Community Achievement Award Program is a new program designed by the Governor's Office Of Economic Development to recognize the unique and progressive community projects being implemented in GOLD communities across the State of South Dakota.

The program is similar to the GOED's Community of the Year program; however, this award program focuses on individual projects. The program is solely sponsored by utility companies from across the State. Each Utility company contributed \$500 to the program. The money is then allocated based on one Excellence Award and two Merit Awards. During 1997, seven utility companies contributed to the award program. They were Black Hills Power and Light, Northern States Power, Northwestern Public Service, South Dakota Rural Electric Association, Mid American Energy Company, Otter Tail Power Company, Montana Dakota Utilities and West River Electric Association.

Black Hills Power and Light will continue to sponsor the program with a \$1,500 sponsorship gift based on equal sponsorship by other utilities. The awards are presented to communities during the GOED's Annual Conference and Awards Banquet. Award winners from BHP's service territory during 1997 were Lead, Spearfish, Custer, and Edgemont.

Small Business Development Center:

Black Hills Power and Light supports and recognizes organizations which work to enhance and assist businesses in need of business development. The Small Business Development Center (SBDC) is an organization which has a proven track record of doing just that.

Over the past 11 years, the SBDC has provided management and technical assistance through one-on-one professional consulting. As part of a national network, this service is provided free of charge to both existing and prospective small businesses in our service area through the SBDC's Western Regional Office in Rapid City.

In the past, funding of the SBDC has been provided by federal dollars matched by state funds. Although some funding is provided by USD's School of Business, the principal source of matching funds at the state level has been the GOED. In August of 1995, GOED informed SBDC that it will no longer provide any funding of this proven program, and suggested SBDC seek alternate sources of funding.

SBDC has collected its needed funding through businesses from across the state. BHP contributed \$5,000 during 1997 and will again contribute \$5,000 for the 1998 program year.

In 1997, the SBDC went through additional organizational changes when they were decentralized and went on their own, representing territories that required their use. The West River Economic Development Coalition has organized the restructuring and strategic plan for the West River Small Business Development Center (SBDC). Through the strategic plan to maintain a West River area office, SBDC submitted a grant proposal on behalf of West River Economic Development Coalition to the University of South Dakota for the continuation and expansion of the existing Small Business Development Center. Beginning January 1, 1998, the staff consisting of Regional Director Valerie Simpson, Business Consultant Duane Fladland, and Administrative Assistant Krista Tyler are employees of Black Hills Special Services Cooperative. The region served by the SBDC include the counties of: Bennett, Butte, Custer, Fall River, Haakon, Harding, Lawrence, Meade, Pennington, and Perkins. Currently, itinerant on-site outreach services are located in Spearfish, Sturgis, Lead, Custer, and Hot Springs. The central office is located in the Rapid City Civic Center on the second floor.

The 1998 budget to operate the program is \$180,000 of which \$90,000 is federal money from the Small Business Administration. The remaining \$90,000 must be raised locally. (\$45,000 can be in-kind and \$45,000 must be cash.)

The SBDC in Rapid City will also assist BHP in our new Kick-Start Grant Program designed for small businesses in rural communities of population under 10,000.

South Dakota Future Fair:

South Dakota Future Fair provides an opportunity for progressive companies to showcase their cutting-edge products and services to area residents excited by the latest technological advances in a variety of areas. Exhibits will be explained and demonstrated so average citizens can understand them.

Nationally known speakers are also planned for this event. Speakers present topics of national and regional interest in areas of technology and education. Proceeds of Future Fair will go to two \$1,000 scholarships to be used for any college, university or technical institute across the state. The event is scheduled for January 14, 15 & 16, 2000 at the Rushmore Plaza Civic Center.

BHP will continue to be a major sponsor of Future Fair, along with other businesses (Rapid City Journal, US West, Rapid City Regional Hospital, SDSM&T, Norwest Bank, Black Hills State University, and KOTA Broadcast Company). Major sponsorship consists of a \$5,000 investment per event and active participation in the coordination and planning of the event.

Major sponsors receive headline recognition as a major sponsor along with 2 booths to display their technology and services to the public. The event will be managed by the Rapid City Area Economic Development Partnership. This will ensure administrative support for the event, as well as develop a direct tie to an organization that involves community support and awareness towards economic development and education.

Service Corps of Retired Executives:

The Service Corps of Retired Executives (SCORE) is a volunteer member association sponsored by the U.S. Small Business Administration. Since 1964, the association has matched volunteer business-management counselors with clients in need of expert advice.

SCORE volunteers consist of senior members of the community with professional expertise to consult and mentor businesses in need of organizational and business enhancement in areas of marketing, accounting, personnel, leadership, and management.

BHP receives benefits from the assistance of SCORE volunteers. Through SCORE's efforts businesses are more likely to become profitable. This avoids delinquency procedures, including electric shut-offs by BHP.

BHP will contribute \$1,500 to the SCORE of Western South Dakota to assist in promoting their local chapter as well as to communicate their services to communities within BHP's service area. The SCORE office is located in Rapid City.

**GRANT
APPLICATION
FORMS**

BLACK HILLS POWER AND LIGHT COMPANY
GOLD Community Grant Program
Financial Request Application Form

Community: _____ Population: _____

Organization Applying For Grant: _____

Contact Person: _____ Telephone: _____

Mailing Address: _____ Date: _____

*Please answer the following questions as completely as possible regarding your community.
Feel free to include references and any supporting documentation with your application.
Deadline for Grant Request is April 1, 1998. Grants will be awarded by April 15, 1998.
Please include your GOLD Community Action Plan and your application form.
Mail applications to: BHP&L, C/O Marketing Services, P.O. Box 1490, Rapid City, SD 57709*

Amount Requested: \$ _____

Amount Approved: \$ _____

1. Does your action plan address a pressing need for your community?
2. If no, what are those needs?
3. What are the benefits of your GOLD community improvements?
4. Are there other organizations contributing to your project plans?
5. If yes, please list them and their involvement or contribution?
6. Will this plan affect your community long-term (over 5 years)? How?
7. Will there be a continuous need for assistance based on your action plan? Why?
8. How will you achieve that support?
9. In summary, why do you believe your community needs Grant Program assistance?

Financial Request Authorization:

Submitted by: _____ Position: _____ Date: _____

BHP District Manager Approval: _____ Date: _____

Marketing Manager Approval: _____ Date: _____

VP Energy Services Approval: _____ Date: _____

BLACK HILLS POWER AND LIGHT COMPANY
Kick Start Grant Program
Financial Request Application Form

Organization (Name): _____ Customer Acct. # _____
Contact Person: _____ Position: _____ Phone: _____
Address: _____ City: _____ State: _____ Zip: _____
Type of Business Requesting Funding: _____
Number of Employees: _____ Last Year's Total Revenues: _____ Date Business Started: _____

Amount Requested: \$ _____

Amount Approved: \$ _____

Purpose of Project/Funding: _____

Planned Start Date: _____ Project Completion Date: _____

How will the project's success be measured?

What benefit will this project have to BHP?

Other funding/organization assisting in the project: _____

What type of products/services do you sell?: _____

Who is your target market? _____

Submitted by: _____ Position: _____ Date: _____

Financial Request Authorization:

SBDC Representative: _____ Position: _____ Date: _____

BHP District Manager: _____ District: _____ Date: _____

Approved by Manager Marketing: _____ Date: _____

Approved by VP Energy Services: _____ Date: _____

ECONOMIC DEVELOPMENT

ORGANIZATIONAL

PROFILES

BELLE FOURCHE DEVELOPMENT CORPORATION

510½ National Street
Belle Fourche, SD 57717

BUTTE COUNTY 605-892-2494

Vern Bills, Chairman

Type of Organization: Development Corporation
Service Area: Belle Fourche Area
Main Activities: Enhance economic well-being of community and promote industrial development
Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Community Economic Development Training
Financial Management Assistance
Business Financing
Import or Export Assistance
Procurement Assistance
Site Selection
Marketing Assistance
Grant Application Assistance

SERVICE FOCUS:

Business Recruitment	25%
Business Start-Ups	75%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Industrial or Manufacturing Firms - 100%

FINANCIAL ASSISTANCE PROGRAMS:

Revolving Loan Fund:

The purpose of the loan program is: Business or commercial development

Loan Fund Parameters:

Amount Available to Lend	\$80,000
Average Interest Rate	13.5%
Average Term	7 Years

BHP Representative: Tony Hay

BELLE FOURCHE, CITY OF

606 6th Avenue

Belle Fourche, SD 57717

BUTTE COUNTY: 605-892-2494

FAX: 605-892-2784

Bill Noziska, Treasurer

Type of Organization: City

Service Area: Belle Fourche Area

Main Activities: City government; pass-through funding agent for local
development corporation

Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Business Financing

Procurement Assistance

Site Selection

Marketing Assistance

Business Planning Assistance

Grant Application Assistance

SERVICE FOCUS:

Business Recruitment 25%

Business Start-Ups 75%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Industrial or Manufacturing Firms - 100%

BELLE FOURCHE, CITY OF

page 2

FINANCIAL ASSISTANCE PROGRAMS:

Grants:

The purpose of the grant program is: CDBG Programs

Revolving Loan Fund:

The purpose of the loan program is: Business or commercial development

Loan Fund Parameters:

Amount Available to Lend	\$ 0
Average Interest Rate	0%
Average Term	5 YEARS

Percentage of Loans made for:

Fixed Assets	100%
Working Capital	0%

BHP Representative: Tony Hay

**CUSTER CHAMBER OF COMMERCE
ECONOMIC DEVELOPMENT COMMITTEE**

447 Crooks Street
Custer, SD 57730

CUSTER COUNTY: 605-673-2244

Mike Chase, Chair

Type of Organization: Chamber of Commerce

Service Area: Custer County

Main Activities: The main purpose of the Economic Development Committee is to attract light industry, retention of current businesses and upgrading or adding to infrastructure.

Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Community Economic Development Training
Business Financing
Employee Training
Procurement Assistance
Site Selection
Marketing Assistance
Business Planning Assistance
General Management Assistance
Grant Application Assistance

SERVICE FOCUS:

Business Recruitment	25%
Business Start-Ups	25%
Retirement Recruitment	50%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Tourism-related businesses (existing and proposed)
Retiree Re-location
Light Manufacturing

BHP Representative: Kristy Schmitz

DEADWOOD ECONOMIC DEVELOPMENT CORPORATION

PO Box 532

Deadwood, SD 57732

LAWRENCE COUNTY: 605-578-2082

Kevin Cummings - Chairman

Type of Organization: Development Corporation

Service Area: Deadwood

Main Activities: Developing a parcel acquired from Burlington Northern Railroad; historic preservation; rebuilding the city as a national historic landmark; processing loans made by the Deadwood Historic Preservation Foundation

Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Referrals only

SERVICE FOCUS:

Other Infrastructure 100%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows;

Service Firms - 100%

FINANCIAL ASSISTANCE PROGRAMS:

No locally administered funding assistance

BHP Representative: Jim Jeffery

EDGEMONT, CITY OF

P O Box A

Edgemont, SD 57735

FALL RIVER COUNTY: 605-662-7422

Connie Andersen, Finance Officer

Type of Organization: City

Service Area: Edgemont

Main Activities Retain the vitality of the ranching industry; improving solid waste treatment; retirement services; tourism

Target Constituencies: Ranchers

SERVICES DIRECTLY PROVIDED:

Business Financing

Site Selection

Grant Application Assistance

SERVICE FOCUS:

Business Recruitment	5%
Business Retention	5%
Business Expansion	5%
Business Start-Ups	5%
Water or Sewer Systems	60%
Other Infrastructure	5%
Affordable Housing	10%
Other Purposes	5%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Industrial or Manufacturing Firms - 50%
Service Firms - 50%

EDGE MONT, CITY OF

page 2

FINANCIAL ASSISTANCE PROGRAMS:

Revolving Loan Fund:

The purpose of the loan program is: Business or commercial development

Loan Fund Parameters:

Amount Available to Lend \$ 0
Average Interest Rate 3%

Percentage of Loans made for:

Fixed Assets 100%
Working Capital 0%

Other Programs

Venture capital

BHP Representative: Robert Foster

**HOT SPRINGS CHAMBER OF COMMERCE
ECONOMIC DEVELOPMENT COMMITTEE**

600 Mueller Civic Center
601 S. 6th Street
Hot Springs, SD 57747

FALL RIVER COUNTY: 605-745-4140

Brian Gonzales - Director

Type of Organization: Chamber of Commerce
Service Area: Hot Springs Area
Main Activities: Business District revitalization, improvement and beautification
Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Community Economic Development Training
Business Financing
Employee Training
Procurement Assistance
Site Selection

SERVICE FOCUS:

Business Recruitment	30%
Business Retention	20%
Business Start-Ups	10%
Micro-enterprises	15%
Other Infrastructure	10%
Affordable Housing	5%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows;

Industrial or Manufacturing Firms	- 10%
Retail Firms	- 35%
Service Firms	- 35%
Other Types of Firms	- 20%

BHP Representative: Robert Foster

(LEAD) TWIN CITY AREA DEVELOPMENT CORPORATION

P.O. Box 735

Lead, SD 57754

LAWRENCE COUNTY: 605-584-3546

LeAnn Johns, Executive Director

Type of Organization: Development Corporation

Service Area: Lead, Deadwood & Central City

Main Activities: Lead Lot Sale Program and promote and encourage new industry and business.

Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Assistance for new and old business.

SERVICE FOCUS:

Other Infrastructure 100%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows;

Service Firms - 100%

FINANCIAL ASSISTANCE PROGRAMS:

Has revolving loan fund of \$50,000

BHP Representative: Jim Jeffery

NEWCASTLE AREA CHAMBER OF COMMERCE

P.O. Box 68

Newcastle, Wyoming 82701

VISITOR CENTER/CHAMBER OFFICE:

307-746-2739

E-MAIL:

1-800-835-0157

nacoc@trib.com

Annie Mullan, Director

Type of Organization:

Development and Retention Partnership
Newcastle

Service Area:

Local Business Development and
Retention

Main Activities:

Economic Development

Industrial Development

Tourism Development

Target Constituencies:

In the area of local business
development, retention and
economic, industrial and tourism
development, assistance is provided to
all who request it and typically consists of
business counseling, the provision of
information and the distribution of local
promotional materials.

SERVICES DIRECTLY PROVIDED:

Promotion of area

Distribution of Tourism, Economic & Industrial Development Literature

Information Resource

Networking resource to related regional and state agencies

BHP Representative: Jim Bunch

NORTHERN HILLS COMMUNITY DEVELOPMENT, INC.

P.O. Box 218

Shirley, SD 57785-0218

MEADE COUNTY: 605-347-5837

FAX: 605-347-5223

Ron Rosenbloom, Executive Director

Type of Organization: Development Corporation
Service Area: Counties of Lawrence, Meade, Butte, and Pennington
Main Activities: Coordinate and facilitate development efforts of communities
in Northern Black Hills Region
Target Constituencies: Low income, unemployed

SERVICES DIRECTLY PROVIDED:

Community Economic Development Training
Financial Management Assistance
Business Financing
Site Selection
Business Planning Assistance
General Management Assistance
Grant Application Assistance

SERVICE FOCUS:

Business Recruitment	40%
Business Retention	10%
Business Expansion	15%
Business Start-Ups	20%
Water or Sewer Systems	5%
Other Infrastructure	10%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Industrial or Manufacturing Firms	- 70%
Retail Firms	- 15%
Service Firms	- 15%

NORTHERN HILLS COMMUNITY DEVELOPMENT

page 2

FINANCIAL ASSISTANCE PROGRAMS:

Revolving Loan Fund:

The purpose of the loan program is: Start-up & expansion

Loan Fund Parameters:

Amount Available to Lend \$ 0
Average Interest Rate 8%

Percentage of Loans made for:

Fixed Assets 100%
Working Capital 0%

Other Programs

Loan Guarantees

BHP Representative: Tony Hay

RAPID CITY AREA ECONOMIC DEVELOPMENT PARTNERSHIP

444 Mount Rushmore Road
Rushmore Plaza Civic Center
Rapid City, SD 57709

PENNINGTON COUNTY: 605-343-1880

FAX: 605-343-1916

Bob Ommersseman, President

Julie Gregg, Vice-President

Type of Organization: Development Partnership

Service Area: Pennington

Main Activities: To improve the quality of life and increase personal income levels in the greater Rapid City area by fostering a vital business climate which provides quality new jobs, attracts new business, helps existing businesses and promotes entrepreneurship

Target Constituencies: No specific socio-economic focus
Manufacturers, Processors, Wholesalers/Dist., &
Service Exporters: Primary employees

SERVICES DIRECTLY PROVIDED:

Financial Management Assistance
Business Financing
Import or Export Assistance
Site Selection
Marketing Assistance
Business Planning Assistance
Grant Application Assistance

SERVICE FOCUS:

Business Recruitment	25%
Business Retention/ Business Expansion	25%
Business Start-Ups	25%
Administrative, Etc.	25%

RAPID CITY AREA ECONOMIC DEVELOPMENT PARTNERSHIP

page 2

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Industrial or Manufacturing Firms - 80%
Service Firms - 20%

FINANCIAL ASSISTANCE PROGRAMS:

No locally administered funding assistance
Pennington County Economic Development Fund
Rapid Fund Revolving Loan Fund being established

BHP Representative: Gary Fish

Committees:

Rapid City Foundation	-	Ev Hoyt
Rapid Fund	-	Ev Hoyt
New Business Attraction	-	Kyle White
		Mutch Usera
Business Retention/Expansion	-	Jim Mattern
		Mutch Usera

SPEARFISH CHAMBER OF COMMERCE

P O Box 550
Spearfish, SD 57783

Lawrence County: 605-642-2626
FAX: 605-642-5502

Diana Nielson, Executive Director

Type of Organization: Chamber of Commerce
Service Area: County side
Main Activities: Chamber of Commerce
Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Community Economic Development Training
Employee Training
Site Selection
Marketing Assistance
Business Planning Assistance
General Management Assistance

SERVICE FOCUS:

Business Recruitment	15%
Business Retention	50%
Business Expansion	10%
Business Start-Ups	10%
Other Infrastructure	10%
Affordable Housing	5%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Industrial or Manufacturing Firms	- 25%
Retail Firms	- 25%
Service Firms	- 25%
Other types of Firms	- 25%

FINANCIAL ASSISTANCE PROGRAMS:

No locally administered funding assistance

BHP Representative: Mike Shultz

SPEARFISH ECONOMIC DEVELOPMENT CORPORATION

P O Box 550
Spearfish, SD 57783

LAWRENCE COUNTY: 605-642-2626

Brian Walker, Executive Director

Type of Organization: Development Corporation
Service Area: Spearfish Area
Main Activities: Expand diversity of the tax base by creating jobs in lumber and
mining industries
Target Constituencies: No specific socio-economic focus

FINANCIAL ASSISTANCE:

Revolving funding for loans are available, similar to the REDI provided by the state.
except city monies are used.

BHP Representative: Mike Shultz

CAMPBELL COUNTY ECONOMIC DEVELOPMENT CORPORATION

P O Box 3948

Gillette, Wyoming 82717

CAMPBELL COUNTY: 307-686-2603

FAX: 307-686-7268

Susan Bigelow, Executive Director

Type of Organization: Development Partnership

Service Area: Campbell County, Wyoming and limited service to Crook County as well.

Main Activities: Local Business Development
Economic Research/Publications
Industrial Recruitment/Marketing

Target Constituencies: In the area of local business development, assistance is provided to all who request it and typically consists of business counseling, the provision of information and financial packaging. Targeted marketing for industrial recruitment is primarily in manufacturing with specific emphasis on precision machining, tool and die, plastics and ceramics.

SERVICES DIRECTLY PROVIDED:

Financial Packaging	Financial Analysis
Business Plan Assistance	Economic Research
Publications	Economic Impact Analysis
Information Clearinghouse	Project Development Assistance
Grant Writing Assistance	Business Counseling
Involvement in State and Regional ED Planning	

SERVICE FOCUS:

Local Business Development	30%
Research and Publications	20%
BHPL Questionnaire Responses	
Industrial Recruitment	20%
General	30%

CAMPBELL COUNTY ECONOMIC DEVELOPMENT CORPORATION

page 2

TYPE OF BUSINESS CLIENTS:

Client base varies from large multi-national corporations to micro-business enterprise. Energy companies, manufacturing concerns, service companies and even retail operations on occasion. CCEDC is widely recognized as an excellent source of information and everyone including private and public entities utilizes this service and our publications.

FINANCIAL ASSISTANCE PROGRAMS:

Direct financial assistance not available.

BHPL REPRESENTATIVE: Dick Bratton

WESTON COUNTY DEVELOPMENT BOARD

page 2

TYPE OF BUSINESS CLIENTS:

Mostly would be start-ups followed by general existing businesses.

FINANCIAL ASSISTANCE PROGRAMS:

Our board does not have the revenues to become involved in providing direct financial assistance to our clients. We do direct clients to lending institutions, loan/grant programs provided by Federal and State governments as well as private and corporate programs.

BHPL REPRESENTATIVE: Jim Bunch



1997

THE CANADIAN

DEVELOPMENT

ANNUAL REPORT

Energy for all

To promote the economic growth of our communities by establishing and supporting sustainable development projects in order to achieve a sustainable and improved quality of life and a profitable growth of our communities.

BLACK HILLS POWER AND LIGHT COMPANY

P.O. BOX 1400

400 DEADWOOD AVENUE

RAPID CITY, SOUTH DAKOTA 57709

MUTCH-USENA

MANAGER, MARKETING SERVICES

TELEPHONE:

(605) 342-3306

FAX: (605) 342-4001

May 19, 1998

RECEIVED

MAY 22 1998

SOUTH DAKOTA PUBLIC
UTILITIES COMMISSION

Mr. William Bullard, Jr.
Executive Director
South Dakota Public Utilities Commission
State Capitol Building
500 East Capitol Avenue
Pierre, SD 57501

SUBJECT: 1997 ECONOMIC DEVELOPMENT PLAN

Dear Mr. Bullard:

In accordance with SDPUC Docket EL95-003, enclosed is Black Hills Power and Light's (BHP's) 1997 Economic Development Annual Report. The report was compiled for you and the Public Utilities Commissioner to review.

The report includes documentation of activities involving community development and support, O & EM BHP's Kick Start Grant Program, BHP's GOLD Community Grant, South Dakota GOLD Achievement Awards Program, South Dakota Future Fair, and the Small Business Development Center.

During 1997, BHP contributed to these activities:

- * Approximately \$7,995 was spent on membership fees to the nine community economic development organizations within our service territory.
- * We contributed \$75,000 to OEM Worldwide as part of an Economic Development Grant which was part of the Spearfish community incentive proposal.
- * BHP was a major sponsor of \$5,000 to the South Dakota Future Fair.
- * BHP contributed \$1,500 to the GOED GOLD Community Awards Program.
- * We contributed \$5,000 to the Small Business Development Center for their staffing support in the Black Hills Region.

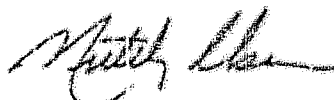
- We contributed \$11,500 to eight businesses through BHP's Kick Start Grant Program.
- We contributed \$7,670 to the communities involved in the South Dakota GOLD Community Program.
- BHP contributed \$1,000 to the SCORE of Western South Dakota.
- BHP's Business Enhancement Program contributed \$38,484 to businesses for energy efficient enhancements.

These are just some highlights of BHP's activities in economic development. BHP also recognizes its employees involvement in economic development activities as an important resource and added value to the Black Hills communities. They are involved in various economic development projects, serve on committees and Boards of Directors, as well as participate in task forces and company sponsored events.

As for 1998, we have developed an Economic Development Plan which includes our continued support and involvement as well as offer opportunities for community and business support and growth.

Enclosed is a 1997 budget breakdown of actual expenses contributed to the economic development activities in the Black Hills communities. If you have any questions about the 1997 report or would like to discuss our 1998 Economic Development Plan, please contact me at (605) 342-3200, extension 481.

Sincerely,



Mutch Usera, Manager
Marketing Services Department

cc: Kyle White, Vice-President
Energy Services

Jim Mattern, Vice-President
District Administration

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1997 ECONOMIC DEVELOPMENT ACTIVITIES

(Actual Expenses)

<u>ECONOMIC DEVELOPMENT MEMBERSHIP DUES</u>	<u>AMOUNT</u>
Rapid City Area Econ. Development. Partnership	\$5,000
SD Chamber & Econ. Development. Council	100
National Council Urban Economy	295
Newell Economic Development	250
Custer Chamber of Commerce	250
Belle Fourche Chamber of Commerce	250
Hot Springs Chamber of Commerce	250
South Dakota Chamber & Economic Development Council	100
Northern Hills Economic Development Corporation	1,000
Spearfish Economic Development	500
Total	\$7,995

<u>COMMUNITY GOLD GRANT PROGRAM</u>	<u>AMOUNT</u>
Heart of the Hills	\$2,000
Custer Chamber of Commerce	1,000
Twin City Area Development	2,000
Spearfish Economic Development	2,000
Hill City Memorial Park	670
Total	\$7,670

<u>CONTRIBUTIONS & SPONSORSHIP PROGRAMS</u>	<u>AMOUNT</u>
Future Fair, Inc. - Major Sponsor	\$2,982
South Dakota Future Fair - BHP Booth	300
GOED Gold Awards - Sponsor	1,500
SCORE of Western South Dakota - Contribution	1,000
Small Business Development Center	5,000
Total	\$10,782

<u>KICK START GRANT PROGRAM</u>	<u>AMOUNT</u>
Wildside Pet Emporium, Spearfish	\$500
West Edge Galleries, Deadwood	2,000
Kirkwood Manor, Deadwood	1,500
Merilers Magic	1,500
Twin City Development, Bowling Lanes	3,000
Gencke Jackie, Hot Springs	1,000
The Curiosity Shop, Sturgis	2,000
Total	\$11,500

POWER FACTOR**AMOUNT****CORRECTION 0% LOANS**

Servall Uniform & Linen Supply	\$ 2,320
Landstrom's - Building I	2,938
Landstrom's - Building II/III	3,788
Continental Lumber	35,000
Nash Finch Company	3,151
Total	\$50,195

BUSINESS ENHANCEMENT**AMOUNT****INCENTIVE PROGRAM**

Lighting Incentive Program	\$34,713
Motor Improvement Program	3,775
Total	\$38,494

MISCELLANEOUS**AMOUNT**

Manager Meals & Conferences Expenses	\$ 352
SD Future Fair - Miscellaneous	1,309
Black Hills Business Council	25
Business Retention Expansion Committee	54
Business Recruitment Mission - Aberdeen, SD	307
Boulder, Colorado Business Recruitment Mission	2,123
Economic Development Plan Meetings	298
Total	\$ 4,472

Total 0% Loans	\$ 50,195
Total (without Loans)	\$ 30,913
Business Development Grant to OEM Worldwide	\$ 75,000
1997 Total Expenditures	\$ 155,913

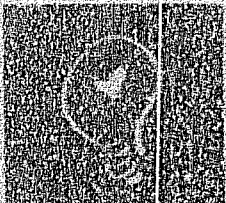
BLACK HILLS POWER AND LIGHT COMPANY
1998 PROPOSED ECONOMIC DEVELOPMENT BUDGET

Membership Dues and Subscriptions	\$ 9,000
Business Enhancement Program - Lighting	50,000
Business Enhancement Program - Capacitor	3,500
Business Enhancement Program - Electrical	10,000
Kick Start Grant Program	10,000
SD Gold Community Grant Program	12,000
West River Economic Development Coalition	6,000
South Dakota Future Fair	5,000
New Business Recruitment Missions	2,500
Black Hills Business Council -Marketing	2,000
Lead Economic Development - Marketing	1,000
BHP Internet Page - Industrial/Business Parks	2,000
Miscellaneous Recruitment & Marketing	5,000
Total	\$ 118,000

BLACK HILLS POWER AND LIGHT COMPANY

1997

Economic Development Plan

Energy 
...for a lifetime. 
Black Hills Power & Life!

"To promote the economic growth of our states and communities by establishing and maintaining partnerships with economic development groups in order to achieve locally established and supported goals that will enhance the profitable growth of BHP and the communities we serve."

BLACK HILLS POWER AND LIGHT COMPANY 1997 Economic Development Plan

INTRODUCTION

Black Hills Power and Light Company (BHP) is an investor-owned utility company serving approximately 55,600 customers throughout a 9,000 square mile area in Western South Dakota, Eastern Wyoming, and Southeastern Montana.

The economic prosperity of our service territory is vitally important to us and the customers and communities we serve. BHP has developed programs and services to assist both existing businesses and potential customers in our service territory. Since each community is unique, our intent is to offer a flexible package of economic development programs that benefit the community, our customers, and BHP. Our support will be through:

- Economic Development Goals
- Financial Assistance
- Business Development Service Program
- Business Enhancement Program
- Small Business Kick-Start Grants
- Site and Spec Building Development
- Residential Housing Development
- Marketing Support
- Cooperative Advertising and Marketing
- Community Involvement

BHP's Economic Development Support Requirements:

BHP encourages the development of all business including minority owned businesses. To qualify for BHP's Business Development Service program, BHP energy efficiency grants and incentives, financial or joint venture assistance from BHP, there are several requirements that must be met and reviewed for approval by BHP's Economic Development Committee:

1. The business, manufacturer or development project must be located within BHP's service territory.
2. The project or manufacturer must be able to stimulate the economy through new, good paying jobs created by the development activity.
3. The local support must be evident through such vehicles as REVOLVING, LOAN FUND, Site Assistance Programs, Community Redi-Funds, Tax Credits, and the efforts of local financial and utility companies.
4. The new company or proposed development is able to present a business profile or plan which shows potential employment and economic growth for the

- community it plans to reside in.
5. The manufacturer or development electric usage as well as load factor/peak coincidence can be projected.

Economic Development Committee:

BHP's Economic Development Committee will review requests made by communities and development organizations requesting financial assistance. The Area Manager will participate on the committee when the request or presentation for request is from the specific area of interest. The Area District Manager will also screen applicants from their area before presenting or recommending that the committee review the request. Rapid City will be represented by the Manager of Marketing Services, who will also be a full-time member of the Committee.

Each request will be reviewed as unique opportunities and presented based on the economic growth and activity of the proposal.

The Committee members are:

Dan Landguth, BHC President & CEO
Ev Hoyt, BHP President & COO
Jim Mattern, BHP Vice President-District Administration
Kyle White, BHP Director-Strategic Marketing & Sales
Mutch Usera, BHP Manager-Marketing Services

Industry Resource Team:

BHP's Resource Team will be available to work with new and existing industrial and commercial businesses which are in our service territory. The Resource Team will focus on various areas of interest such as electric rates, system demand, power line relocation, new power line planning, site development, and national trade information.

The Resource Team will consist of experts from the various departments of BHP (Customer Service, Marketing, Engineering Dept., etc.) depending on the needs of the perspective customer. Coordinated by the Manager of Marketing Services, the Resource Team will be activated in response to a request by the customer or an economic development organization in order to assist in gathering information and/or research for the customer interested in locating a business in BHP's service territory.

ECONOMIC DEVELOPMENT GOAL

To promote the economic growth of our states and communities by establishing and maintaining partnerships with economic development groups in order to achieve locally established and supported goals that will enhance the profitable growth of BHP and the communities we serve.

FINANCIAL ASSISTANCE

BHP supports economic development loan funds available in BHP communities. These loans are established by the economic development corporations and have received contributions in communities served by BHP.

BHP's goal is to encourage growth through leveraged financial packaging. Realizing that each community is unique, our assistance must stay flexible to meet the various needs of the community.

BUSINESS DEVELOPMENT SERVICE PROGRAM

The goal is to continue support and assistance for existing and new businesses through loan programs and other activities which are available through the economic development corporations and BHP's Business Development Service Program.

BHP's Economic Development rate structures, incentives or adjustments for new manufacturers and developments must meet the Business Development Service requirements. The Business Development Service was approved by the South Dakota Public Utility Commission on August 1, 1995. Tariff eligibility requirements include:

Available:

At points on the Company's existing transmission or distribution facilities supplied by its interconnected transmission system within Butte, Custer, Fall River, Lawrence, Meade, and Pennington Counties of South Dakota.

Applicable:

To customers requiring an appropriate response to non-standard, unique or specialized electric services and/or to meet competitive forces in the energy services markets in a manner that satisfies the needs of participating customers while balancing the interests of the participating customer, the non-participating customers, and the Company.

Character of Service:

Alternating current, 60 hertz, at the voltage and phase of the Company's established transmission or distribution system most available to the location of the customer.

Eligibility:

Customers requesting Business Development Service (BDS) will be considered upon written application to the Company if one or more of the following conditions is shown by the customer to exist:

1. The customer accepts non-standard electric service for new or existing load;
2. The customer has unique requirements for new load;
3. The customer intends to acquire its electric service for new or existing load from a source other than the Company absent service under this rate by showing:
 - a. The customer demonstrates a competitive alternative, energy source or business location, to the Company's standard tariff rates; and
 - b. The comparative economics, including but not limited to availability of capital, environmental impacts and assessment of risk, of the alternative over the Company's standard tariff rates are material; and
 - c. The alternative is demonstrated to be technologically feasible and legally permissible; and
 - d. The customer has taken substantial steps to fairly evaluate the alternative sufficient to establish the customer's actual ability to utilize the alternative within a reasonable period of time.

Upon receipt of the customer's written application, and such additional information as the Company may require, the Company and the applying customer may, at the sole discretion of either party, commence negotiation of rates and terms and conditions of service under this tariff. If a mutually acceptable agreement is reached, the agreement and full support for it shall be forwarded to the Commission for their file of contracts with deviations as authorized by this rate schedule.

Contract Provisions:

All mutually acceptable service agreements will meet these minimum standards:

1. The initial service term shall not be less than three years; and
2. No service term shall exceed 7 years without the inclusion of language providing for renegotiation by the Company.
3. The minimum written notice of cancellation by either party shall be nine months; and
4. The customer shall not be eligible for any discounts or service conditions except as provided for in the service agreement; and
5. The compensation to be received under the service agreement during its term shall exceed the marginal cost to the Company of performance under the contract; and

6. The rate for metered service will be designed to encourage the customer to improve load factor, calculated using the customer's on-peak kVA; and
7. Minimum contract demand is 250 kVA; and
8. The terms and conditions of service shall be those contained in the service agreement between the Company and the customer; and
9. Identification of the rate schedule that customer would have received service under in lieu of BDS.

Rate:

All charges for service under this rate shall be the charges contained in the contract between the Company and the customer.

Confidentiality:

Upon request of the Company or the customer, upon good cause shown by affidavit, all terms and conditions of any service agreement under this rate schedule and any supporting information shall be protected from disclosure as confidential in accordance with the Commission's Administrative Rules provided for at Section 20:10:01:41 and 20:10:01:42.

BUSINESS ENHANCEMENT PROGRAM

The purpose of BHP's Business Enhancement Program is to help our Commercial and Industrial electric customers gain a competitive edge in their area of business through the use of Electro-technologies. In return for our support, BHP expects the customers to sign a 3-5 year contract with BHP for their future electrical needs.

Economic development incentives through the implementation of new "Electro-technologies" will help BHP implement its long term contracting strategies. The new Electro-technologies will aid our customers in reducing their electrical costs as well as upgrading their older electrical equipment.

Through the use of energy efficient electro-technologies and power quality support, C & I customers will improve productivity in their operations and lower their cost in energy usage. This allows a long-term investment in equipment that helps reduce peak demand for BHP while reducing operational costs for the C & I customer.

Program Benefits:

BHP benefits from the Business Enhancement Program in many ways:

- Customer loyalty
- Brand Identity

- * Attraction of new businesses
- * Securing of long term contracts
- * Development of a working relationship with our trade allies
- * Customer comfort and satisfaction (may use additional energy as a result)

Types of Incentives:

Lighting

\$500 maximum rebate per account per year. Customer can negotiate additional rebates equivalent to the 1996 Lighting Rebate program by signing a three year GS Large contract extension or, for smaller customers, signing a five year all requirements electric power service contract.

Motors

\$500 maximum rebate per account per year. Customer can negotiate additional rebates equivalent to the 1996 Motor Rebate program by signing a three year GS Large contract extension or, for smaller customers, signing a five year all requirements electric power service contract.

In addition, adjustable speed drives will now qualify for rebates at the same levels as the energy efficient motors (\$5/HP-working motor, \$2/HP-nonworking motor).

Power Factor Improvement

Reduced demand charges are the primary incentive for power factor improvement. Customer savings have amounted to \$104,600 in 1996, \$64,700 in 1995 and \$37,100 in 1994 as a result of PF correction projects in those respective years.

Most of the first year cost savings and a significant portion of the cost savings each year thereafter is a result of BHP lowering the Customer's contract capacity and treating the 11 month ratchet as if the PF improvement had always been in place. In 1997, BHP will require the customer to sign a three year Electric Power Service contract extension in order to lower their contract capacity.

Custom Packages

There are other electro-technologies in addition to those stated above that may qualify for an economic development incentive including water loop heat pumps, geothermal loop fields, heating or air conditioning systems, water heating systems, power quality equipment and energy management systems. Financing, project design assistance or an economic development rate may also be options to consider.

These economic development incentives would be negotiated on a case-by-case basis and BHP would expect the customer to sign at least a three year contract extension or, if a smaller customer, sign a five year all-requirements contract for electric service. Economic development rates would require a negotiated contract for up to seven years.

1997 Budget Plan for Business Enhancement Program:

Lighting

In the last twelve months, 41 lighting rebates were issued. 21 of the rebates were less than \$500 and totalled \$5,670 while the other 20 rebates were over \$500 and totalled \$67,550.

Electric power service contracts will be negotiated with those customers who would qualify for incentives greater than \$500. Once the \$50,000 budget is reached, lighting incentives will cease for the year. A customer may spread their work out over several years (RC School District, City of RC, etc.). SHP will continue to provide customer assistance in evaluating the energy savings with lighting retrofit projects.

Motors

Very few energy efficient motors have been rebated in the last year. Including Adjustable Speed Drives under the incentive program will increase activity in this area. Once the \$6,000 budget is reached, motor incentives will cease for the year.

Custom Packages

The custom package incentives will be negotiated on a case by case basis. Business attraction and innovative solutions to a customer's electrical needs will be the focus of the custom packages.

The Business Enhancement Program is an Economic Development tool BHP can use to attract new businesses or to make existing businesses more productive.

SMALL BUSINESS DEVELOPMENT KICK-START GRANT PROGRAM:

The program is designed for qualified small businesses located in BHP's small communities with populations of under 10,000. The Kick-Start amount may range from \$500 to \$2,500 per customer applicant.

Qualifications for the cash grant:

- * Applicant's business facilities must be a customer of BHP electric services.
- * Applicant must have good credit standing with all local loan agencies.
- * Grant is available to new or existing small businesses less than 2 years old. Small business is defined as a business with under 25 employees.
- * Business must meet all qualified licensing for the operation their establishment.

BHP's Kick-Start Grant is available for new small businesses needing assistance in starting their businesses through a small grant for support in employee training, electric

business equipment, or facility enhancements for energy efficiency improvements. Grants will not be used for business debt or employee compensation.

Process:

- * All applications will be available at the Small Business Development Center's Rapid City Office in Room 208 of the Rushmore Plaza Civic Center, 444 Mt. Rushmore Road. Applicants can also call SBDC at (605) 394-5311.
- * Completed applications will be faxed to Mutch Users at Black Hills Power and Light at (605) 342-4991.
- * The applicant's request will be reviewed by the District Manager, Manager-Marketing Services, and Director of Strategic Marketing. The Small Business Development Center, Western South Dakota Region, will also be available for reference and consultation of the approval review.
- * SBDC will mention the grant program to clients that have a good possibility of economic viability, as defined by:
 1. Having future profit potential and cash flow sufficient enough to support the liabilities and the operating cycle of the business.
 2. A well-defined, substantial, and accessible market for their products or services.
 3. Management with skills and capabilities in the industry they serve as well as a sufficient level of business skills

When approved, the BHP District Manager will present a check in the amount of the funding request to the applicant or supplier. A press release will be developed and mailed to the local media for grant recognition. A financial request application form is included in this plan.

SITE AND SPECULATIVE BUILDING DEVELOPMENT

BHP supports and encourages the development of commercial and residential sites and speculative buildings which can produce a positive economic climate as well as meet the development standards and support of the city, county, and state.

BHP will participate in a land development study conducted by the Rapid City Area Partnership Board, which will focus on potential properties for industrial development within BHP service area.

Areas that will be studied and evaluated are properties along: Deadwood Avenue, South Hi-Way 16 commercial strip, Expansion of South Creek Industrial Park, North of Rushmore Mall area, and South Hi-Way 79.

We will also assist, participate, and invite proposals which involve joint ventures in speculative buildings for potential manufacturers and major businesses relocating to the Black Hills area.

RESIDENTIAL HOUSING AND SUBDIVISION DEVELOPMENT

BHP will also seek opportunities to participate in new residential development areas, through total electric technologies that are sensitive to demand-side management objectives and areas which enhance the economic growth of the community.

The participation will allow BHP the opportunity to research new technology such as Geothermal Heating and Cooling on a larger scale.

Economic growth possibilities are present in the success of geothermal communities because of the unique equipment and installation of the system. The geothermal communities will also become marketable and an added option for home buyers who plan to relocate in the community.

MARKETING SUPPORT

Several Black Hills communities will be working with the Governor's Office of Economic Development to target potential manufacturers interested in relocation of their businesses in order to reside in the Black Hills.

BHP will actively participate and support the Northern Hills and Rapid City Economic Development groups in this effort through sponsorship of new business hostings, the Black Hills Buffalo Roundup, and Minnesota and Denver recruitment missions as a co-host and sponsor. These efforts are scheduled throughout the year based on availability of participants from the GOED and area economic development groups and business volunteers.

To ensure the success of new businesses for the Black Hills communities, BHP will support and encourage new businesses to enroll in available business workshops, seminars, and training which will aid in the success of the business. BHP will participate as a co-sponsor of these workshops, and other training programs coordinated by the community. This support can include BHP staff support and financial contributions. The request for sponsorship support will be assessed by the District Manager and Manager of Marketing Services with approval by the President of BHP.

BHP'S INTERNET HOME PAGE

During the fall of 1996, an Internet home page was developed and put on-line through the efforts of Information Services, Marketing and Sales, Finance, and the Public Affairs Department. The company's Home Page was designed and input by Coyote Film Works, Inc. of Rapid City.

This project has opened the door for consumers to now reach us through their computer in any home or business that has Internet access. Our strategy is to utilize the Home Page as an added value service for our customers as well as consumers across the country. The main home page is Black Hills Corporation, which highlights the financial and management information ideal for investors and consumers interested in knowing about our parent company.

The Home Page is then divided into home pages for each subsidiary of Black Hills Corporation. You can now reach information pertaining to the Wyodak Coal Mine, Western Production's oil operations, DakSoft, Enserco and Black Hills Power and Light. Each company also has its own Home Page address for easy direct access.

Home Page addresses are:

Black Hills Corporation:	http://www.blackhillscorp.com
Black Hills Power and Light:	http://www.blackhillspower.com
Wyodak Resource Development:	http://www.wyodak.com
Western Production Company:	http://www.westernproduction.com
DAKSOFT, Inc:	http://www.daksoft.com
Enserco Energy, Inc:	http://www.enserco.com

The Home Page will be periodically updated for user interest and interaction. 1997 marketing and service information will also be updated, along with special features like Economic Development, "Sparky and Buzz", "The Doorway To The Black Hills", and "FAQ" Frequently Asked Questions.

BHP's Home Page:

BHP's Home Page was primarily developed for promoting our products, services, electricity pricing, electric generation, and economic development programs. Also included are unique features such as "The Doorway To The Black Hills." This feature allows users to access information about tourism, business, education, and other Black Hills organizations of interest to users. It was developed as a Directory of "Who's-Who" on the Internet in the Black Hills. It is intended to make it easy for individuals to "evaluate" the Black Hills from their computer.

The Economic Development page features BHP's programs and services available to our commercial and industrial customers. It is also available to prospective companies interested in knowing more about BHP's service area and programs. The page also lists all of BHP's commercial and industrial rate tariffs.

The section called "Frequently Asked Questions" will answer common questions about BHP's products and services as well as other utility issues and consumer questions about electric products and safety tips.

COOPERATIVE ADVERTISING AND MARKETING

BHP will participate in cooperative advertising, promotional, and direct marketing

activities which promote and inform companies of the positive lifestyle and economic growth within BHP's service territory within South Dakota and Wyoming. Activities include support and sponsorship of area economic development videos, brochures, and trade shows including the Future Fair.

The cooperative advertising request will be presented to the marketing and economic development manager and the area district manager for review and approval based on the following guidelines:

- The advertisement promotes BHP's service territory.
- Involvement of other Businesses and Utilities.
- BHP receives the list of company contacts from the Coop Advertisement.
- BHP is recognized as a participating sponsor.
- BHP cost does not exceed 1/4 of the total cost of the promotional campaign.

COMMUNITY INVOLVEMENT

Community involvement is the key to BHP's economic development strategies and goals. There are 19 communities in which BHP is presently an active member which includes payment of annual membership dues. Some communities have combined their efforts to achieve success in meeting their economic development goals. For specific information regarding the economic development organizations that are represented in each community, refer to the Economic Development Organizational Profile section of the plan.

The goal for community involvement is to strengthen the communities by supporting strategically planned projects which are located within BHP's service territory. Although financial contributions are often requested, a personal commitment by key employees can often have as great or greater impact.

Part of our support for the economic development organizations in each community will be that key BHP employees will participate on boards, committees, and task forces on a regular basis. This will ensure continued communication of the economic development activities in each district as well as focus on key projects and goals that can impact BHP's load forecast and customer growth.

BHP district manager or assigned employee will represent BHP as part of the economic development organization in their district. This will develop support for the organization from BHP and maintain an active communication link for participating in the activities related to economic development.

BHP employees are encouraged to support and attend local and area activities which promote economic development through workshops, conferences, tradeshow, and seminars.

Economic development activities will be included in the district monthly and quarterly reports. The marketing and economic development staff will monitor the activities and assist with the districts as support staff.

BHP's GOLD Community Grant Program:

The GOLD Program is designed to encourage all South Dakota communities, regardless of size, to plan, initiate and carry out a program for complete community and economic development. Through this program it is possible for all activities to be carried out by members of the community at the local level.

Members of each local community determine the success of the GOLD Program. Through their own initiative, community members can improve the economic development potential of their community. Each community will develop a program tailored to the needs of that community. Particular facets of the community's local program, along with the community's goals and objectives, will be based on the needs within that community.

The program assists communities by taking them through a series of phases:

- * Identify a development organization.
- * Research and gather information about the community.
- * Identify opportunities and establish goals.
- * Create a working plan for the first twelve months.
- * Evaluate first 12 months of progress, and establish a plan for the second 12 months.

GOLD community members located within BHP's service territory include:

- | | |
|-----------------|---------------|
| * Belle Fourche | * Custer |
| * Deadwood | * Edgemont |
| * Hill City | * Hot Springs |
| * Keystone | * Lead |
| * Spearfish | * Sturgis |

Black Hills Power and Light will offer the Black Hills Gold communities a grant program designed to assist communities in need of financial assistance in order to complete their community project or goal. The grant request must be submitted no later than April 1, 1997.

Benefits:

- * BHP will demonstrate a presence and support in community projects that encourage or create economic development and beautification of the community.
- * BHP may receive media coverage which will display a positive perception for BHP.
- * BHP will have development plans for review regarding communities within their service territories. This will allow BHP to develop action plans to meet the individual community's projects.

The community may apply for only one grant within their GOLD community membership. BHP will send out information about the Grant Program in early March, 1997. To qualify for BHP Grant support, a community must be a member of the GOLD program. They must complete a BHP GOLD Community Grant Program application, which is available at the community's local BHP district office or they may contact BHP's Marketing Services Department.

Process:

- * Applications must be submitted by April 1, 1997. Community action plan must be included.
- * Maximum Grant amount awarded to a qualified community is \$2,000.
- * BHP's GOLD Grant Committee will review each application to determine the level of the grant to be awarded to the community.

Grant Committee members include:

- Director, Strategic Marketing & Sales
 - Northern Hills Manager
 - Southern Hills Manager
 - Manager-Governmental & Public Affairs
 - Manager-Marketing Services.
- * The District Manager and Marketing Services Manager will present the Grant to the community during a scheduled meeting presentation. Media coverage will also be requested for the presentation.

The GOLD Community Achievement Award Program:

The South Dakota GOLD Community Achievement Award Program is a new program designed by the Governor's Office Of Economic Development to recognize the unique and progressive community projects being implemented in GOLD communities across the State of South Dakota.

The program is similar to the GOED's Community of the Year program; however, this award program focuses on individual projects. The program is solely sponsored by utility companies from across the State. Each Utility company contributed \$1,000 to the program. The money is then allocated based on one Excellence Award and two Merit Awards. During 1996, seven utility companies contributed to the award program. They were Black Hills Power and Light, Northern States Power, Northwestern Public Service, South Dakota Rural Electric Association, Mid American Energy Company, Otter Tail Power Company, and Montana Dakota Utilities.

Black Hills Power and Light will continue to sponsor the program with a \$1,500 sponsorship gift based on equal sponsorship by other utilities. The awards are presented to communities during the GOED's Annual Conference and Awards Banquet. Award winners from BHP's service territory during 1996 were Deadwood, Spearfish, Custer, and Edgemont.

Small Business Development Center:

Black Hills Power and Light supports and recognizes organizations which work to enhance and assist businesses in need of business development. The Small Business Development Center (SBDC) is an organization which has a proven track record of doing just that.

Over the past 11 years, the SBDC has provided management and technical assistance through one-on-one professional consulting. As part of a national network, this service is provided free of charge to both existing and prospective small businesses in our service area through the SBDC's Western Regional Office in Rapid City.

In the past, funding of the SBDC has been provided by federal dollars matched by state funds. Although some funding is provided by USD's School of Business, the principal source of matching funds at the state level has been the GOED. In August of 1995, GOED informed SBDC that it will no longer provide any funding of this proven program, and suggested SBDC seek alternate sources of funding.

SBDC has collected its needed funding through businesses from across the state. BHP contributed \$5,000 during 1996 and will again contribute \$5,000 for the 1997 program year. Funding provided by BHP to the SBDC is leveraged with matching federal funds to yield between \$3 and \$4 of total program funding for each \$1 invested by BHP. BHP requests that the funding be used to keep the Rapid City Office operational and to allow for staffing support for the Black Hills area.

During the first six months of 1996, the SBDC extended services to 187 clients in the six county BHP service area alone. Some of those clients went on to start or expand their businesses in our service area, obtaining at least \$1,379,241 in capital with SBDC assistance which would not have been possible without the contribution support of BHP and other businesses from the Black Hills area.

The SBDC in Rapid City will also assist BHP in our new Kick-Start Grant Program designed for small businesses in rural communities of population under 10,000.

South Dakota Future Fair:

South Dakota Future Fair provides an opportunity for progressive companies to showcase their cutting-edge products and services to area residents excited by the latest technological advances in a variety of areas. Exhibits will be explained and demonstrated so average citizens can understand them.

Nationally known speakers are also planned for this event. Speakers present topics of national and regional interest in areas of technology and education. Proceeds of Future Fair will go to two \$1,000 scholarships to be used for any college, university or technical institute across the state. The event is scheduled for January 15-18, 1998 at the Rushmore Plaza Civic Center.

BHP will continue to be a major sponsor of Future Fair, along with other businesses (Rapid City Journal, US West, Rapid City Regional Hospital, SDSM&T, Norwest Bank, Black Hills State University, and KOTA Broadcast Company). Major sponsorship consists of a \$5,000 investment per event and active participation in the coordination and planning of the event.

Major sponsors receive headline recognition as a major sponsor along with 2 booths to display their technology and services to the public. The event will be managed by the Rapid City Chamber of Commerce and the South Dakota School of Mines & Technology in 1997. This will ensure administrative support for the event, as well as develop a direct tie to an organization that involves community support and awareness towards economic development and education.

Service Corps of Retired Executives:

The Service Corps of Retired Executives (SCORE) is a volunteer member association sponsored by the U.S. Small Business Administration. Since 1964, the association has matched volunteer business-management counselors with clients in need of expert advice.

SCORE volunteers consist of senior members of the community with professional expertise to consult and mentor businesses in need of organizational and business enhancement in areas of marketing, accounting, personnel, leadership, and management.

BHP receives benefits from the assistance of SCORE volunteers. Through SCORE's efforts businesses are more likely to become profitable. This avoids delinquency procedures, including electric shut-offs by BHP.

BHP will contribute \$1,000 to the SCORE of Western South Dakota to assist in promoting their local chapter as well as to communicate their services to communities within BHP's service area. The SCORE office is located in Rapid City.

BLACK HILLS POWER AND LIGHT COMPANY
GOLD Community Grant Program
Financial Request Application Form

Community: _____ Population: _____

Organization Applying For Grant: _____

Contact Person: _____ Telephone: _____

Meeting Address: _____ Date: _____

Please answer the following questions as completely as possible regarding your community.

Please be sure to include references and any supporting documentation with your application.

Deadline for Grant Request is March 31, 1997. Grants will be awarded by April 15, 1997.

Please include your GOLD Community Action Plan and your application form.

Mail applications to: BHP&L, C/O: Marketing Services, P.O. Box 1400, Rapid City, SD 57709

Amount Requested: \$ _____

Amount Approved: \$ _____

1. Does your action plan address a pressing need for your community?
2. If no, what are those needs?
3. What are the benefits of your GOLD community improvements?
4. Are there other organizations contributing to your project plans?
5. If yes, please list them and their involvement or contribution?
6. Will this plan affect your community long-term (over 5 years)? How?
7. Will there be a continuous need for assistance based on your action plan? Why?
8. How will you achieve that support?
9. In summary why do you believe your community needs Grant Program assistance?

Financial Request Authorization:

Submitted by: _____ Position: _____ Date: _____

BHP District Manager Approval: _____ Date: _____

Marketing Manager Approval: _____ Date: _____

Director-Marketing Approval: _____ Date: _____

BLACK HILLS POWER AND LIGHT COMPANY
Kick Start Grant Program
Financial Request Application Form

Organization (Name):

Customer Acct. #

Company Name:

Position:

Phone:

Address:

City:

State:

Zip:

Type of Business Requesting Funding:

Number of Employees:

Last Year's Total Revenues:

Since Business Started:

Amount Requested: \$

Amount Approved: \$

Purpose of Project/Funding:

Planned Start Date:

Project Completion Date:

How will the project's success be measured?

What benefit will this project have to BHP?

Other funding/organization assisting in the project:

What type of products/services do you sell?

Who is your target market?

Submitted by:

Position:

Date:

Financial Request Authorization:

SUBC Representative:

Position:

Date:

SEVP Director Manager:

District:

Date:

Approved by Manager Marketing:

Date:

Approved by Director Marketing:

Date:

Energy...for a lifetime.
Black Hills Power & Light

ECONOMIC DEVELOPMENT

ORGANIZATIONAL

PROFILES

BELLE FOURCHE DEVELOPMENT CORPORATION

510 1/2 National Street
Belle Fourche, SD 57717

BUTTE COUNTY 605-692-2494

Vern Bitt, Chairman

Type of Organization: Development Corporation
Service Area: Belle Fourche Area
Main Activities: Enhance economic well-being of community and promote industrial development
Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Community Economic Development Training
Financial Management Assistance
Business Financing
Import or Export Assistance
Procurement Assistance
Site Selection
Marketing Assistance
Grant Application Assistance

SERVICE FOCUS:

Business Recruitment 25%
Business Start-Ups 75%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Industrial or Manufacturing Firms - 100%

FINANCIAL ASSISTANCE PROGRAMS:

Revolving Loan Fund:

The purpose of the loan program is: Business or commercial development

Loan Fund Parameters:

Amount Available to Lend \$80,000
Average Interest Rate 13.5%
Average Term 7 Years

BHP Representative: Tony Hay

BELLE FOURCHE, CITY OF

605 6th Avenue

Belle Fourche, SD 57717

BLUTE COUNTY: 605-892-2494

FAX: 605-892-2784

Bill Nozicka, Treasurer

Type of Organization: City

Service Area: Belle Fourche Area

Main Activities: City government; pass-through funding agent for local development corporation

Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Business Financing

Procurement Assistance

Site Selection

Marketing Assistance

Business Planning Assistance

Grant Application Assistance

SERVICE FOCUS:

Business Recruitment 25%

Business Start-Ups 75%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Industrial or Manufacturing Firms - 100%

BELLE FOURCHE, CITY OF

Page 2

FINANCIAL ASSISTANCE PROGRAMS:

Grants:

The purpose of the grant program is: CDBG Programs

Revolving Loan Fund:

The purpose of the loan program is: Business or commercial development

Loan Fund Parameters:

Amount Available to Lend \$	0
Average Interest Rate	0%
Average Term	5 YEARS

Percentage of Loans made for:

Fixed Assets	100%
Working Capital	0%

BMP Representative: Tony Hay

**CUSTER CHAMBER OF COMMERCE
ECONOMIC DEVELOPMENT COMMITTEE**

447 Crooks Street
Custer, SD 57730

CUSTER COUNTY: 605-673-2244

Mike Chase, Chair

Type of Organization: Chamber of Commerce
Service Area: Custer County
Main Activities: The main purpose of the Economic Development Committee is to attract light industry, retention of current businesses and upgrading or adding to infrastructure.

Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Community Economic Development Training
Business Financing
Employee Training
Procurement Assistance
Site Selection
Marketing Assistance
Business Planning Assistance
General Management Assistance
Grant Application Assistance

SERVICE FOCUS:

Business Recruitment	25%
Business Start-Ups	25%
Retirement Recruitment	50%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Tourism-related businesses (existing and proposed)
Retiree Re-location
Light Manufacturing

BHP Representative: Kristy Schmitz

DEADWOOD ECONOMIC DEVELOPMENT CORPORATION

PO Box 532

Deadwood, SD 57732

LAWRENCE COUNTY: 605-578-2082

Kevin Cummings - Chairman

Type of Organization: Development Corporation
Service Area: Deadwood
Main Activities: Developing a parcel acquired from Burlington Northern Railroad; historic preservation; rebuilding the city as a national historic landmark; processing loans made by the Deadwood Historic Preservation Foundation
Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Referrals only

SERVICE FOCUS:

Other Infrastructure 100%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Service Firms - 100%

FINANCIAL ASSISTANCE PROGRAMS:

No locally administered funding assistance

BHP Representative: Jim Jeffery

EDGE MONT, CITY OF

P.O. Box A

Edgemont, SD 57735

FALL RIVER COUNTY: 605-662-7422

Connie Andersen, Finance Officer

Type of Organization: City
Service Area: Edgemont
Main Activities: Retain the vitality of the ranching industry; improving solid waste treatment; retirement services; tourism
Target Constituencies: Ranchers

SERVICES DIRECTLY PROVIDED:

Business Financing
Site Selection
Grant Application Assistance

SERVICE FOCUS:

Business Recruitment	5%
Business Retention	5%
Business Expansion	5%
Business Start-Ups	5%
Water or Sewer Systems	60%
Other Infrastructure	5%
Affordable Housing	10%
Other Purposes	5%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows;

Industrial or Manufacturing Firms - 50%
Service Firms - 50%

EDGE MONT, CITY OF

page 2

FINANCIAL ASSISTANCE PROGRAMS:

Revolving Loan Fund:

The purpose of the loan program is: Business or commercial development

Loan Fund Parameters:

Amount Available to Lend \$ 0

Average Interest Rate 3%

Percentage of Loans made for:

Fixed Assets 100%

Working Capital 0%

Other Programs

Venture capital

BHP Representative: Robert Foster

**HOT SPRINGS CHAMBER OF COMMERCE
ECONOMIC DEVELOPMENT COMMITTEE**

c/o Mueller Civic Center
801 S. 6th Street
Hot Springs, SD 57747

FALL RIVER COUNTY: 605-745-4140

Brian Gonzales - Director

Type of Organization: Chamber of Commerce
Service Area: Hot Springs Area
Main Activities: Business District revitalization, improvement and
beautification
Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Community Economic Development Training
Business Financing
Employee Training
Procurement Assistance
Site Selection

SERVICE FOCUS:

Business Recruitment	30%
Business Retention	20%
Business Start-Ups	10%
Micro-enterprises	15%
Other Infrastructure	10%
Affordable Housing	5%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Industrial or Manufacturing Firms -	10%
Retail Firms -	35%
Service Firms -	35%
Other Types of Firms-	20%

BHP Representative: Robert Foster

(LEAD)TWIN CITY AREA DEVELOPMENT CORPORATION

P O Box 735

Lead, SD 57754

LAWRENCE COUNTY: 605-584-3546

LeAnn Johns, Executive Director

Type of Organization: Development Corporation

Service Area: Lead, Deadwood & Central City

Main Activities: Lead Lot Sale Program and promote and encourage new industry and business.

Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Assistance for new and old business.

SERVICE FOCUS:

Other Infrastructure 100%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Service Firms - 100%

FINANCIAL ASSISTANCE PROGRAMS:

Has revolving loan fund of \$50,000

BHP Representative: Jim Jeffery

NORTHERN HILLS COMMUNITY DEVELOPMENT, INC.

P O Box 218

Sturgis, SD 57785-0218

MEADE COUNTY: 605-347-5637

FAX: 605-347-5223

Ron Rosenboom, Executive Director

Type of Organization: Development Corporation
Service Area: Counties of Lawrence, Meade, Butte, and Pennington
Main Activities: Coordinate and facilitate development efforts of communities in Northern Black Hills Region
Target Constituencies: Low income, unemployed

SERVICES DIRECTLY PROVIDED:

Community Economic Development Training
Financial Management Assistance
Business Financing
Site Selection
Business Planning Assistance
General Management Assistance
Grant Application Assistance

SERVICE FOCUS:

Business Recruitment	40%
Business Retention	10%
Business Expansion	15%
Business Start-Ups	20%
Water or Sewer Systems	5%
Other Infrastructure	10%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows;

Industrial or Manufacturing Firms -	70%
Retail Firms -	15%
Service Firms-	15%

NORTHERN HILLS COMMUNITY DEVELOPMENT

page 2

FINANCIAL ASSISTANCE PROGRAMS:

Revolving Loan Fund:

The purpose of the loan program is: Start-up & expansion

Loan Fund Parameters:

Amount Available to Lend \$ 0
Average Interest Rate 8%

Percentage of Loans made for:

Fixed Assets 100%
Working Capital 0%

Other Programs

Loan Guarantees

BHP Representative: Tony Hay

RAPID CITY AREA ECONOMIC DEVELOPMENT PARTNERSHIP

444 Mount Rushmore Road
Rushmore Plaza Civic Center
Rapid City, SD 57709

PENNINGTON COUNTY: 605-343-1880
FAX: 605-343-1916

Bob DeMersseman, President
Julie Gregg, Vice-President

Type of Organization: Development Partnership
Service Area: Pennington
Main Activities: To improve the quality of life and increase personal income levels in the greater Rapid City area by fostering a vital business climate which provides quality new jobs, attracts new business, helps existing businesses and promotes entrepreneurship
Target Constituencies: No specific socio-economic focus
Manufacturers, Processors, Wholesalers/Dist., &
Service Exporters: Primary employees

SERVICES DIRECTLY PROVIDED:

Financial Management Assistance
Business Financing
Import or Export Assistance
Site Selection
Marketing Assistance
Business Planning Assistance
Grant Application Assistance

SERVICE FOCUS:

Business Recruitment	25%
Business Retention/	
Business Expansion	25%
Business Start-Ups	25%
Administrative, Etc.	25%

RAPID CITY AREA ECONOMIC DEVELOPMENT PARTNERSHIP

page 2

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows;

Industrial or Manufacturing Firms - 80%

Service Firms - 20%

FINANCIAL ASSISTANCE PROGRAMS:

No locally administered funding assistance

Pennington County Economic Development Fund

Rapid Fund Revolving Loan Fund being established

BHP Representative: Mutch Usera

SPELISH CHAMBER OF COMMERCE

P O Box 550

Spaulding, SD 57783

Lawrence County: 605-642-2626

FAX: 605-642-5502

Diana Nielson, Executive Director

Type of Organization: Chamber of Commerce
Service Area: County side
Main Activities: Chamber of Commerce
Target Constituencies: No specific socio-economic focus

SERVICES DIRECTLY PROVIDED:

Community Economic Development Training
Employee Training
Site Selection
Marketing Assistance
Business Planning Assistance
General Management Assistance

SERVICE FOCUS:

Business Recruitment	15%
Business Retention	50%
Business Expansion	10%
Business Start-Ups	10%
Other Infrastructure	10%
Affordable Housing	5%

TYPE OF BUSINESS CLIENTS:

The organization's business clients are generally distributed as follows:

Industrial or Manufacturing Firms -	25%
Retail Firms -	25%
Service Firms -	25%
Other types of Firms -	25%

FINANCIAL ASSISTANCE PROGRAMS:

No locally administered funding assistance

BHP Representative: Mike Shultz

SPEARFISH ECONOMIC DEVELOPMENT CORPORATION

P O Box 550

Spearfish, SD 57783

LAWRENCE COUNTY: 605-642-2626

Brian Walker, Executive Director

Type of Organization: Development Corporation
Service Area: Spearfish Area
Main Activities: Expand diversity of the tax base by creating jobs in lumber
and mining industries
Target Constituencies: No specific socio-economic focus

FINANCIAL ASSISTANCE:

Revolving funding for loans are available, similar to the REDI provided by the state, except city monies are used.

BHP Representative: Mike Shultz

CAMPBELL COUNTY ECONOMIC DEVELOPMENT CORPORATION

P O Box 3948

Gallatin, Wyoming 82717

CAMPBELL COUNTY: 307-686-2603

FAX: 307-686-7268

Susan Sigelow, Executive Director

Type of Organization: Development Partnership
Service Area: Campbell County, Wyoming and limited service to Crook County as well.

Main Activities: Local Business Development
Economic Research/Publications
Industrial Recruitment/Marketing

Target Constituencies: In the area of local business development, assistance is provided to all who request it and typically consists of business counseling, the provision of information and financial packaging. Targeted marketing for industrial recruitment is primarily in manufacturing with specific emphasis on precision machining, tool and die, plastics and ceramics.

SERVICES DIRECTLY PROVIDED:

Financial Packaging	Financial Analysis
Business Plan Assistance	Economic Research
Publications	Economic Impact Analysis
Information Clearinghouse	Project Development Assistance
Grant Writing Assistance	Business Counseling
Involvement in State and Regional ED Planning	

SERVICE FOCUS:

Local Business Development	30%
Research and Publications	20%
BHPL Questionnaire Responses	
Industrial Recruitment	20%
General	30%

CAMPBELL COUNTY ECONOMIC DEVELOPMENT CORPORATION

page 2

TYPE OF BUSINESS CLIENTS:

Client base varies from large multi-national corporations to micro-business enterprise. Energy companies, manufacturing concerns, service companies and even retail operations on occasion. CCEDC is widely recognized as an excellent source of information and everyone including private and public entities utilizes this service and our publications.

FINANCIAL ASSISTANCE PROGRAMS:

Direct financial assistance not available.

BHPL REPRESENTATIVE: Dick Bratton

WESTON COUNTY DEVELOPMENT BOARD

page 2

TYPE OF BUSINESS CLIENTS:

Mostly would be start-ups followed by general existing businesses.

FINANCIAL ASSISTANCE PROGRAMS:

Our board does not have the revenues to become involved in providing direct financial assistance to our clients. We do direct clients to lending institutions, loan/program programs provided by Federal and State governments as well as private and corporate programs.

BHPL REPRESENTATIVE: Jim Bunch

NEXT

DOCUMENT (S)

BEST IMAGE

POSSIBLE

Rapid City Journal

August 9, 1997

57c

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Inside:

■ Post 22
shocked by
Sioux Falls

■ Bills hammer
Vikings 19-3

— Page C2

Business park interest high

■ \$1.23 million federal grant will expand Rushmore Business Park just as the existing space is selling out.

By Pat Dobbs
West River Editor

Expansion of the publicly funded Rushmore Business Park could start this fall to open 18 commercial lots next year.

There already is interest in the sites in Rapid City's northeast corner. Bob DeMersseman of the Rapid City Area Economic Development Partnership said Friday.

Thursday's \$1.23 million federal grant that makes park expansion possible comes at a good time. Development officials said Friday they expect announcements within weeks about more jobs coming to the existing Rushmore Business Park.

How many jobs and what kind are details the world of economic development doesn't discuss publicly until deals are sealed.

Expansion of the park is different, partly because it takes public money to make it happen.

Park developers and consultants have worked 18 months on the federal grant application and last February they revealed plans for the vacant land on the hillside north of the park.

DeMersseman said the partnership's real estate group, the Rapid City Area Economic Development Foundation, has an option to buy the 112-acre parcel. It is owned by Tom Fick,

partnership board chairman Pat Burchill said.

The development group will borrow about \$400,000 from the city's Rapid Fund to buy the land, said foundation president Randy Hamburg. Sales of lots will pay the loan.

The federal grant will pay for building roads and extending water and sewer lines to each lot, DeMersseman said. The local development groups do not have to pay back the federal government.

Sen. Tom Daschle, D-S.D., cheered the bill on this. He was instrumental in supporting our application. ... There's not a lot of money laying around for this purpose," Burchill said.

"Those of us involved with economic devel-



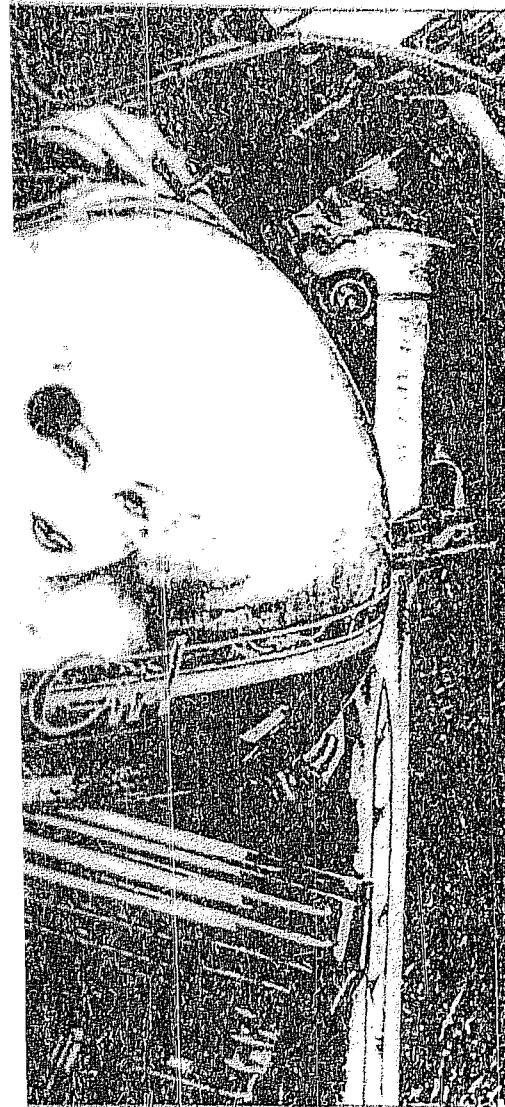
DeMersseman Burchill

Hamburg

opment and the foundation are extremely pleased that Sen. Daschle stepped up and helped us put this thing together. He's our big, so to speak," Hamburg said.

DeMersseman said the new site will have 31 to 34 acres for commercial and light industrial buildings, depending on the engineering design. That area will be left alone until the city and state decide how to use it. The city is now working with a company to build a new unnamed business park.

See Grant on page A2



Journal photo Steve McEwen

cedie Field in Sturgis, C.; Park more photos of motorcycles at page A8.

ver';

Young hero

Middle East's
uneasy peace

■ U.S. Department of Commerce's Economic Development Administration. The EDA helped fund creation of Rushmore Industrial Park after Rapid City's 1972 flood. The EDA this week approved the \$123 million grant to expand the renamed Rushmore Business Park.

■ The Rapid City Economic Development Foundation. Formed in 1973, the foundation receives the EDA grants. It is the real estate arm of the Rapid City Area Economic Development Partnership and is the owner and operator of Rushmore Business Park and South Creek Industrial Park. It develops land to sell to businesses. The foundation's directors represent the major lenders that started the organization, including First Bank, Norwest Bank, West River Electric, Pete Lien & Sons, Rushmore State Bank, Black Hills Corp. and RESPEC. The Rapid City mayor and Pennington County Commission chairman also serve.

■ The Rapid City Area Economic Development Partnership. The group handles the grant administration and property marketing for the foundation with three paid staff members. They are governed by 15 directors who represent banks, the city, the county, Rapid City Board of Education, South Dakota School of Mines & Technology, Western Dakota Technical Institute, building contractors, public utilities and heavy industry. The organization claims help from more than 100 volunteers. It is associated with, but independent of, the Rapid City Area Chamber of Commerce, sharing offices in Rushmore Plaza Civic Center.

■ Local public funding for economic development. This includes "Rapid Fund," formally the Rapid City Economic Development Loan Fund. The loan money started with \$1 million from refinancing of airport bond funds. Additionally, the city has committed \$3 million of its Vision 2012 sales tax project funds at a half-million a year for the next six years. The money is building a revolving loan fund to entice businesses to expand or relocate here. Pennington County also has established seed money for jobs building. The Pennington County Economic Development Loan Fund (PennCo for short) uses money from a federal Community Development Block Grant.

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Rally: Few colors

Continued from page A1

light. We haven't seen a lot of colors, not as much as we've seen in the past," Mowell said. "The Hells Angels have ridden through Spearfish a number of times. They have obeyed the traffic laws pretty much. Overall, it's gone very well for the numbers we've had."

One veteran rally attendee from Sioux Falls said he believes the motorcycle rally stands as one of South Dakota's jewels.

"I'm proud of our state that we

have something like this. I call it the World's Fair for motorcycle riders," said Dale Renner, who added that traffic leaving Sturgis was light when he arrived Thursday. "It's great to see people from all over (the world)."

Nonetheless, people will leave Sturgis, and "by Sunday, it will be a ghost town," said Renee Vevea, marketing director for Sturgis Rally & Races Inc.

While preliminary estimates have compared the crowds to the 200,000 mark set at 1990's 50th anniversary, the official tally won't be complete until next week, Vevea said.

Criticize: Rally

Continued from page A1

wall to wait people. It takes forever to get down the block."

Wright grew up in the passenger seat of a motorcycle. Her father, Pat Matson, is touring the country on his bike. He's 80. Her siblings share the biker bug.

"It's in the family, I guess," she said with a shrug. "My dad goes every year. But I sure don't."

I did the rally once — its 50th. I walked up and down Sturgis' Main Street. I looked. I bumped. I left.

So they vroom. So they have cool paint jobs. What's the point?

"It's pointless," said a Harley rider. "Don't try to find the point. If there was a point, nobody would come."

The offer followed: "How can you hate the rally? You can't hate it until you try it."

Point well taken.

Offer accepted.

Seated on the back of his 1994 Harley, I white-knuckled it to the gas station at a raging 30 mph. That was fast enough, and I had enough.

But a deal is a deal. Cringing and clinging to my driver, our entourage traveled to Interstate 90.

"It's only 38 minutes to Sturgis," he said consolingly. Thirty-eight minutes of hell, I thought.

It changed at Piedmont. Terror gave way to enjoyment. No windows. No seat belts. No metal molding. There was something so remarkably freeing about being so utterly vulnerable on the road.

Motorcycles and a handful of cars backed up on the crowded Sturgis off-ramp. Strangers chatted.

Bikes were as thick as mosquitoes along Sturgis' Main Street.

Traffic was stop and go. My driver took the time to point out hand-

studded saddle bags, customized paint jobs and makes of motorcycles.

It's a pastime many rally-goers revel in. Unfortunately, my limited experience prevented me from fully appreciating this art form.

For hours, we walked the streets. Inadvertent bumps were pleasantly excused. Grinning cops obliged requests to pose for pictures as illegally parked bikes were hoisted onto waiting tow trucks. People shopped.

Finally, sweaty, sun-scorched and tired, we returned to the road. Black clouds loomed overhead.

"Do you still hate the rally?" my driver asked at the end of the ride.

I'd still take the fair.

But I have to agree with Rapid City's Dee Pietz: "If I had a Harley, I'd be down there."

July & August COMEDY SHOPPE



Mark Maverick

9:00 PM SHOWTIME

348-8300

For Reservations

Radisson

445 N. Rushmore Rd.

Sturgis, SD 57781

Lottery

Friday, Aug. 8

■ Daily Millions

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It's best float



Journal photo/Don Polovich

Delta School of Mines & Technology on the Delta Sigma Phi float for the homecoming football game against Wisconsin. It was the best in the homecoming parade.

Group sets priorities for future

■ 'Stakeholders Summit' participants rank education as top issue.

By Heidi Bell
Journal Staff Writer

For about 180 area residents who attended Saturday's "Frontiers: Forging Our Futures" community planning session, education is the No. 1 issue facing the Rapid City/Black Hills region.

Economic/rural development ranked second, followed by quality of life.

Saturday's "Stakeholders Summit" was part of "Frontiers," a project aimed at helping residents decide what they want their community to look like in 10 years and beyond.

There were strong ideas. Some came armed with lists and notebooks. Some drove miles, from as far as Newell, Belle Fourche, Custer and Porcupine.

Participants ranged from city staff and elected officials to business leaders, students, ranchers and educators.

They were divided into 10 groups. Each decided its own top 10 priority issues and elected one person to the Vision Task Force, which will create a draft plan for the community using a combined top 10 list. (See box.)

The preliminary group lists took on different themes — growth, infrastructure, race relations, health care, environmental concerns, government reform, Ellsworth Air Force Base, recreation and gangs.

When the 10 groups converged their top-10 lists, it sounded like a high school pep rally with each

'Frontiers' top 10 list

Participants at Saturday's "Frontiers: Forging Our Futures" community planning session named a Vision Task Force and a top 10 list of concerns.

The task force will use the list to draft a comprehensive community plan, which will be up for discussion at a "Town Hall" meeting set for Nov. 20. The final plan for the Rapid City/Black Hills region will be complete before the end of the year.

Here is the top 10 list compiled Saturday:

1. Education (especially lifelong learning), 90 points.
2. Economic/rural development, 80 points.
3. Quality of life, 75 points.
4. Government, 45 points.
5. Infrastructure, 42.5 points.
6. Planned growth, 28 points.
7. Environmental development, 17 points.
8. (Tie) Race relations and transportation, 12 points each.
9. (Tie) Youth development and health care, 11 points each.
10. Tourism, 9 points.

Newly elected members of the Vision Task Force are Pat A. Eberight, Shirley Overland, Grant Parsons, Ann Bush, Rick Kahler, Nancy Olney, Kathleen Christopherson, Jim Doolittle, Eric Lee and Maria Elms. Overland is from Custer, while the others are from Rapid City.

Economic development services discussed

 **GOED regional
offices pitched.**

By Dan Daly
Journal Staff

WALL — It's confusing enough to start, move or expand a business

But when you try to wade through the 47 different groups, agencies and programs that offer economic development services in South Dakota, the confusion is compounded, said Ron Scheeler, commissioner of the Governors' Office of Economic Development (GOED).

It's hard to keep them all straight, to know what services are available and where to get help, Wheeler said.

Wheeler met Wednesday afternoon at Wall Drug with West River politicians, bankers and economic developers to pitch a plan that would break the GOED into five or six regional offices.

Each regional office would help coordinate that region's economic development efforts, eliminating overlap, filling gaps and steering prospects to the services that are available, Wheeler said. Each would be governed by a local board of directors.

Currently, there is a lot of duplication, especially in administrative costs, Wheeler said. "In a state the size of South Dakota, we can't waste any of the money we have," he said. Some examples:

At last count, there were 55 different revolving loan funds.

■ There are 18 entities, ranging from Service Corps of Retired Executives to the Small Business Development Centers, that help entrepreneurs write business plans.

■ Universities offer technical help everything from tourism to manufacturing. But their services often go unused simply because entrepreneurs

don't know they are available.

Also, South Dakota doesn't have a single economy, Wheeler said. One region may want to concentrate on ag processing firms, while another might want to attract software companies.

Regional offices could help economic development groups focus their resources, Wheeler said.

All regional offices would ensure that new businesses in each region would have the four basic tools: business planning and counseling, access to capital, technical assistance, and worker training, he added.

At the same meeting, Jim Doolittle, executive director of Northern Hills

Development, made a related pitch for a West River revolving economic development loan fund. He said a consortium of economic development groups have been working to set up the fund.

Similar to the statewide Revolving Economic Development & Initiative (REDI) fund and Rapid City's Rapid Fund, the fund would offer low-interest loans to start-up businesses, expanding companies or firms moving into the state.

The fund would be administered by the West River Foundation. Doobittle aid, and some of the start-up money would come from federal economic development grants.

Killed in F-16, traveler collects \$1 million from real economy development grants.



23 Training jet crashed; F-16 landed safely in dry lake bed with minor wing damage.

By John Horst
Associated Press

EDWARDS AIR FORCE BASE, Calif. (AP)—A young jet collided with an F-105 fighter Wednesday over Edwards Air Force Base and crashed into the Mojave Desert, killing two crewmen and leaving the third seriously injured.

The talk with the Argentinean minister, reported
city on 1 May, has not at the time the
country's news and other

key places, including experimental aircraft, and it is also a space shuttle landing site.

The collision happened just after 10 a.m. The planes were operating as chartered aircraft. The passenger aircraft was en route for a flight to Baghdad from London Heathrow airport. The Boeing 747 was carrying 253 passengers and crew. The cargo plane was carrying 100 tons of cargo.

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Pipe replacement



Journal photo by Steve McEnroe

Sioux Park Pool: C-M Construction crews work on replacing inlet pipes at Sioux Park Pool, a project that would take care of leakage problems that have plagued the facility for two

summers now. Weather permitting, work on the project should be complete in a few weeks. The job is expected to cost less than \$25,000.

Homestake posts net loss of \$163.7 million

FRANCISCO — Homestake Mining Company on Friday reported a loss of \$163.7 million for the quarter of 1997, compared with a profit in net income for the quarter of 1996.

Homestake officials attributed most of the loss to after-tax, one-time charges. The largest was an \$84.9 million write-down of the company's interest in a Gulf of Mexico sulfur

mine, also wrote down some other assets by \$14.2 million because of changing market prices, reduced by \$18.2 million the value of short-lived mining sites (due to low gold prices), took \$3.8 million in other charges, primarily foreign exchange

write-down on short-lived mines caused Homestake officials to drop the carrying value of several Homestake's assets or operations with very short remaining lives, including the Open Cut (in Lead).

said Chief Executive Officer Jack Thompson in a press release.

Without taking the unusual items into account, Homestake's net loss for the third quarter would be \$18.6 million, still more than the \$16.2 million net loss posted for 1997's second quarter.

Homestake's net loss for the first nine months of 1997 comes to \$130 million, compared with a net income of \$27.3 million for the first nine months of 1996.

In 1997, Homestake gained \$47.2 million as the break-up fee received from Santa Fe Pacific Gold Corp. upon termination of Homestake's merger agreement and \$8.1 million from the sale of joint venture interests in the George Lake and Buck River in the Northwest Territories of Canada.

Meanwhile, gold production increased during the third quarter by 7,800 ounces to 491,000 ounces. That compares with 484,100 ounces mined during the third quarter of 1996.

None of that increase was attributed to the mine in Lead.

Homestake sold 496,990 ounces of gold during the third quarter at an average price of \$328 per ounce, compared with sales of 472,600 ounces of gold at \$388 per ounce during the third quarter of 1996.

Total cash costs to produce gold during the third quarter were \$234 per ounce compared to \$245 per ounce during the third quarter of 1996.

"Low gold prices will not prevent Homestake from taking necessary remedial action or influence the company's commitment to environmental excellence," said Thompson in Friday's press release.

"We are confident gold prices will improve. Our mining operations continue to perform well, and we expect further improvements in the future. Homestake is in excellent financial shape with low debt and cash and short-term investments of \$230 million. We are prepared to weather a prolonged period of low gold prices."

Oregon company to open R.C. plant

Factory will produce resin for the Merillat particleboard plant.

By Dan Daly
Journal Staff Writer

A North Bend, Ore., company plans to build a manufacturing plant in Rapid City. The plant will make a synthetic resin for use by the Merillat particleboard plant.

D.B. Western Inc., based in North Bend, plans to build the plant on land adjoining Merillat's factory on South Highway 73. Bruce Christensen, operations manager at D.B. Western, said he hopes to have the plant running by next summer.

The resin, also called adhesive, is a staple of particleboard manufacturing. It serves to bind the wood fibers together. Currently, resin is shipped to Rapid City.

Bob DeMarseman, president of the Rapid City Economic Development Partnership, said his office has been working closely with D.B. Western and Merillat plant manager Richard Krull for about a year to bring the plant to Rapid City.

"They're a great company with a lot of potential," DeMarseman said, noting that D.B. Western is also a design and fabrication company that builds chemical plants for other manufacturers as well as itself. "I hope they find Rapid City and South Dakota a great place to do business, and I hope they consider us for future development."

Initially, the plant will employ three to five people and operate 12 hours a day, five days a week. Christensen said if Merillat ever expands its boardmaking, D.B. Western could extend its hours.

The Rapid City plant will complete the final step in the process of making the synthetic resin.

Much of the processing will first be done at D.B. Western's chemical plant in New Mexico, Christensen explained. That plant will make a concentrate, called prepolymer, that will be shipped to Rapid City by truck or rail car.

At the Rapid City plant, the prepolymer will be mixed with water and urea to produce the finished product, which will be piped to the Merillat plant nearby.

The mixture is heated, but fumes in the closed loop system are pumped through a scrubber and back into the next batch, so Christensen said the plant will have no effect on air quality.

Christensen said the prepolymer, which is 35 percent solid, is much less expensive to ship than the finished product. Placing resin plants next to board plants is becoming a common practice in the industry.

Records Crime blotter

Several burglaries were reported Friday to the Rapid City Police

Republican women's group to hold leadership seminar

The South Dakota Federation of Republican Women will sponsor a leadership workshop during its fall

their leadership skills within the community.

For more information or to register,

John VanStrydonck, publisher
Peggy Sagen, editor
Randall Rasmussen, opinion page editor
Ted Brockish, sports/features editor
Judy Olson, controller
Marty Two Bulls, graphics editor

Deregulate electricity

■ Competition in the electricity industry will be good for consumers.

Following in the footsteps of successful deregulation of such industries as trucking, railroads, long-distance telephone, natural gas and airlines, Congress is considering several bills that would deregulate the electricity industry.

Deregulation advocates say pilot projects in New Hampshire and Illinois have shown that consumers saved nearly 20 percent on their utility bills. And on Jan. 1, California, which has one of the highest electricity costs in the country, will deregulate that state's electrical industry.

The Journal's view

Electricity deregulation got its start with 1992's Energy Policy Act that allowed access for wholesale transmission of electricity and 1996's Federal Energy Regulatory Commission Open Access Order 888 that allowed competition at the wholesale level. Current deregulation proposals range from Colorado Republican Rep. Dan Schaefer's HR 655 that would require states to deregulate by Dec. 15, 2000, to Wyoming Republican Sen. Craig Thomas' S 722 that would not require states to deregulate but would allow states that option.

Under deregulation, retail electrical providers would buy electricity from producers, then pay utilities to transmit it to homes and businesses using the wiring already in place. For example, Black Hills Power & Light Co. (BHP) owns the lines leading into Rapid City's homes and businesses. An electricity provider — which could be BHP — would have to pay BHP to use its lines but would market the electricity just as Sprint, MCI or AT&T use U S West's telephone lines to provide long-distance service. In the New Hampshire pilot program, consumers had their choice from 30 different companies that wanted to be their electricity providers. The New Hampshire program also found that there was a market for consumers of "green" electricity who were willing to pay more to subsidize renewable energy, something that is difficult to achieve now unless government requires it.

Citizens for a Sound Economy, a free-market advocacy group, estimates the typical family would save from \$20 to \$26 a month and businesses would create up to 3.2 million new jobs. The National Taxpayers Union predicts the savings to government from lower energy costs would be \$245 billion over 10 years. When natural gas was

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Thomas' S 722 that would not require states to deregulate but would allow states that option.

Under deregulation, retail electrical providers would buy electricity from producers, then pay utilities to transmit it to homes and businesses using the wiring already in place. For example, Black Hills Power & Light Co. (BHP) owns the lines leading into Rapid City's homes and businesses. An electricity provider — which could be BHP — would have to pay BHP to use its lines but would market the electricity just as Sprint, MCI or AT&T use U S West's telephone lines to provide long-distance service. In the New Hampshire pilot program, consumers had their choice from 30 different companies that wanted to be their electricity providers. The New Hampshire program also found that there was a market for consumers of "green" electricity who were willing to pay more to subsidize renewable energy, something that is difficult to achieve now unless government requires it.

Citizens for a Sound Economy, a free-market advocacy group, estimates the typical family would save from \$20 to \$26 a month and businesses would create up to 3.2 million new jobs. The National Taxpayers Union predicts the savings to government from lower energy costs would be \$245 billion over 10 years. When natural gas was deregulated beginning in 1984, wholesale natural gas prices fell sharply. Montana-Dakota Utilities paid an average of \$3 per million BTUs (British Thermal Units) prior to natural gas deregulation in the mid-1980s; MDU now purchases wholesale natural gas for about \$1.75 per million BTUs. Deregulation works.

MDU is in favor of electricity deregulation. Other area utilities and cooperatives contacted by the Journal were less enthusiastic, fearing an increase in rates to their customers as higher-cost states raid lower-cost states for their cheaper power supplies. However, we don't believe South Dakota consumers need fear deregulation. The average retail price in South Dakota was 6.2 cents per kilowatt-hour in 1995, according to the U.S. Department of Energy. The national average in 1994 was less than 7 cents/kWh. If deregulation averages out electricity prices, where low-cost states such as Washington, Idaho and Tennessee (4.1 cents/kWh) pay more and high-cost states such as Rhode Island (11.7 cents/kWh) pay less, South Dakota won't change appreciably and competition should lower electricity costs in the long run. Electrical cooperatives already buy electricity for their co-op owners' use. Deregulation wouldn't change this arrangement.

Deregulation won't mean the end of government oversight. The state Public Utilities Commission will continue to regulate transmission and distribution of electricity. No one will be left without access to electricity and the owners of power lines will be allowed to set charges to recover their costs to build and maintain the lines.

As we see it, deregulation of the electricity industry is a natural progression from steps already taken to allow competition for wholesale electricity. This time competition for the retail end of the electrical supply grid will be allowed. This competition will require companies to operate more efficiently than in the current system of regulated monopolies. Competition works in other industries, we see no reason it would fail to work in the electricity industry.

What do I do now?

balance of rent has been: No! We only help those with families, not single persons. Another neighbor...

PARADISE VALLEY, Mont. — Scandinavians are more environmentally virtuous than the rest of us.

A Norwegian prime minister, Gro Harlem Brundtland, coined the term, "Sustainable Development" — an ideal her nation currently pursues by killing protected minke whales. Another Norwegian, Arne Naess, is the father of "deep ecology" — the philosophy that implies even AIDS viruses have "an equal right to live and blossom."



Alston Chase

But Swedes are the purist of all. They lead the world in reducing reliance on carbon-based fuels, to avert supposed "global warming." And if they are breaking the hydrocarbon habit by converting massively to nuclear power — well, hey, nobody's perfect.

So when the Swedes spawn a new, green idea, we'd better pay attention. What's hot in Stockholm today will be on Al Gore's Christmas list tomorrow. And currently, this land of massage and monthballs has conceived a lulu solution to the energy crisis: piping heat from the ovens of crematoriums to energy companies, to warm buildings.

Think of it as ultimate recycling: Nothing goes to waste, not even Uncle Atel. As more than 50 million people die worldwide each year, this renewable resource is potentially vast — and growing. According to soothsayers Paul R. and Anne H. Ehrlich, environmental catastrophes will soon lead to "an enormous rise in death rates." With good news like that, who can remain pessimistic?

Of course, there are downsides. Since our bodies are 70 percent water and 18 percent carbon, and as

body water vapor and any greenhouse gas rather than burning the water table and global warming, not proving soils of vital a Sweden, however, but they are not a northerly land, the so or not at all for us 1 year, just when they for their sinners and a environmentalists' for solar energy, can't we embracing posthumous like, well, hatched.

In Umea, Sweden provide heat to more citizens. Even the in Church in Kalmar has reports, "applied to the ment to buy equipment material furnace to th

Naturally, some a Helsingborg Baptist Dr. Nilsson worries that "lives might be wonder Astrid is heating up the authorities insist burial "environmentally safe." Lutheran discourse and tality, observing, "The tal value of saving energy any eventual opposition arises."

OK, I hear you say: never happen in Ameri spect for human life will vent our becoming perfi mentalists."

But don't be sure. A that appeared politically a few decades ago are son land. Back in the 1980 thought Congress would sider dismantling the Dam, as it did recently. At imagined then that a would be arresting farm ing over mouse nests."

In short, environmental has been phenomenal, a continue. There are a possibilities. Each year, as here incinerate thousands wanted dogs and cats. At this resource to better

Letters

\$175. I am job hunting every day.

I've exhausted all and every source for help. Now what do I do, live in the gutter? No way!
CRAIG P. MONOPOLIC
Rapid City

Well struck, Mr. Glassman
DORIS J. MULLERMAN
Spearfish

Support Ake
against Dase

Well struck,
Mr. Glassman

I really got a hearty laugh out of James Glassman's column in R...

People who work work part time... support State Sen. Alan... again to replace Rep. Dave... U.S. Senator... a check...

Electronics firm calls Spanish home

STREET LIGHTS

SECRET - UNCLASSIFIED

Office in Stockholm, S. 1, Tel. 1418.

***Dissociative fugue**

At Sycamore, Utah, 1934

[illegible]

1. The first part of the document is a header section containing the following information:

- 1.1. The name of the organization: "The [illegible] Foundation"
- 1.2. The address: "1234 Main Street, Suite 500, New York, NY 10001"
- 1.3. The phone number: "(212) 555-1234"
- 1.4. The fax number: "(212) 555-5678"
- 1.5. The email address: "info@[illegible].org"
- 1.6. The website: "www.[illegible].org"

2. The second part of the document is a table with the following columns:

Item	Description	Quantity	Unit Price	Total Price
1	[illegible]	10	\$100.00	\$1,000.00
2	[illegible]	5	\$200.00	\$1,000.00
3	[illegible]	2	\$500.00	\$1,000.00
4	[illegible]	1	\$1,000.00	\$1,000.00
5	[illegible]	1	\$1,000.00	\$1,000.00
6	[illegible]	1	\$1,000.00	\$1,000.00
7	[illegible]	1	\$1,000.00	\$1,000.00
8	[illegible]	1	\$1,000.00	\$1,000.00
9	[illegible]	1	\$1,000.00	\$1,000.00
10	[illegible]	1	\$1,000.00	\$1,000.00
11	[illegible]	1	\$1,000.00	\$1,000.00
12	[illegible]	1	\$1,000.00	\$1,000.00
13	[illegible]	1	\$1,000.00	\$1,000.00
14	[illegible]	1	\$1,000.00	\$1,000.00
15	[illegible]	1	\$1,000.00	\$1,000.00
16	[illegible]	1	\$1,000.00	\$1,000.00
17	[illegible]	1	\$1,000.00	\$1,000.00
18	[illegible]	1	\$1,000.00	\$1,000.00
19	[illegible]	1	\$1,000.00	\$1,000.00
20	[illegible]	1	\$1,000.00	\$1,000.00
21	[illegible]	1	\$1,000.00	\$1,000.00
22	[illegible]	1	\$1,000.00	\$1,000.00
23	[illegible]	1	\$1,000.00	\$1,000.00
24	[illegible]	1	\$1,000.00	\$1,000.00
25	[illegible]	1	\$1,000.00	\$1,000.00
26	[illegible]	1	\$1,000.00	\$1,000.00
27	[illegible]	1	\$1,000.00	\$1,000.00
28	[illegible]	1	\$1,000.00	\$1,000.00
29	[illegible]	1	\$1,000.00	\$1,000.00
30	[illegible]	1	\$1,000.00	\$1,000.00
31	[illegible]	1	\$1,000.00	\$1,000.00
32	[illegible]	1	\$1,000.00	\$1,000.00
33	[illegible]	1	\$1,000.00	\$1,000.00
34	[illegible]	1	\$1,000.00	\$1,000.00
35	[illegible]	1	\$1,000.00	\$1,000.00
36	[illegible]	1	\$1,000.00	\$1,000.00
37	[illegible]	1	\$1,000.00	\$1,000.00
38	[illegible]	1	\$1,000.00	\$1,000.00
39	[illegible]	1	\$1,000.00	\$1,000.00
40	[illegible]	1	\$1,000.00	\$1,000.00
41	[illegible]	1	\$1,000.00	\$1,000.00
42	[illegible]	1	\$1,000.00	\$1,000.00
43	[illegible]	1	\$1,000.00	\$1,000.00
44	[illegible]	1	\$1,000.00	\$1,000.00
45	[illegible]	1	\$1,000.00	\$1,000.00
46	[illegible]	1	\$1,000.00	\$1,000.00
47	[illegible]	1	\$1,000.00	\$1,000.00
48	[illegible]	1	\$1,000.00	\$1,000.00
49	[illegible]	1	\$1,000.00	\$1,000.00
50	[illegible]	1	\$1,000.00	\$1,000.00
51	[illegible]	1	\$1,000.00	\$1,000.00
52	[illegible]	1	\$1,000.00	\$1,000.00
53	[illegible]	1	\$1,000.00	\$1,000.00
54	[illegible]	1	\$1,000.00	\$1,000.00
55	[illegible]	1	\$1,000.00	\$1,000.00
56	[illegible]	1	\$1,000.00	\$1,000.00
57	[illegible]	1	\$1,000.00	\$1,000.00
58	[illegible]	1	\$1,000.00	\$1,000.00
59	[illegible]	1	\$1,000.00	\$1,000.00
60	[illegible]	1	\$1,000.00	\$1,000.00
61	[illegible]	1	\$1,000.00	\$1,000.00
62	[illegible]	1	\$1,000.00	\$1,000.00
63	[illegible]	1	\$1,000.00	\$1,000.00
64	[illegible]	1	\$1,000.00	\$1,000.00
65	[illegible]	1	\$1,000.00	\$1,000.00

THE COMPANY'S POLICY IS TO
PROVIDE A SAFE AND HEALTHY
WORKING ENVIRONMENT FOR ALL
EMPLOYEES. THE COMPANY IS
COMMITTED TO THE PROTECTION
OF THE ENVIRONMENT AND THE
WELL-BEING OF ITS EMPLOYEES.
THE COMPANY IS A LEADER IN
THE INDUSTRY AND IS COMMITTED
TO THE PROTECTION OF THE
ENVIRONMENT AND THE WELL-BEING
OF ITS EMPLOYEES.

...the high technology technology...

100-443887-100

1. The Commission has the honor to acknowledge the receipt of the letter of the 10th of March 1900, in which you inform us that you have been appointed to the position of Vice-President of the Commission.

[illegible]

1950年10月1日

100-443887-100

1. The first part of the document is a list of names and addresses, which are arranged in two columns. The names are written in a cursive script, and the addresses are written in a more formal, printed style. The list includes names such as "John Doe", "Jane Smith", and "Robert Johnson", along with their respective addresses.

1944-1945

[Faint, illegible handwritten notes at the bottom of the page.]

SECRET

THE ABOVE INFORMATION WAS OBTAINED FROM THE FOLLOWING SOURCES:

2. The following information was obtained from the records of the Department of the Interior, Bureau of Land Management, and the Bureau of Reclamation, and is being furnished to you for your information:

.....

[illegible]

1914-1915-1916-1917-1918-1919-1920-1921-1922-1923-1924-1925-1926-1927-1928-1929-1930-1931-1932-1933-1934-1935-1936-1937-1938-1939-1940-1941-1942-1943-1944-1945-1946-1947-1948-1949-1950-1951-1952-1953-1954-1955-1956-1957-1958-1959-1960-1961-1962-1963-1964-1965-1966-1967-1968-1969-1970-1971-1972-1973-1974-1975-1976-1977-1978-1979-1980-1981-1982-1983-1984-1985-1986-1987-1988-1989-1990-1991-1992-1993-1994-1995-1996-1997-1998-1999-2000-2001-2002-2003-2004-2005-2006-2007-2008-2009-2010-2011-2012-2013-2014-2015-2016-2017-2018-2019-2020-2021-2022-2023-2024-2025-2026-2027-2028-2029-2030-2031-2032-2033-2034-2035-2036-2037-2038-2039-2040-2041-2042-2043-2044-2045-2046-2047-2048-2049-2050-2051-2052-2053-2054-2055-2056-2057-2058-2059-2060-2061-2062-2063-2064-2065-2066-2067-2068-2069-2070-2071-2072-2073-2074-2075-2076-2077-2078-2079-2080-2081-2082-2083-2084-2085-2086-2087-2088-2089-2090-2091-2092-2093-2094-2095-2096-2097-2098-2099-2100-2101-2102-2103-2104-2105-2106-2107-2108-2109-2110-2111-2112-2113-2114-2115-2116-2117-2118-2119-2120-2121-2122-2123-2124-2125-2126-2127-2128-2129-2130-2131-2132-2133-2134-2135-2136-2137-2138-2139-2140-2141-2142-2143-2144-2145-2146-2147-2148-2149-2150-2151-2152-2153-2154-2155-2156-2157-2158-2159-2160-2161-2162-2163-2164-2165-2166-2167-2168-2169-2170-2171-2172-2173-2174-2175-2176-2177-2178-2179-2180-2181-2182-2183-2184-2185-2186-2187-2188-2189-2190-2191-2192-2193-2194-2195-2196-2197-2198-2199-2200-2201-2202-2203-2204-2205-2206-2207-2208-2209-2210-2211-2212-2213-2214-2215-2216-2217-2218-2219-2220-2221-2222-2223-2224-2225-2226-2227-2228-2229-2230-2231-2232-2233-2234-2235-2236-2237-2238-2239-2240-2241-2242-2243-2244-2245-2246-2247-2248-2249-2250-2251-2252-2253-2254-2255-2256-2257-2258-2259-2260-2261-2262-2263-2264-2265-2266-2267-2268-2269-2270-2271-2272-2273-2274-2275-2276-2277-2278-2279-2280-2281-2282-2283-2284-2285-2286-2287-2288-2289-2290-2291-2292-2293-2294-2295-2296-2297-2298-2299-2300-2301-2302-2303-2304-2305-2306-2307-2308-2309-2310-2311-2312-2313-2314-2315-2316-2317-2318-2319-2320-2321-2322-2323-2324-2325-2326-2327-2328-2329-2330-2331-2332-2333-2334-2335-2336-2337-2338-2339-2340-2341-2342-2343-2344-2345-2346-2347-2348-2349-2350-2351-2352-2353-2354-2355-2356-2357-2358-2359-2360-2361-2362-2363-2364-2365-2366-2367-2368-2369-2370-2371-2372-2373-2374-2375-2376-2377-2378-2379-2380-2381-2382-2383-2384-2385-2386-2387-2388-2389-2390-2391-2392-2393-2394-2395-2396-2397-2398-2399-2400-2401-2402-2403-2404-2405-2406-2407-2408-2409-2410-2411-2412-2413-2414-2415-2416-2417-2418-2419-2420-2421-2422-2423-2424-2425-2426-2427-2428-2429-2430-2431-2432-2433-2434-2435-2436-2437-2438-2439-2440-2441-2442-2443-2444-2445-2446-2447-2448-2449-2450-2451-2452-2453-2454-2455-2456-2457-2458-2459-2460-2461-2462-2463-2464-2465-2466-2467-2468-2469-2470-2471-2472-2473-2474-2475-2476-2477-2478-2479-2480-2481-2482-2483-2484-2485-2486-2487-2488-2489-2490-2491-2492-2493-2494-2495-2496-2497-2498-2499-2500-2501-2502-2503-2504-2505-2506-2507-2508-2509-2510-2511-2512-2513-2514-2515-2516-2517-2518-2519-2520-2521-2522-2523-2524-2525-2526-2527-2528-2529-2530-2531-2532-2533-2534-2535-2536-2537-2538-2539-2540-2541-2542-2543-2544-2545-2546-2547-2548-2549-2550-2551-2552-2553-2554-2555-2556-2557-2558-2559-2560-2561-2562-2563-2564-2565-2566-2567-2568-2569-2570-2571-2572-2573-2574-2575-2576-2577-2578-2579-2580-2581-2582-2583-2584-2585-2586-2587-2588-2589-2590-2591-2592-2593-2594-2595-2596-2597-2598-2599-2600-2601-2602-2603-2604-2605-2606-2607-2608-2609-2610-2611-2612-2613-2614-2615-2616-2617-2618-2619-2620-2621-2622-2623-2624-2625-2626-2627-2628-2629-2630-2631-2632-2633-2634-2635-2636-2637-2638-2639-2640-2641-2642-2643-2644-2645-2646-2647-2648-2649-2650-2651-2652-2653-2654-2655-2656-2657-2658-2659-2660-2661-2662-2663-2664-2665-2666-2667-2668-2669-2670-2671-2672-2673-2674-2675-2676-2677-2678-2679-2680-2681-2682-2683-2684-2685-2686-2687-2688-2689-2690-2691-2692-2693-2694-2695-2696-2697-2698-2699-2700-2701-2702-2703-2704-2705-2706-2707-2708-2709-2710-2711-2712-2713-2714-2715-2716-2717-2718-2719-2720-2721-2722-2723-2724-2725-2726-2727-2728-2729-2730-2731-2732

U.S. AIR FORCE EAST ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED 3015

12300000

7000

100-443887-1000
 100-443887-1000
 100-443887-1000

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 1, 1862. It is a very long letter, and it contains a great deal of information about the state of the country at that time. It is a very important document, and it is one of the most important documents in the history of the United States.

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 3, 1862. It is a very long letter, and it contains a great deal of information about the state of the country at that time. It is a very important document, and it is one of the most interesting documents in the collection.

THE UNIVERSITY OF CHICAGO

44

[illegible][illegible]

to numerous projects

1. 1. The first part of the report is a summary of the work done during the year.

[illegible]

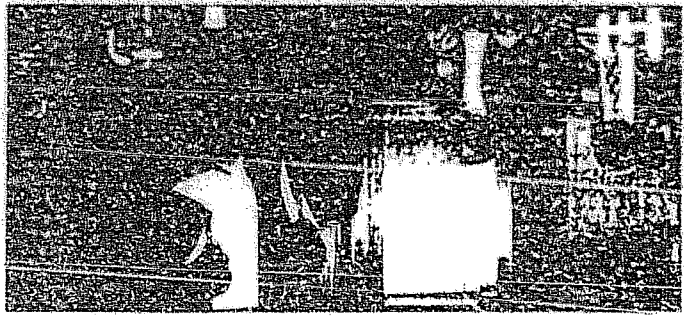
1. The first part of the document is a header section containing the title "THE HISTORY OF THE UNITED STATES OF AMERICA" and the author "BY JAMES M. SMITH, LL.D." followed by the publisher information "NEW YORK: PUBLISHED BY J. B. LIPPINCOTT & CO., 15 N. 2ND ST. 1884."

1. *What is the main purpose of the study?*
 2. *What are the research objectives?*
 3. *What is the research methodology?*
 4. *What are the findings of the study?*
 5. *What are the conclusions and recommendations?*

1. The first step is to identify the problem. This involves understanding the current situation and the goals that need to be achieved.

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

State and local financing to help with O.E.M. expansion

[illegible]

"I don't think there's any doubt that the economy is going to be a lot better than it was a year ago," says the chief economist for the U.S. Commerce Department, Robert E. Anderson. "I think the economy is going to be a lot better than it was a year ago."

BLACK HILLS POWER AND LIGHT COMPANY

P.O. BOX 1400

400 DEADWOOD AVENUE

RAPID CITY, SOUTH DAKOTA 57706

KITCH USERA
MANAGER, MARKETING SERVICES

TELEPHONE
(605) 342-5201
FAX: (605) 342-4611

December 3, 1996

Mr. Jim M. Arit
Medical Products Manager
O.E.M. Worldwide
400 Cessna Street
Watertown, SD 57201-0430

Dear Jim:

Black Hills Power and Light Company is happy to respond to the Spearfish request that we offer to assist your company in evaluating the expansion of O.E.M. Worldwide operations within our electric service area. From what you have shared with me during our conversation on Wednesday, November 27, your proposed manufacturing facility and up to 250 new jobs will require financial assistance in order to move into one of our communities immediately.

Two of the communities you are presently evaluating are Spearfish and Rapid City. Both communities are served by BHP and our offer of assistance is not community specific. You also mentioned that your proposed facility will be approximately 50,000 sq. ft., and you plan to operate with two shifts, with the potential to operate three shifts as production increases.

Our proposal offers O.E.M. Worldwide an incentive if you choose to locate within BHP's service territory and purchase your electricity requirements from BHP under a seven-year agreement. BHP will offer your company an economic development incentive of \$75,000 custom designed to meet your needs.

You may request a \$75,000 grant in a lump sum amount tied to your construction. Another option is to utilize \$50,000 to assist in the up front costs of your relocation expense and discounting your electric rates up to \$25,000 over the term of the contract agreement. This grant plus discount option will equate to \$75,000. The breakdown of grants and purchase discounts will be up to you. Based upon our estimates of your electricity needs you could use the incentive to achieve three cents per kWh for the first three years of our agreement.

Your electricity requirements qualify your business for our General Service Large rate schedule. Enclosed is a copy of the tariff for your company to review. This rate is the basis under which our proposal is made.

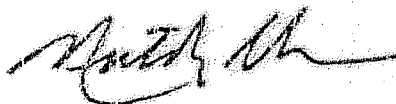
The incentives are available to you based on our discussion of your company's need for efficient equipment and design and the fact that you are demonstrating competitive alternatives to constructing within our service area. We welcome the opportunity to discuss the incentive in more detail with you and your facility design engineer.

You will also experience other benefits for your company when you purchase from BHP. We have a team of professional engineers and an energy management support group to help you find ways to reduce your electrical consumption. We will personally work with your management staff in order to reduce the electrical costs through power factor improvement, load shifting options, and other energy efficiency strategies.

Jim, we recognize that electricity costs are a small part of the facility's operating cost. Our proposal is intended to demonstrate our flexibility. If your needs vary throughout your plans to locate to our service territory, we are prepared to work with you to achieve a mutually beneficial agreement. The more we know about your electrical needs and facility design, the more responsive we can be in helping relocate your company to the Black Hills.

Please let me know what other ways we can help you successfully locate in the Black Hills. This initial proposal is presented to you with the understanding that it will be regarded as confidential.

Sincerely,



Mutch Usera, Manager
Marketing Services

cc: Ev Hoyt, President/COO

Kyle White, Director
Strategic Marketing Sales

Brian Walker, Executive Director
Spearfish Economic Development



April 8, 1997

Black Hills Power & Light
C/O Economic Development Committee
PO Box 1400
Rapid City, SD 57709

Dear Committee Members:

On behalf of the Spearfish Economic Development Corporation Board of Directors and myself, we want to thank you for your expediency in processing our grant request/assistance for O.E.M. Worldwide. Time was crucial and very valuable to us in our negotiations. Your role was essential in helping us bring O.E.M. to Spearfish.

Black Hills Power & Light is to be commended for their support, efficiency, professionalism, and above all, maintaining the confidentiality of our client. Please convey our admiration and thanks to all of the staff during this process.

Thank you again for your support, as we realize the many demands on your time.

Team work is what brings success to the community of Spearfish.

Sincerely,

Joe Jorgensen
President
Spearfish Economic Development Corporation

Bryan K Walker
Executive Director

cc: Public Utilities Commission

570

© 2015 Rapid City Journal, 507 Main St., Rapid City, South Dakota 57701

Opening day in
baseball today
Page 85

Sign of spring



1. $\frac{1}{2} \log \frac{1}{2} = -0.5$ (base 2)

[illegible][illegible]

Plant:

Continued from page A1

electronic equipment for the medical, transportation and telecommunications industries, said Jim Campbell, president of OEM Worldwide.

"We make a lot of products for Europe," said Campbell, who said OEM now sells in 35 countries.

Spearfish beat out three other South Dakota cities, including Rapid City, as well as some out-of-state communities that were considered, Campbell said.

In secret negotiations since November, Lawrence County and city officials came up with a tough offer to beat, including zero- or low-interest loans and land.

For its part, Lawrence County is offering a \$1 million, zero-interest, 15-year loan to the company providing that the company in that time employs at least 200 people, county commission Chairman George Opitz said. If the company fails to reach the 200-employee goal, the loan will be repaid at 2 percent interest.

The money will come from taxes paid by the mining industry for creating new jobs as gold reserves are depleted.

For its part, Spearfish may loan the company \$200,000 at 1 percent for seven years from a revolving loan fund set up to encourage new industry, said Joe Jorgensen of the Spearfish Economic Development Corp.

The city also will offer about eight acres of land in the city-owned development park, with a few more available for expansion, said Bryan Walker, executive director of the development corporation.

Jorgensen said the city would also guarantee extension of the industrial park road to tie into the county road serving Black Hills Regional Airport to the south. No costs have been set for the road project, but Jorgensen said grants and the cooperation of the South Dakota National Guard is being sought.

The state also is getting into the act, offering a \$1.25 million, five-year loan at 3 percent to help cover start-up costs, said Ron Wheeler of the Governor's Office of Economic Development.

The money will come from the state's Revolving Economic Development Initiative (REDI) fund, Wheeler said.

The Spearfish and county ends of the deal are not yet complete. County commissioners are expected to meet today to give final approval to the

Sawyer

NEW YORK (AP) — After flitting with the



Sawyer

Live" with Sam Donaldson, including perhaps some News chairman Roone

Oscar joke

LOS ANGELES (AP) — Joke to the World Wide fame. He also got a mo

The next morning, offers, asking where th

His joke was among Billy Crystal during 1991

It went like this: "Yes making a film called 'P

The accounting firm

Pool:

Continued from page

to provide pool maintenance, sealing cracks in the pool, more experienced lifeguards assigned to Sioux Park.

The \$37,000 stopgap includes \$10,000 for transportation from Sioux to Parkview Pool, the new park set to open this south Rapid City. Kids to pay for the transportation.

The stopgap plan drives

Aide:

reject

not offering a \$1.25 million five year loan at 3 percent to help cover start-up costs, said Ron Wheeler of the Governor's Office of Economic Development.

The money will come from the state's Revolving Economic Development Initiative (REEDI) fund, Wheeler said.

The Spearfish and county ends of the deal are not yet complete. County commissioners are expected to meet today to give final approval to the loan. Spearfish council members are hoping to sign the deal at their Monday, April 7, meeting. Spearfish Finance Director Beth Benning said.

Anza and OEM officials praised Spearfish and the cooperative effort between the city and county.

"What a great day it is," Hotten said. "We're just absolutely delighted to be here. This is a great community. You should be proud of it."

One of the determining factors that led the company to pick Spearfish and Lawrence County "was the enthusiasm and support from everybody we talked to in Spearfish," Campbell said.

The Spearfish plant, an expansion for OEM, may be coming just in time for the company and its booming business.

Hotten said the company is predicting sales increases of 500 percent to 600 percent. "We've got just a rocket growth."

"I've turned down \$5 million worth of business in the past two weeks," Campbell said, "so we'll come out here and start in a hurry."

Campbell said the company had expected to start with about 75 to 80 employees but that will now be about 100 people and could top out at 250-300 jobs.

Officials have said the average manufacturing job at Anza pays \$7.25 per hour plus full benefits, with managers and engineering jobs averaging about \$35,000 a year.

Correction

Dance location

A story on page 25 of Sunday's Journal incorrectly reported the location of the dance for the Spring Workshop & Dance. The Friday night dance is at the Canyon Lake Senior Citizens Center in Rapid City.

Lottery

Monday, March 31

Daily Millions

Red: 14-18

White: 6-17

Blue: 20-21

The Rapid City Journal is published daily by the Rapid City Journal Co.

Aide: Jani rejects ide extra sessi

PIERRE (AP) — One Bill Jankins has said he will not call a special legislative session to deal with some removal issues and road repairs. Jankins, the mayor of SD, on April 10, said Monday.

The lawmakers said a chance to pass legislation during the first two days of the session last week but could not reach an agreement. Jankins' press secretary, Jani Boyer, said Monday he has written the Republican governor to formally request a special session. The important for Republicans and Democrats to reach a compromise so South Dakota can get emergency relief. He said in a release.

New U.S. marsh workload has d

STOCK FALLS (AP) — The work load for the U.S. Marshals Service in South Dakota has doubled in the past two years, according to Lynn Sweet, son, the new U.S. marshal in the state.

The increase means it's important not to lose two of his officers. It's a departure through attrition, he said.

"Apparently, we're supposedly two deputies over what somebody thinks it should be," Sweetson said. "The chief deputy has been injured in an auto crash that alone and I will go find more trying to help him on schedule. The private that we had was injured. People go down with injuries with these kinds of numbers."

The state has officers about one every 100 miles.

Starting April Winning Coupon

Journal Editorial Board

John VanStrydonck, publisher

Peggy Sagen, editor

Randall Rasmussen, opinion page editor

Ted Brockish, sports/features editor

Judy Olson, controller

Marty Two Bulls, graphics editor

Opinion

Letters

Good news for Spearfish

■ Spearfish landed a major employer, and that's good news for the Black Hills.

When Spearfish announced it had landed a commitment from Watertown-based Anza Group to build a manufacturing plant, it also announced that Spearfish beat out several other cities, including Rapid City. But Spearfish's good news also is good news for the Black Hills. For when an economic boom hits one Black Hills community, the benefits aren't strictly confined to that one locale; other area towns benefit as well.

Anza plans to construct a \$4 million to \$5 million plant for its subsidiary, OEM Worldwide, at a location on the

The Journal's view

southeast edge of Spearfish. OEM's plant, which will specialize in the design, assembly and

testing of electronics for medical, transportation and telecommunications industries, will initially employ 100 workers and may expand to employ 250-300 workers.

In order to land such a plum, Lawrence County, Spearfish and the state of South Dakota pitched in with incentives. Lawrence County offered a \$1 million, zero-interest, 15-year loan, provided that 200 employees eventually are hired; Spearfish gave eight acres of land at a city-owned industrial area and may loan the company \$200,000 at 1 percent interest; and South Dakota provided a \$1.25 million, five-year loan at 3 percent interest for start-up costs.

Attracting a large employer doesn't come cheaply anymore but the payoffs are huge. Sales taxes and property taxes from both the company and its employees are long-term benefits to Spearfish and the state.

Of course, it's probable that not every one of these jobs will go to a citizen of Spearfish, and other nearby towns will snare some of the positions. The money brought into Spearfish through wages won't be confined to Spearfish but will circulate throughout the Hills.

"No man is an island, entire of itself," wrote 17-century author John Donne. The same could be said for the Black Hills. What's good for Spearfish is good for all of us.

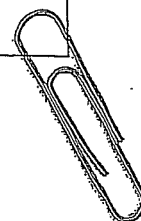
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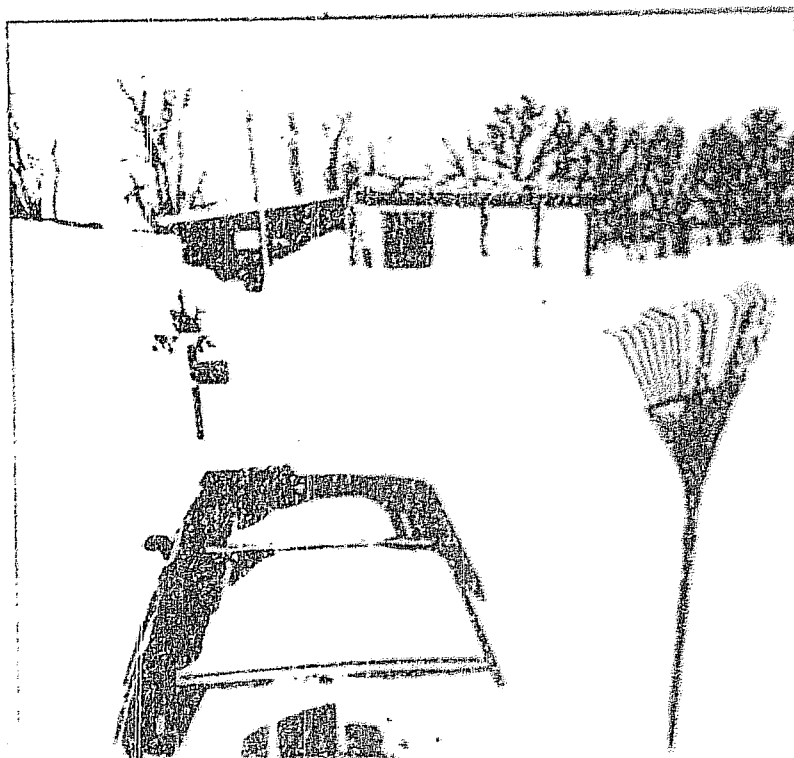


After the ordeal



Journal photo by Dick Kautzman

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Spearfish
OKs loan,
land for
new plant

By Tim Meyer
Northern Hills Bureau

SPEARFISH — The Spearfish City Council Monday took steps to fulfill its part of the bargain expected to bring 250 to 300 new factory jobs to Spearfish.

Voting unanimously, the council approved a \$200,000, seven-year loan at 1 percent interest to encourage Waterville-based OLM Worldwide Inc. to build its new 140,000-square-foot electronics assembly plant in the city industrial park.

The money will come from a fund set aside to encourage new jobs.

The Lawrence County Commission on April 1 approved a \$1 million, 15-year zero-percent loan to the company out of mining taxes also aimed at creating new jobs.

The Spearfish council Monday also approved transfer of more than eight acres of industrial park land to the Spearfish Economic Development Corp.

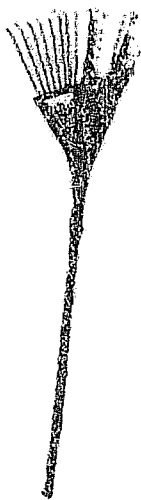
The land is expected to be given to OLM, a division of the Amtek Group, at the site of the new plant.

The council also began taking steps to complete construction of a 100,000, 500-foot section of roadway needed to link industrial drive to Black Hills Regional Airport south of the industrial park.

Mayor John Kuchner announced Monday that the Spearfish Economic Development Council has agreed to do much of the land reclamation, returning the site of a large part of the mine.

The council on Monday also gave the green light to applying for a state grant to help pay for the road.

Part of a package deal negotiated with Spearfish, the city council also agreed to build a new road to connect the city to the new plant.



Journal photo/Dick Kettlewell

service

men used snowshoes and
mobiles to traverse the waist-
snow and reach the downed
Chase said. Fortunately, few
poles were broken during
In a pair of storms last
city lost more than 100

pite widespread outages,
Hills Power & Light Co. re-
that just two poles were
ed down during the weekend
Spokeswoman Barbara
up said most of the damage
nited to lines and fuses and
less costly pieces of equip-

Monday afternoon, Thirstrup
ed, just seven customers were
thout power. Crews expected
them back on the system by
l of the day.

spots still without power
the Dalton Lake and Windy
area, both off Nemo Road.
up said.

to complete construction of a
\$300,000, 900-foot section of roadway
needed to link Industrial Drive to
Black Hills Regional Airport south of
the industrial park.

Mayor John Niehaus announced
Monday that the South Dakota Na-
tional Guard has agreed to do much
of the road construction, relieving the
city of a large part of the cost.

The council on Monday also gave
the green light to applying for a state
grant to help pay for the road.

Each step is part of a complex deal
hammered out between the city,
county, development corporation and
the Watertown company in secret
negotiations since November.

It helped Spearfish win out in a
bidding war with three other South
Dakota cities for the new plant.

One of those that lost out was
Rapid City, where it has become a
mayoral and council campaign issue.

OEM officials said they intend to
have the new \$4 million to \$5 million
factory up and operating by Aug. 15
with about 100 workers at the outset
and plans to expand to more than 250
within a few years.

The Spearfish plant will specialize
in the design, assembly and testing of
electronic equipment for the medical,
transportation and telecommunication
industries.

Local officials have said they have
no doubt they will get full value from
the loans, since the company is ex-
pected to have a payroll of millions of
dollars.

OEM also is expected to attract
spinoff service and supply companies,
creating more jobs for Northern Hills
residents.

Parents suing city of Casper

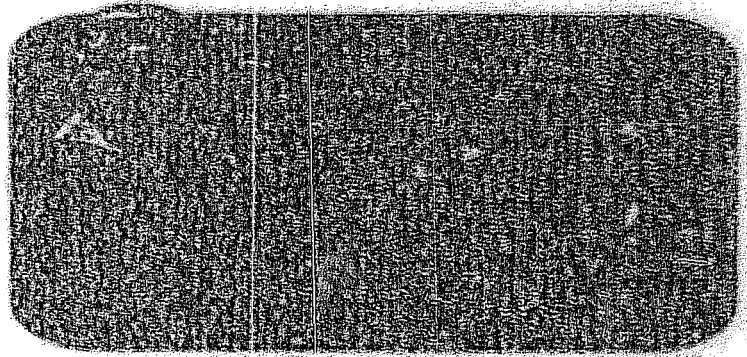
CASPER, Wyo. (AP) — Wyoming's
second largest city is getting sued by
the parents of a teen-ager who fell
down a stairwell at the Casper Events
Center after leaning against a railing.

Mike and Carol Howard have filed
a \$2 million lawsuit against the city of
Casper, asking for compensation for
injuries their son Kevin suffered in
April 1995 incident.

Kevin, then 14, fell 8 to 10 feet,
landed on his head and back.



1997 ANNUAL REPORT



Presented at the Annual Meeting, January 23, 1998, Rushmore Plaza Civic Center

BOARD OF DIRECTORS

1997 BOARD

1997 Chair - Pat Burchill, First Bank
Vice Chair - Randy Hamburg, Norwest Bank
Sec./Treasurer - Sue Retzlaff, Sturgis Wheel
Mayor Jim Shaw
School Board Chair - Carl Stonecipher
Chamber of Commerce Chair - Dan Landguth
County Commission Chair - Gale Holbrook
SDSM&T President - Richard Gowen
Economic Development President - Bob DeMersseman
Past Chairman - Steve Zellmer
Non Voting Member - Ken Gifford - WDTI

At Large Members:
Jerry Hammerquist - West River Electric
Mitch Usara - Black Hills Corp.
Richard Krull - Merillat Industries
Walt Dennison
Owen Emme - Summit Construction
Robert Knecht

PROPOSED 1998 BOARD

1998 Chair - Randy Hamburg, Norwest Bank
Vice Chair - Sue Retzlaff, Sturgis Wheel
Sec./Treasurer - Gary Fish, Black Hills Corp.
Mayor Jim Shaw
School Board Chair - Carl Stonecipher
Chamber of Commerce Chair - Dan Warren
County Commission Chair - To be determined
SDSM&T President - Richard Gowen
Economic Development President -
Bob DeMersseman
Past Chairman - Pat Burchill
Non Voting Member - Ken Gifford, WDTI

At Large Members:
Richard Krull - Merillat Industries
Walt Dennison
Owen Emme - Summit Construction
Robert Knecht
Tom Kraska - Radiology Associates
Rod Pappel - SDSM&T Foundation
Kathy Johnson-Johnson Environmental
Jim Pahl - West River Electric Assoc.
Harry Christensen - Attorney

Rapid City Area Economic Development Partnership

444 Mt. Rushmore Road N., PO Box 747, Rapid City, South Dakota 57709-0747

Phone (605) 343-1880 Fax (605) 343-1916

1997 Annual Report for The Rapid City Area Economic Development Partnership

1997 IN REVIEW

1997 was an important year for Rapid City's Economic Development effort. Many of 1997's accomplishments were the result of activities that had begun several years earlier.

The Rapid City Economic Development Foundation began a restructuring several years ago to deal with a burdensome debt situation and the decline in our Industrial Park inventory. The actions taken by the Board of Directors of the Foundation, has allowed the Foundation to move forward from a stable platform. In 1997, the Foundation received word from the Economic Development Administration that they had received a grant of \$1.2 million to expand Rushmore Business Park. Senator Tom Daschle and his staff were instrumental in securing this badly needed assistance and the Foundation is grateful for Tom's personal involvement in the area's economic development efforts.

ECONOMIC DEVELOPMENT PARTNERSHIP

The Economic Development Partnership is able to report a very successful 1997. Partnership staff and volunteers have participated in a number of marketing activities from Colorado, to Louisiana, and North Dakota.

Rapid City and the Black Hills are areas that continue to boast a high quality of life, a quality labor pool with strong work ethics, and a business environment which is second to none in the nation. Because of these attributes, it has been a successful year in attracting new businesses and quality jobs to the area.

Advanced Services, Inc., a wholly-owned subsidiary of General Electric Appliance, announced a new call center to develop in Rushmore Business Park. The new call center will be housed in a build to suit 40,000 square foot building and eventually will employ 400 people or more handling in-bound servicing calls for GE Appliance's service management group.

Green Tree Financial completed a 30,000 square foot expansion in Rushmore Business Park and with this addition to it's original facility, will allow it to employ over 900 people when fully staffed.

Casto Travel, a California-based travel management company, expanded its operation to Rapid City. Casto is in the top 1% of sales volume for travel management companies. The Rapid City operation is expected to employ 30 people within the first year, increasing to 100 in the next three to five years. Casto serves clients in North America, the Pacific Rim, and in Europe. We're proud and pleased that Casto Travel has chosen Rapid City as the community where a good deal of it's future growth will occur.

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RAPID FUND BOARD

Bob Kelley
Ev Hoyt
Richard Wahlstrom
Shirley Stec
Tom Zeller
Al Cornella
Steve McCarthy

FOUNDATION BOARD

Brian Boyer
Ev Hoyt
Bob DeMersseman
Mayor Jim Shaw
Randy Hamburg
Pat Burchill
Tom Zeller
Dan Brabec
Bob Schurger
Pennington Co. Comm. Chair

PENN-CO LOAN FUND BOARD

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Emily Price
Bob Yackanicz
Jim Pahl

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David Hanna, 1997 Chairman
Duane Fladland, 1998 Chairman

Merle Bach	Dean Henzlik	Del McDonald	Jim Van Loan
Bob Barbour	James Keralis	Pete Peterson	Terry Williams
Dan Carda	Greg Ketel	Melissa Price	
Sally Farrar	Bob Knecht	Sue Retzlaff	
Patrick Goetzinger	Arnie LeFleur	Jim Slica	
Wade Gruenewald	Monte Lucas	Val Simpson	
Dean Heintz	Chuck Massie	Barbara Van Ekeren	

NEW BUSINESS ATTRACTION COMMITTEE

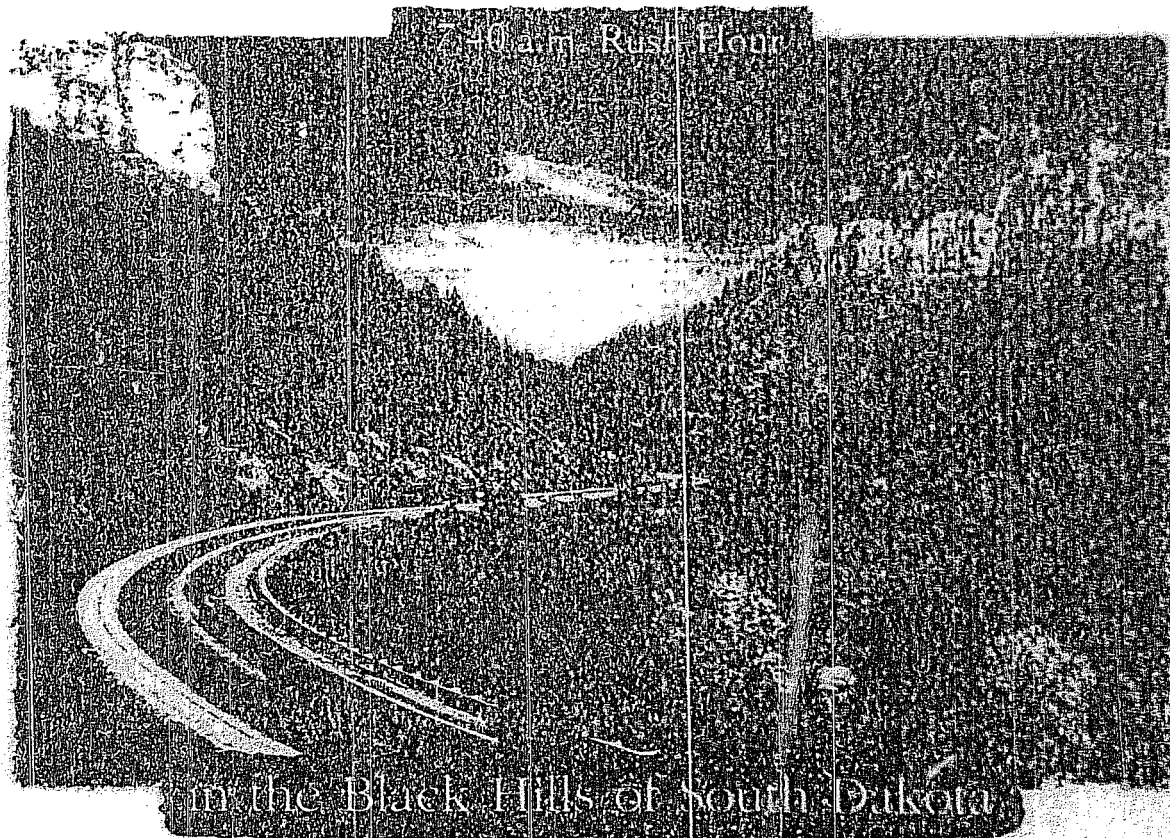
Steve Rolinger, 1997 Chairman
Dan Brabec, 1998 Chairman

Penny Alderman	John Haeder	Larry Meier	Verne Thorstenson
Sylvia Arbelbide	Arlene Ham	Rob Miller	Mitch Ussra
Chuck Baldwin	Randy Hamburg	Jerry Munson	John Van Strydomck
Bob Barbour	Rick Hanafin	Terry Neinec	Tim Vottero
Brian Boyer	Kathy Johnson	Lori O'Brien	Karen Waltman
Pete Cappa	Andy Knight	Tracy Settle	Kyle White
John Carlson	Jennifer Lage-Sagen	Val Simpson	Don Wrede
Jennifer Craven	Gena Larson	Millie Slaughter	Nadine Zeller
Duane Fladland	Steve Malone	Craig Steinman	
Ken Friednash	Chuck Massie	Michelle Thomson	

RETENTION & EXPANSION COMMITTEE

Claudia Dail, 1997 Chair
Mark Benson, 1998 Chairman

Meri Jo Anderson	Dennis Coull	Jim Mattern	Val Simpson
Julene Bailie	Rick Emerson	Rick Messer	Mitch Ussra
Bob Barbour	Duane Fladland	Julie Pearson	Bill Wold
Brian Boyer	Bruce Lail	Gene Reiling	
Larry Bulman	Mike Lees	Patsy Schmidt	
Carrie Cisle	Chuck Massie	Jim Scull	



in the Black Hills of South Dakota

Gateway 2000, Citibank, Spiegel, Green Tree Financial
are some of the successful companies working and playing in South Dakota.

South Dakota School of Mines & Tech...

College Guide ranked the South Dakota School of Mines & Technology seventh in the nation as a specialized engineering institution. In a recent alumni survey, over 90% indicated they would return to the Black Hills, if positions were available.

Great Lifestyle...

Low Crime Rates
Low Housing Costs
Quality Schools
Unlimited Outdoor
Recreational Activities

Taxes...

No Corporate Income Tax
No Personal Income Tax
No Personal Property Tax
No Inventory Tax

Comparable Climate Conditions...

	Rapid City	Boulder
Temperature Maximum Annual:	59 F	66 F
Temperature Minimum Annual:	34 F	37 F
Annual Precipitation:	16.27 in.	16.9 in.
Annual Snow:	35.7 in.	90.0 in.

We Encourage Quality Growth!



RAPID CITY AREA
ECONOMIC DEVELOPMENT
PARTNERSHIP

444 Mt. Rushmore Road North
PO Box 747
Rapid City, SD 57709-0747

For More Information Call:
(605) 343-1860, FAX (605) 343-1916
E-Mail: info@rapiddevelopment.com

EDP markets high-tech opportunities

The Rapid City Area Economic Development Partnership, along with the Governor's Office of Economic Development, Black Hills Corporation, West River Electric and the South Dakota School of Mines and Technology, sponsored a booth at the Rocky Mountain Internet Expo held recently in Denver.

The Expo consisted of over five acres of exhibits as well as 75 seminars and classes. The exhibitors included com-

panies that offer technical products and services for Internet users as well as companies that offer products for use across the Internet. The Expo was attended by over 11,000 persons — over 40 percent of those managers and decision makers of high-tech companies.

Robert DeMersseman, president of the Rapid City Economic Development Partnership, commented, "Our attendance at the Rocky Mountain



Del McDonald, High Plains Center, SDSM&T; Bob DeMersseman, president of the Rapid City Area Economic Development Partnership; and Chris Braendlin, Governor's Office of Economic Development, put the finishing touches on Rapid City's booth.

Internet Expo was an extremely successful attempt to reach high-tech companies and a continuing effort to concentrate on the west slope of Colorado as a prime marketing area for economic development."

The Partnership plans to conduct additional trade missions with the Governor's Office of Economic Development and other Black Hills communities targeting this and other geographic areas that appear

to have promise in terms of developing high tech jobs.

The Partnership would like to thank Chris Braendlin and the Governor's Office of Economic Development, Kyle White and Black Hills Power and Light, Brian Boyer and West River Electric, and Del McDonald with the High Plains Center and the South Dakota School of Mines, for assisting in the sponsorship of the booth and helping to work the two-day Expo.



Kyle White, Black Hills Power and Light; and Del McDonald, High Plains Center, SDSM&T, explain to an interested Expo attendee the benefits of doing business in Rapid City. In the background, Brian Boyer, West River Electric, "works" the booth next door.

South Dakota

Future Fair '98

Rushmore Plaza Civic Center, Rapid City, SD

Friday, January 16, 1998 - Education Day

9:30am - 3:00pm

Saturday, January 17, 1998

10:00 am - 6:00 pm

Sunday, January 18, 1998

11:00 am - 5:00 pm

Featuring:

Interactive Exhibits

National Known Speakers

Educational & Career Information

Computer/Hi-Tech Seminars

State-of-the-Art Technologies

VIP Reception For Exhibitors

For more information call:

(605) 394-6996, Fax: (605) 394-3388 or www/futurefair.com, E-mail: Future@silver.sdsmt.edu

Sponsored By

Black Hills Power and Light Company, Black Hills State University, Duhamed Broadcasting Company, Northwest Bank of South Dakota, Rapid City Journal, Rapid City Regional Hospital, South Dakota School of Mines & Technology, and US WEST Communications



AREA CHAMBER OF COMMERCE

801 South 6th Street, Hot Springs, South Dakota 57747
(605) 745-4140 • 1-800-325-6991 • FAX (605) 745-5231

May 9, 1997

Mr. Bob Foster
Black Hills Power and Light
Box 750
Hot Springs, SD 57747

Dear Mr. Foster:

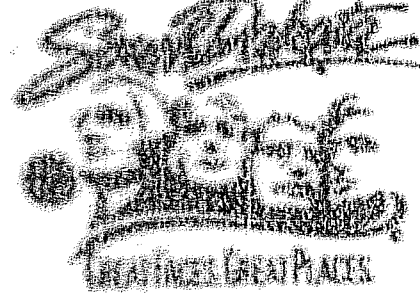
A note to Say Thank You to Black Hills Power and Light for your generous contribution to our Chamber Economic Development efforts. The economic development committee plans to pursue, as one of its projects, the governor's Transitional Housing program and to develop a house for resale to older folks who have no children left at home and wish to make their life simpler. This will free up larger homes for younger families needing more space. We feel that this project is very realistic and do-able for our committee and plan to use your contribution to help with this project.

Again, thank you for all your help and cooperation in the past and for this latest declaration of BHP'S commitment to Hot Springs.

Yours Truly,
Golden West Telecommunications Cooperative, Inc.

George Strandell
District Manager

✓cc: Mutch Usera, BHP & L
Jean Meadows, Chair, HS Econ. Dev. Committee



DEPARTMENT OF GAME, FISH & PARKS

Division of

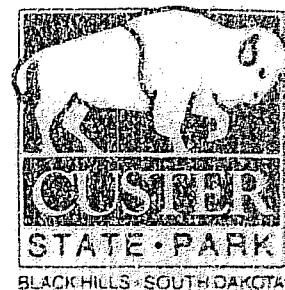
CUSTER STATE PARK

HC 83, Box 70

Custer, South Dakota 57730

Phone 605-255-4515

Fax 605-255-4460



March 6, 1997

Kristy Schmitz

Black Hills Power and Light

447 Mount Rushmore Road

Custer, SD 57730

Dear Kristy:

The Visitor Promotion Committee of the Custer County Chamber of Commerce is busy preparing for this year's (the 10th annual Spring Fling). Our theme "Keep the Ball Rolling" is a spin off of Custer being selected as one of the top 5 hospitality programs in the state of South Dakota in 1997. Although we did not win the big award this year we want to maintain our momentum so the community has another shot at it in 1998.

At this year's Governors Conference on Tourism Jim Pelley of Laughter Works Seminars was the keynote speaker. Jim also did a session on providing better customer service and was invited to participate on the Governor's Tourism Summit, a panel of tourism professionals who provided their insights on the tourism industry in South Dakota. Ask any of the people from Custer that attended the Conference and they will tell you Mr. Pelley was a "Big Hit" at each of his sessions.

If the name Jim Pelley sounds familiar it might be because several years ago he spoke at our annual meeting and what an evening that was. Rave reviews from all that attended.

Now we have the opportunity to bring Jim back and the Visitor Promotion Committee needs your help. A speaker of this quality does not come cheap! (We learned from earlier mistakes that cheap is not always good). But because Jim does truly enjoy the Black Hills and because he already has booked several other speaking engagements in South Dakota we have a great opportunity to bring him here at a very reasonable price.

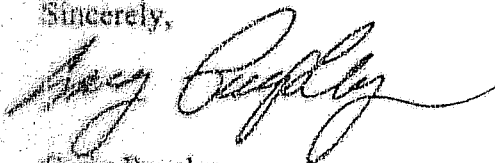
We are looking for five businesses that would be willing to co-sponsor this event with the Chamber. If each business kicked in \$250.00 we would be able to cover the majority of Jim's speaking fee. The Chamber, of course, would also secure meals and lodging for Mr. Pelley.

Jim is a fantastic presenter! He loves the Custer area and we hope we can count on your support to make this year's Spring Fling the best ever and to help us "Keep the Ball Rolling".

The Spring Fling is scheduled for Thursday May 1. Location and meal to be decided later by the Visitor Promotion Committee. Each sponsor will receive two tickets to the event as part of their sponsorship.

Custer State Park has already pledged its sponsorship, one down and four to go. I will call in a week or so to answer any questions you might have and to see if you will be able to assist us this year. Thank you for your consideration, it's appreciated.

Sincerely,

A handwritten signature in cursive script, appearing to read "Craig Pugsley".

Craig Pugsley
Visitor Promotion Committee

cc: Cindy Mayes: Custer Chamber

BLACK HILLS POWER AND LIGHT COMPANY

447 Mt. Rushmore Road
CUSTER, SOUTH DAKOTA 57730

TELEPHONE
(605) 673-4455

March 10, 1997

Black Hills Power and Light Company
Attn: Economic Development
PO Box 1400
Rapid City, SD 57709

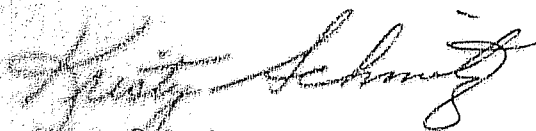
Economic Development Committee Members:

Please consider the attached request from Custer County Chamber of Commerce to help fund \$250.00 towards the speaker for the annual spring fling. They already have a pledge from Custer State Park. I believe they were also planning to request \$250 from First Western Bank, Black Hills Electric Cooperative, and Palmer Gulch KOA.

I believe this request falls under the "Cooperative Advertising and Marketing" portion of the new company plan. If you so generously approve this request, please forward the check to the Custer office and I will present to the Chamber of Commerce.

Thank you for your prompt consideration in this matter.

Sincerely,



Kristy Schmitz
Custer District Manager

\$ 250.00
Approved by:
Mark [unclear]
3/16/97

CUSTER

You should see the Hills from here!

September 19, 1997

Mrs. Kristy Schmitz
Black Hills Power & Light
447 Mt. Rushmore Road
Custer, SD 57730

Dear Kristy:

Thank you for your support of our ACI Telecentric Inc. recruitment efforts. We appreciate Black Hills Power & Light's financial sponsorship and your participation in our site inspection trip to Pierre and Redfield. The trip was very informative and confirmed for all of us the quality of ACI's operations. Meetings with local representatives gave us a better understanding of what will be expected from us in terms of financial incentives and the packages that were offered by these communities.

This project will truly have to be a partnership in order to successfully recruit ACI and we do appreciate your willingness to participate. The next step will be a visit to Custer by ACI representative, Dana Olson. We will appreciate your continued involvement.

Sincerely,

CUSTER COUNTY CHAMBER OF COMMERCE

Cindy
Cindy Mayes
Executive Director

CUSTER COUNTY CHAMBER OF COMMERCE

615 Washington Street * Custer, South Dakota 57730 * In SD (605) 673-2244 * National 1-800-992-9818

By now you must think that SCORE has taken your money and ran without so much as giving a thought, much less a thank-you to the people who gave it to us. That is not the case, Mutch. We do appreciate Black Hills Power and Light's contribution to our organization very much. And I have thought of you often. It's just that your card and the note to send this thank-you kept slipping to the bottom of the piles on my desk.

I hope you will accept my apology along with this belated thank-you. It is certainly good to know that Black Hills Power and Light is interested in supporting business in this community through helping the organizations that help business. I also want to thank-you for attending our meeting. Your presence also demonstrated BHP's interest in the community.

Sincerely,

Judy Merritt

Judy Merritt

Office Manager

Robert J. Schurger

Robert J. Schurger

SCORE Chapter #157 Chairperson

444 Mt. Rushmore Rd. North Ste. #209, P.O. Box 747, Rapid City, SD 57709-0747

For appointments call 394-5311, SCORE Office 341-9007



Service Corps of Retired Executives

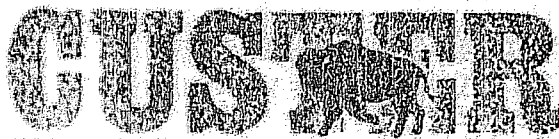
Chapter #157

In Cooperation with the U.S. Small Business Administration

21 April 1997

Julio "Mutch" Usera
Black Hills Power and Light company
P.O. Box 1400
Rapid City, SD 57709-1400

Dear Mutch:



You should see the Hills from here!

May 22, 1997

Kristy Schmitz
Black Hills Power and Light
447 Mt. Rushmore Rd.
Custer, SD 57730

Dear Kristy:

Thank you for your corporate sponsorship of our 1997 Spring Fling speaker Jim Pelley of Laughter Works. Custer Hospitality: Keep the Ball Rolling was the evening theme. This year more than 150 Chamber members and guests enjoyed this tourism kickoff event. Your commitment to the Southern Hills visitor industry was recognized in our program, acknowledged from the podium and is greatly appreciated.

Visitor inquiries for the 1997 season are up 24 percent year-to-date from 1996. May visitation is up from last year at many of our attractions and accommodations. We hope this translates into a banner season for all area businesses.

Again, thank you for making our Spring Fling such a great success.

Thank you.

Sincerely,


Cindy Mayes
Executive Director

Serving the
Lead-Deadwood
Area



P.O. Box 735
Lead, S. Dak. 57754
(605) 584-3546

March 24, 1997

Mr. Julio "Mutch" Usera
Manager, Marketing Services
Black Hills Power and Light Company
Post Office Box 1400
Rapid City, South Dakota 57709-1440

Dear Mr. Usera:

I thoroughly enjoyed your presentation on Black Hills Power and Light Company's economic development programs in Deadwood recently and look forward to utilizing some of the these programs for the benefit of the "Twin City" area.

The Twin City Area Development Corporation was formed in 1981 for economic development within the tri-city area of Lead, Deadwood and Central City. I serve as the Executive Director of TCADC, under the guidance of a 10-member Board of Directors which establishes goals and oversees the activities of the Corporation

In 1993, the Twin City Area Development Revolving Loan Fund was established to further the economic development of Lead, Deadwood and Central City by assisting in the growth and development of new business and industry. Specific objectives include: 1) creation of job opportunities for city residents; 2) reduction of private lenders' risk on business loans; and 3) the leveraging of other private and public funds for business development. Applicants must be for profit and projects must represent the expansion or creation of new businesses. The loan can be used only for land, buildings and/or stationary equipment. The maximum amount available to a single borrower is 20 percent of the available balance of the \$50,000 loan fund or \$10,000, whichever is greater. The simple interest rate is 5 percent, using a 365 day basis. All loans must have the involvement of a bank to decrease credit risk and financial analysis. If the loan is paid within one year from the inception date, however, the interest is waived to promote early payoffs. Principal and interest payments are separated, with the principal payments returned to the Revolving Loan Fund and the interest placed in a separate account called the Reserve for Loan Loss. Once this reserve has been built to 10 percent of the fund, or \$5,000, however, further interest will be used to build the Revolving Loan Fund.

Since its inception, the Twin City Area Development Corporation Revolving Loan Fund has provided loans to Hardware Hank in Pluma (Deadwood) for expansion of its existing

Mr. Julio "Mutch" Usera

March 24, 1997

Page Two

business, to the Casino Bar in Central City for a new heating system, and to the Stampnall Bar and Grill in Lead for a new roof. Kirkwood Manor, the new assisted living facility in Pluma, also utilized TCADC Revolving Loan funds. Hardware Hank and the Casino Bar paid their loans off within the one year timeframe.

There are currently more applicants for loans than money to fund those requests. Current inquiries include one from a former recipient for another business venture. All are worthy projects that would easily meet the economic development requirements of the TCADC Revolving Loan Fund.

The Twin City Area Development Corporation respectfully requests Black Hills Power and Light Corporation's Economic Development Program to seriously consider a contribution to the TCADC Revolving Loan Fund so that we may continue to offer interested parties the opportunity to expand existing business or start a new business within the Lead, Deadwood and Central City area.

Thank you very much, Mr. Usera, for your consideration of our request. Please feel free to contact me at 584-3546 if you have any questions or if you would like additional information about Twin City Area Development and its services.

Sincerely,



LeAnn L. Johns
Executive Director

BLACK HILLS POWER AND LIGHT COMPANY

447 Mt. Rushmore Road
CUSTER, SOUTH DAKOTA 57730

TELEPHONE
(605) 673-4455

May 16, 1997

South Dakota Community Foundation
Mr. Bernie Christenson, Executive Director
207 East Capital
Box 296
Pierre, SD 57501

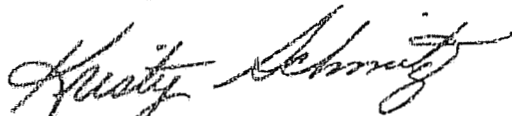
Dear Mr. Christenson:

I was pleased to hear of the First Western Greater Custer Area Foundation and am honored to be considered part of the organizational committee. I believe that this proposed foundation has positive long term benefits for our area and support local efforts.

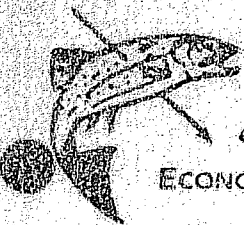
Black Hills Power and Light Company realizes the economic prosperity of our service territory is vitally important to us and the customers and communities we serve. Our own company goal is to promote the economic growth of our states and communities by establishing and maintaining partnerships with economic development groups in order to achieve locally established and supported goals that will enhance the profitable growth of communities we serve.

I believe that this partnership would be one that BHPL would want to support and be a part of. I will work towards cementing that partnership if Custer is awarded this community foundation. Thank you.

Sincerely,



Kristy Schmitz
Custer District Manager



Spearfish

ECONOMIC DEVELOPMENT CORPORATION

December 5, 1997

Mike Shutz
Black Hills Power & Light
145 E. Hudson
Spearfish, SD 57783

Dear Mike:

Greetings! I would like to thank you for your support in 1997 as a Gold member of the Spearfish Economic Development Corporation. An effective economic development program for our community is possible only because you join with others in maintaining a regular investment in SEDC.

During the Christmas season, most of us typically look into our mirrors to see how we have changed from previous years. As an organization, Spearfish Economic Development Corporation tends to do a lot of looking into "the mirror" to measure where we are now compared to a year ago.

A short trip down memory lane reminds us of some the progress made in the area of economic development over the past year. SEDC had the opportunity to:

- assist two locally owned businesses with their expansion efforts in the Spearfish Heavy Industrial Park.
- review and support three S.E.R.F. loans totaling - \$280,000, which is projected to create 263 job opportunities.
- organize the recruitment efforts of O.E.M. Worldwide
- assist in gaining public support for the Spearfish Convention Center.

Although this is a short list of accomplishments, it is evident that SEDC achieved a great deal and can be proud of its involvement in a number of economic development endeavors. In order to continue this progress we need your help! Through your past support, I know you appreciate the importance of economic development within our community. SEDC is counting on your continued support in 1998. Please take time now to renew your membership and help us continue our journey toward another banner year in development activity.

The SEDC Board of Directors and staff wish you and your family the merriest of Holidays, and the brightest of New Years.

Sincerely,

Glenn Hufnagel
V.P./Membership Chairman

P.S. Please note that a membership contributions are due by January 17, 1998.

Serving the
Lead-Deadwood
Area



P.O. Box 735
Lead, S. Dak 57754
(605) 584-3546

August 12, 1997

Mr. Mutch Usera
Black Hills Power and Light Company
Post Office Box 1400
Rapid City, SD 57709-1400

Dear Mutch:

On behalf of the Twin City Area Development Corporation Board of Directors and myself, please accept our heartfelt thank you for Black Hills Power and Light's \$3,000 contribution toward TCADC's participation in the bowling center project.

Twin City Area Development Corporation is proud to have assumed a leadership role in bringing this exciting community project to fruition. Your generosity helped us to meet our pledge amount of \$20,000 for the project's community-wide capital campaign.

Thank you again, Mutch, for Black Hills Power and Light's support of this and other worthwhile community endeavors.

Sincerely,



Le Ann L. Johns
Executive Director

BLACK HILLS POWER AND LIGHT COMPANY

P.O. BOX 640 333 WEST MAIN
NEWCASTLE, WYOMING 82701

TELEPHONE
(307) 744-2725

May 19, 1997

The Honorable Greg James, Mayor
City of Newcastle
10 W. Warwick Street
Newcastle, WY 82701

RE: GOLD Community Grant for the City of Newcastle

Dear Mayor James:

This letter is to notify you that the City of Newcastle has been awarded \$1,000 for its tree planting and community beautification program. The Black Hills Power & Light GOLD Program was set up to encourage communities in the Black Hills service area to initiate and carry out programs for complete community and economic development. The purpose of the grant is to improve economic development and enhance the appearance of the community.

We wish you luck in completing your tree planting and park beautification projects. Thank you for contacting us on this special project. Once the project is complete would you please list us as a contributor to your project.

Sincerely,

James W. Bunch
Newcastle District Manager

cc: Mutch Usera, Marketing Manager

CITY OF HILL CITY

"Heart of the Black Hills"

P O. Box 395 Hill City, SD 57745 (605) 574-2300

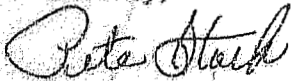
May 29, 1997

Ms Kristy Schmitz
Black Hills Power and Light Company
447 Mt Rushmore Road
Custer, South Dakota 57730

Dear Ms Schmitz,

I would like to express my gratitude to you for the assistance that our organization (HCAMP) received from BHP. This grant will make it possible for the Parks Department to open our park to a great variety of events that can be held outdoors but still need power help it along. Your grant program to small communities such as ours gives a big boost to our project and furnishes yet another service to our community. Again, our thanks to Black Hills Power for your involvement in helping us with this project.

Sincerely,

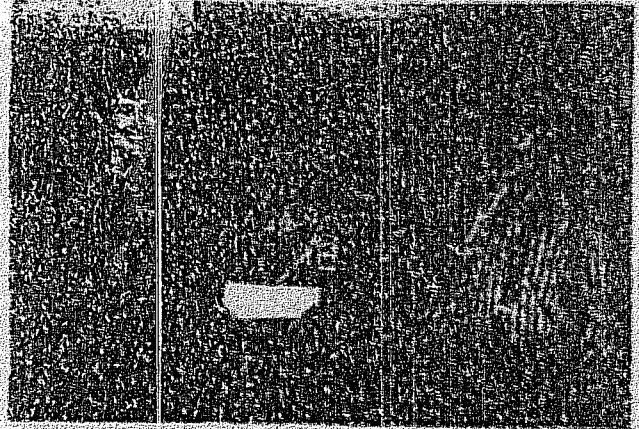


Pete Stach
Park Board President
HCAMP Director





DONATION TO CULTURAL CENTER — Kristy Schmitz, representing Black Hills Power and Light, presents a check for \$2,000 to Denise Etzkorn, Economic Development board member and president of the cultural center, and Mayor Drue Vitter, to be used for construction of the new center in City Hall.



DONATION TO PARK — Kristy Schmitz, representing Black Hills Power and Light, presents a check for \$670 to Park Board president Pete Stash and Hill City Mayor Drue Vitter. The funds will be used to complete the picnic shelter in the park.

Black Hills Power And Light Awards Gold Community Grants

Two Hill City organizations were recently awarded BHP's Gold Community Grants. Hill City Area Memorial Park was given a check for \$670 for work on the picnic shelter. Hill City's Economic Development Corporation was given \$2,000 for work on the cultural center, which is located in the portion of City Hall that was formerly occupied by the fire department.

Black Hills Power and Light offers Black Hills Gold communities a grant program designed to assist communities in need of financial assistance in order to improve their community project or goal.



GOVERNOR'S OFFICE OF
ECONOMIC DEVELOPMENT

713 East
Wash. Ave.
Pierre,
South Dakota
57501-3368

April 8, 1997

605-773-8832

Mutch Usera
Black Hills Power and Light Company

605-773-8198

PO Box 1400

Rapid City, SD 57709-1400

Fax:
605-773-3258

Dear Mutch:

Internet:
govdev@ed
piad.state.sd.us

Thank you for helping make the Governor's Economic Development Conference a success. Several communities have already shared their enjoyment of the conference with us, especially the GOLD Community Awards portion. Most communities we've heard from were amazed at the number of awards distributed (\$9,000 total).

Enclosed is a list of the award winning projects along with a local contact person. I'm also including a copy of the press release we mailed statewide this morning. Photos were also sent to the hometown newspapers of the award winning communities, complete with a list of program sponsors.

Future plans for the program include lengthening the time period communities have to submit an award to encourage more applications. Several sponsors have also inquired about having more input in the awards program and overall conference, so we will facilitate a way to get more of your ideas for future events.

In the meantime, thank you again for your sponsorship and input. We value the relationship we've built with you and your organization over the years and are happy to work with you on any projects you might have this summer. Please feel free to give us a call if there's anything we can do!

Sincerely,

Brett Stewart, Development Specialist
South Dakota GOLD program



GOVERNOR'S OFFICE OF
ECONOMIC DEVELOPMENT

For Immediate Release

For More Information: Ron Wheeler, 773-5032

GOLD Community Achievement Awards Given at Economic Development Conference

(Pierre) -- The 2nd Annual GOLD Community Achievement Awards were distributed to communities at the Governor's Economic Development Conference on April 1 in Pierre. A total of \$9,000 was awarded to 17 GOLD communities across the state.

The awards program, a friendly competition between South Dakota GOLD communities, focuses on individual project accomplishments for the past program year. Cash awards of up to \$900 were provided by the following program sponsors: Black Hills Power and Light Company (\$1,500), MidAmerican Energy Company (\$1,500), Northern States Power Company (\$1,500), Northwestern Public Service Company (\$1,500), Otter Tail Power Company (\$1,500), East River Electric Power Cooperative (\$500), Rushmore Electric Power Cooperative (\$250), and West River Electric Association (\$250).

Under the "Business and Industrial Development" category, Brandon took home a \$900 award for the community's work in assisting Lou-Rich, a metal manufacturing company from Minnesota, with its expansion to Brandon. Centerville was awarded \$500 for helping Therm Dynamics, a flameless heating unit manufacturer, move to Centerville. Last year's winner in this category, Lennox, received \$300 for its efforts in marketing the community's new industrial park.

Custer was awarded \$900 under the "Community Marketing and Promotion" category for its community-based promotional radio campaign which ran last summer, while Webster received a \$500 award for efforts made in designing its community Home Page on the Internet.

-more-



LIST OF GOLD COMMUNITY ACHIEVEMENT AWARD WINNERS

BUSINESS & INDUSTRIAL DEVELOPMENT

\$900 Award	Brandon	Dennis Olson, GOLD Co-Coordinator PO Box 95 Brandon, SD 57005-0095
\$300 Award	Centerville	Stan Schmiedt, GOLD Coordinator PO Box 160 Centerville, SD 57014-0160
\$300 Award	Lennox	Margaret Meyer, GOLD Coordinator PO Box 542 Lennox, SD 57039-0542

COMMUNITY MARKETING & PROMOTION

\$900 Award	Custer	Cindy Mayes, GOLD Coordinator 615 Washington Street Custer, SD 57730-2028
\$500 Award	Webster	Sharon Jurgens, GOLD Coordinator Rt 2, Box 161 Webster, SD 57274
\$300 Award	Gettysburg	Bernie Webb, GOLD Coordinator 307 E. Commercial Avenue Gettysburg, SD 57442

EDUCATION, TRAINING & YOUTH INVOLVEMENT

\$900 Award	Lake Preston	Reed Hauck, GOLD Coordinator 327 Main Avenue North Lake Preston, SD 57249
\$500 Award	Lemmon	Nikki Heier, Devel. Corp. President 300 Main Avenue Lemmon, SD 57638
\$300 Award	Edgemont	Michele Watland, GOLD Coordinator PO Box 242 Edgemont, SD 57735-0242

GOLD Community Achievement Awards Program

The GOLD Community Achievement Awards Program is a friendly competition between GOLD communities. The focus of the program is to recognize innovative, individual community projects statewide. Sponsorship for the program is provided by the following utility companies:

Black Hills Power & Light Company (\$1,500)
MidAmerican Energy Company (\$1,500)
Northern States Power Company (\$1,500)
Northwestern Public Service Company (\$1,500)

Otter Tail Power Company (\$1,500)
East River Electric Power Cooperative (\$500)
Rushmore Electric Power Cooperative (\$250)
West River Electric Association (\$250)

Following is a brief description of award winning projects for each of the six program categories.

Business and Industrial Development -- recognizes community efforts to create economic development opportunities relating to commercial and industrial development.

First Place (\$900) Brandon

- The Brandon Development Foundation, along with the involvement of the Minnehaha County Economic Development Association, assisted Lou-Rich, a metal manufacturing company based in Minnesota, with its expansion to Brandon. The company currently employs eight workers with a beginning wage of \$12 per hour.

Second Place (\$500) Centerville

- The Centerville Economic Development Corporation assisted Therm Dynamics, a manufacturer of flameless heat generating units, with its expansion to the Centerville Industrial Park. The development corporation provided funding for a new 7,200 square foot building, just part of the \$200,000 total project.

Third Place (\$300) Lennox

- Last year's "First Place" winner in this category, Lennox has continued moving forward and has been marketing its new industrial park to prospective manufacturing companies. Development corporation members are actively implementing a marketing campaign they designed with the GOED, and several companies were hosted in Lennox last year.

Community Marketing and Promotion -- recognizes creative ways in which a community promotes itself.

First Place (\$900) Custer

- The Custer community radio campaign is a community-based promotion designed to capture a larger portion of the Black Hills visitor market. The Custer County Chamber of Commerce initiated the promotion and gathered the support of private community sponsors and advertisers. Radio ads ran throughout the summer promoting Custer and Custer area businesses with the theme, "You should see the hills from here... Custer, South Dakota!"

Second Place (\$500) Webster

- The Webster Home Page on the Internet is used not only to promote the area to potential tourists, but also to reach potential new businesses for the community. The Webster Home Page promotes economic development opportunities in South Dakota in addition to listing the "Top 10 Reasons to Move to Webster, South Dakota!"

Third Place (\$100) Gettysburg

- * Gettysburg makes good use of its well-known name. The community established an active sister-city relationship with Gettysburg, PA. Also, the Gettysburg Civil War Festival is held biennially. Most recently, the community officially adopted the U.S.S. Gettysburg, a Navy missile cruiser. Community leaders maintain contact with the ship's captain and crew of more than 400 sailors.

Education, Training and Youth Involvement -- recognizes educational projects designed to foster more community involvement and participation in local development activities.

First Place (\$900) Lake Preston

- * The Lake Preston Development Corporation worked with the school districts of DeSmet, Arlington and Lake Preston to bring unlimited Internet access to the area. Working together, the groups were able to put together a package with very competitive local access rates for business and private users in all three communities. Additionally, all three school districts were given unlimited usage for students, plus a percentage of monthly gross revenue produced from this project that helps offset the small initial equipment cost.

Second Place (\$500) Lemmon

- * The Lemmon Business Boosters implemented a community educational campaign designed to improve the local retail climate. The group used business promotions and training seminars together to educate local retailers. At the same time, an educational campaign was undertaken in the community to inform local residents of the importance of shopping locally.

Third Place (\$300) Edgemont

- * Edgemont saw the importance of involving the school and its students in community development efforts even before becoming a GOLD community in 1996. Part of the Edgemont GOLD program includes a Youth Committee comprised of student leaders. The students have been undertaking an "Adopt-A-Block" community beautification campaign, as well as other town clean-up efforts.

Outstanding Organizational Activities -- recognizes innovative ways a community meets a local challenge as well as how the community pulls together on local projects.

First Place (\$900) Kimball

- * Kimball community leaders transformed a lack of available housing challenge into an opportunity when 56 acres of property was purchased and cleared of debris. Local investors constructed the Prairie View Assisted Living Center and the Estate Properties duplex at the site. Additional lots are also available for future housing projects.

Second Place (\$500) DeSmet

- * Providing quality health care to address local needs has always been a goal of DeSmet. After successfully recruiting two new physicians, a new medical facility was needed to house their offices as well as any future doctors moving to town. A successful fund drive was completed, and the money raised was combined with other funds to construct the new \$180,000 facility.

Third Place (\$300) White Lake

- * Providing recreational opportunities to existing and new families in the White Lake area is one way local leaders have chosen to improve the economic development potential of the area. A new \$80,000 plus swimming pool project was constructed last year with funds coming entirely through local donations. Project organizers give much credit to the local newspaper for its weekly "GOLD Progress" article that highlights local community projects throughout the year.

Reunification and Enhancement -- recognizes efforts to maintain or improve the visual quality of the community.

First Place (\$900) Spearfish

- * Spearfish's "Project Playland" will stand as a monument into the future recognizing the commitment Spearfish has for its youth. More than 800 residents volunteered to construct the 13,000 square foot playground, which includes a two-story playland castle. Donations ranged from cash to materials to time. In fact, volunteer crews of 200 people at a time helped construct the entire playground in just five days.

Second Place (\$500) Mobridge

- * The Mobridge city park restoration project is a source of pride in the community. Most local residents chip in and offer money or time to restore the city park, originally designed in 1913. The park is slowly being restored to its original beauty, complete with a lighted water fountain. It's common to walk through the park and find volunteers planting flowers. Since the restoration project began, several weddings and reunions have been held in the park.

Third Place (\$300) Hartford

- * Hartford's 5th Annual Clean-up Day was its most successful to date. The first step in making it a success was implementing an educational campaign to ensure local residents understood the "Rules of the Day." Several challenges, such as new landfill regulations, were addressed before Clean-up Day. Many volunteer crews canvassed the town picking up discarded items, and local chefs provided more food than the crews could eat.

Merit Award (\$250) Lead

- * Once a highly visible, unsightly spot on Lead's Main Street, the Homestake Opera House Courtyard is now an attractive, welcoming space for residents and visitors alike. A restoration project was completed with a new design for the layout of flower boxes, a water fountain, bench seating, and tables with game boards painted on them. A new surface is planned for the courtyard this year.

Merit Award (\$250) Winner

- * Winner's \$1.1 million downtown improvement project will replace sidewalks and streets on Main Street, as well as include trees and park benches in the downtown area. Main Street businesses are encouraged to upgrade storefronts, too. A major portion of project funding comes from a second penny sales tax enacted three years ago. Sales tax revenues are expected to increase after the project is completed, and it is hoped that new downtown businesses will also be started.

Hometowns

SATURDAY
April 12, 1997
Rapid City Journal

B3

Hermosa named GOLD community

"This is a grassroots program designed to guide communities through the initial planning process of economic development," said Ron Wheeler, commissioner of the Governor's Office of Economic Development. "Volunteer leadership is definitely the driving force behind the success of this program, and I commend these four entities for making the commitment to economic development."

Hermosa has established several Goals for the following year. Goals include everything from community beautification to preparing for the first leg of the Heartland Expressway, a construction project that will transform S.D. Highway 79 into a four-lane highway that promotes hope will eventually become part of a four-lane route all the way to Denver.

Also during the conference, 17 GOLD communities were honored for their work during the past year. Among the winners of GOLD Community Achievement Awards were:

- Custer (\$900) in the community marketing and promotion category for its community-based radio campaign.
- Spearfish (\$900) for its 13,000-square-foot Project Playland.
- Lead (\$250) for its Homestead Opera House Courtyard beautification project.
- Black Hills Power & Light Co. Rushmore Electric Cooperative and West River Electric Association contributed some of the prize money.

Hermosa was one of four communities that were officially designated as GOLD (Guide to Local Development) communities during the recent Governor's Economic Development Conference in Pierre.

The others were Montrose, Elmore Valley School District in Brown County and the Headle and Spink Enterprise Community (BASEC).

The GOLD Program, which started in 1988, currently has 95 active communities.

Spearfish playland project recognized

SPEARFISH -- Once again, the Spearfish GOLD program was awarded top honors in the area of "Beautification and Enhancement" at this year's GOLD Community recognition banquet held during the Governor's Office of Economic Development conference. The GOLD program received the award for its efforts in submitting an application which recognized the achievements of "Project Playland."

designed to recognize excellence in the area of community participation in projects which improve the visual quality of a community or improve the recreational opportunities (ie. parks, lakes, playgrounds, etc.). "Project Playland truly exemplified a community-wide project which will have a lasting impact in our community. My hat goes off to all project organizers and the hundreds of volunteers it took to make Spearfish Playland a reality," said Bryan Walker, GOLD program coordinator.

The beautification and enhancement award is



GOLD Coordinator Bryan Walker, right, presents a \$900 check to Project Playland organizer Polly Young, left. Also pictured is Mike Shultz, Black Hills Power and Light District Manager. Funds for the award were made possible by South Dakota Energy Supply Companies. (Photo by William R. Cissell)

5/24/97

Special Olympics Annual Dinner is this Thursday

How many people does it take to read our children to Special Olympics? It takes a whole village. And, you can support that effort by attending the benefit spaghetti dinner on Thursday, April 10, at the Custer Elementary multi-purpose room.

Serving from 5-7 p.m., all proceeds from the event will be used to send Custer School District Special Olympians to the regional meet in Sturgis on May 2 and the state meet in Brookings on May 16-17.

Special entertainment for the evening will be

provided by the Custer High School Swing Choir. Raffle tickets for prizes donated by local businesses are on sale now and drawings will be conducted during serving hours.

"Participating in Special Olympics is really a highlight for our children. It's their chance to really shine. Those medals and ribbons mean a lot and the experience is just a whole lot of fun for them and the volunteers," said Cindy Mayes, co-chair of the event.

Homeshow is April 26

If you are considering placing a bench at the Custer Home, Custer and Sports Show, please contact the Custer County Chamber of Commerce at 673-2244.

The show will be held in the armory from 10 a.m. to 5 p.m.

Many new features have already been added to the show you won't want to miss.

Religious rights are challenged Judge puts Commandments

By Alice Anderson

A few weeks ago one of TV's news magazines told the story of Governor Fob James of Alabama and Judge Roy Moore and the upcoming clash with those who believe that a courtroom is not the place for the Ten Commandments.

In an article written in "World" magazine by Jay Grelen, he says that Gov. Fob James declared to Alabama Circuit Judge Charles Price that if he tries to take the Ten Commandments out of Moore's courtroom, he will be stirring down the barrel of a few dozen M-16s.

The issue has already been taken to the Congressional House where a vote of support for Governor James passed 265-129.

Before we tell more about this story, the reason you are reading this today is because your help is being requested to join the thousands of people who will be saying a prayer this Saturday, April 12, between the hours of 1-3 p.m. when there will be a march in Montgomery, Alabama, to protest

the Ten Commandments plan hanging in the courtroom.

In the magazine article, Grelen says that even though the fighting on a different issue is very different moral battle, James' position evoked the memory of George Wallace's stand in a schoolhouse door more than 20 years ago and Abraham Lincoln's stand against slavery. The president promised that the National and the Alabama State would be there to greet judges or his enforcers, unless President Clinton federalizes the Court.

This declaration of "solid" with an Alabama circuit judge, latest escalation in a battle Judge Moore has been saying no less than the right to acknowledge God in public. This summer set to has been the back burner for months with the governor's statements, the eyes of the nation have been drawn since again the Heart of Dixie, more than a century ago, many events from the birth



A The Custer County Chamber of Commerce was honored with a GOLD Community Achievement Award at the annual Governor's Conference of Economic Development held April 1-2 in Poncha receiving first place and \$900 in the category of Companies statewide Marketing Promotion. Financial sponsors of the awards included utility companies statewide including Black Hills Power & Light and West River Electric Association. Kristy Schmitz, Black Hills Power & Light district manager, is pictured congratulating Cindy Mayes, chamber executive director.

Jason Petik is new Administrator at hospital

Prior to that, Petik was Patient Accounts Representative at Yankton Medical Clinic in Yankton, S.D. he also served a Health Service Administration Internship at the Yankton Clinic.

Petik has a bachelor's degree in Health Services Administration from the University of South Dakota, Vermilion, S.D., and has a South Dakota License in Health Services Administration.

Most recently, Petik has been the Personnel Director for Five Counties Hospital and Nursing Home in Leavenworth, S.D. During his tenure, he was also responsible for purchasing and Network activities at the 56-bed facility.

Jason Petik recently accepted the position of Administrator at Custer Community Hospital in Custer, S.D., beginning March 24. Petik replaces Aloha E. Kier, who resigned for health reasons.

"We're very pleased Jason is joining Rapid City Regional Hospital's System of Care and Custer Community Hospital," said Don Thrall, Vice President of Networking Services.

Easter Bunny visits during Easter Egg Hunt

continued on Page 2

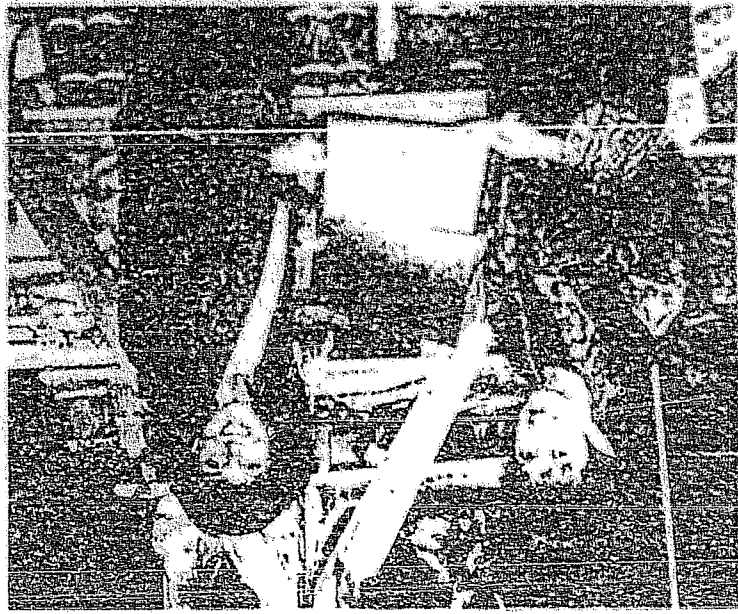


Cristal Cody and Carissa Brown, children of Sheldon and Amy Brown are with the Easter Bunny after the Easter Egg Hunt. Photo courtesy of Kevin & Dennis Buckman.

GOLD Community Achievement Award

Custer Chamber of Commerce wins

Shanna Pickett, 17, daughter of Dale and Cathy Riddle and George and Carol Pickett was crowned Miss Western Plains at the Hot Springs pageant on Saturday. Shanna also won the \$50 Miss Congeniality award after being chosen by her fellow contestants. Congratulations Shanna, Custer is proud of you!



The Custer County Chamber of Commerce was honored with a GOLD Community Achievement Award at the annual Governors' Conference of Economic Development held April 1-2 in Pierre receiving first place and \$500 in the category of Community Marketing and Promotion. Financial sponsors of the awards included utility companies including Black Hills Power & Light and West River Electric Association. Kristy Schmitt, Black Hills Power & Light district manager, is pictured congratulating Cindy Hayes, chamber executive director.

CITY OF BRANDON

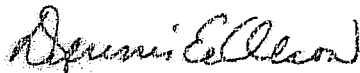
304 Main Avenue * P.O. Box 95 * Brandon, SD 57003
Telephone: (605) 582-6565 * Fax: (605) 582-6571

Mutch Usera
Black Hills Power & Light Company
P.O. Box 1400
Rapid City, SD 57709-1400

Dear Mr. Usera:

As you are aware, the City of Brandon received a first place GOLD Achievement Award in the area of Business & Industrial Development at the GOED Conference in Pierre last week. Accompanying the award was a check for \$900.00. The City of Brandon and the Brandon Development Foundation are very serious about industrial development in the City of Brandon. There are countless hours of uncompensated time given by many individuals within our community to provide the Brandon with an industrial base and it is very much appreciated that your group has recognized their efforts. Industrial development in Brandon also has a positive effect on all of South Dakota and your group's commitment to the Achievement Awards program is appreciated. Thank you for the recognition and the cash award.

Sincerely,



Dennis E. Olson
Municipal Finance Officer

The Winner Area Chamber of Commerce & Tripp Co. Economic Development Corp. would like to thank you for selecting our community to receive a merit award for the GOLD Program. We would like to commend you on your sponsorship & interest in the GOLD Community Achievement Awards Program. We were very pleased & honored to hear that we were selected to receive this monetary award, as we have been a GOLD Community since 1989. Thanks again for your support.

Darci Stewart- Exec. Dir.
Bonnie Gardner- Secretary

South Dakota
GOLD
Community

Lucille Houda, Chm.
Box 47,
Kimball, S. D. 57155

Match Upera
Black Hills Power and Light Company
P. O. Box 1400
Rapid City, SD 57709-1400

Mr. Upera:

I wish to express sincere gratitude for
sponsoring and providing cash awards
for G O L D Communities.

The Community of Kimball has been
struggling to provide housing and an
Assisted Living home, thus offering
comfortable quarters for elderly and also
young people who do not yet own a home.

Your award will be used to assist
in building a road between Prairie
View Assisted Living and Estate Properties
which is comfortable housing for rental.

We thank you sincerely,

Lucille Houda
GOLD Chm.

GOLD

LAKE PRESTON

Development Corporation

P.O. Box 215
LAKE PRESTON, SOUTH DAKOTA 57249-0215

April 3, 1997

Mutch Usera
Black Hills Power and Light Company
PO Box 1400
Rapid City, SD 57709-1400

Dear Mutch,

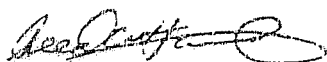
On behalf of the Lake Preston Development Corporation, we would like to thank you for your support of the GOLD program awards at the 1997 GOED Convention. We were awarded 1st place in the Education/Training/Youth Involvement category for our involvement in establishing an Internet pop site for our area businesses and high schools. In working with Lake Preston, Arlington and Desmet school districts we were able to put together a package with very competitive local access rates for business and private users in all three communities. In addition, all three school districts were given unlimited usage for their students plus a percentage of the monthly gross revenue produced from this project that helped them offset a small initial equipment cost. We are currently working on an area-wide home page to help market our area on the web.

Again thank you for your partnership on the GOLD program awards. Through this program the Governors Office of Economic Development is helping all of South Dakota keep up with the challenges we face in growing and prospering in business and as communities.

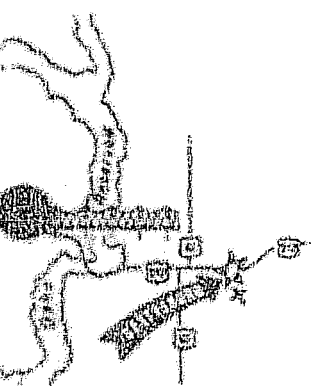
Sincerely,



Shelley Slaight / LPDC president



Reed W. Hauck / LPDC coordinator



Gettysburg Chamber of Commerce

P.O. Box 33

Gettysburg, South Dakota 57442

April 16, 1997

Mutch Usera
Black Hills Power and Light Company
PO Box 1400
Rapid City, SD 57709-1400

Dear Mr. Usera,

Thank you very much for your sponsorship of the GOLD Community Achievement and Awards Program. Our community appreciates the technical assistance and efforts your company provides to our various cities and towns.

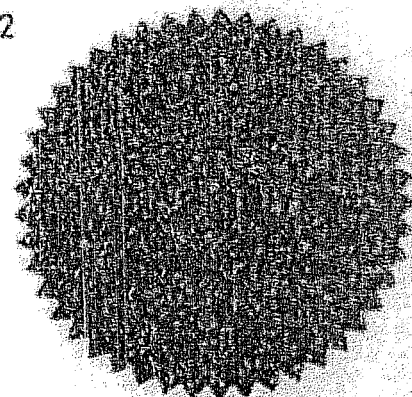
The merit award we received in the Community Promotion category will be divided between our 903 Air Squadron Reunion scheduled for July 23 - 27 and our Civil War Festival scheduled for August 16 and 17.

If you ever visit the Gettysburg area, please stop and visit. Our Chamber of Commerce and Development Corporation recently combined offices in our City Hall building on main street. I would love to show you around.

Thank you again for your sponsorship of the awards.

Regards,

Kara Williams
Executive Secretary



CITY OF CENTERVILLE

P.O. BOX C

CENTERVILLE, SOUTH DAKOTA 57014-0902

605-563-2302

April 18, 1997

Mitch Usera
Black Hills Power and Light Company
PO Box 1400
Rapid City, SD 57709-1400

Dear Mr. Usera,

We here at Centerville would like to take the opportunity to say "Thank You" for your participation as sponsors and judges for the GOLD Community Achievement Awards.

If it wasn't for companies like yours, programs such as the Gold Program wouldn't be the success they are. The Gold Program truly keeps the towns in touch with one another so we can find out what other communities are doing and what works. We also appreciate the positive attitudes that are at such meetings. Many of us have discussed that we come out of the meetings on a high, instead of all the negative comments we hear in our own little towns.

Thanks again for you financial support and the \$500 award we received for second place in the Business & Industrial Development Area.

Sincerely,

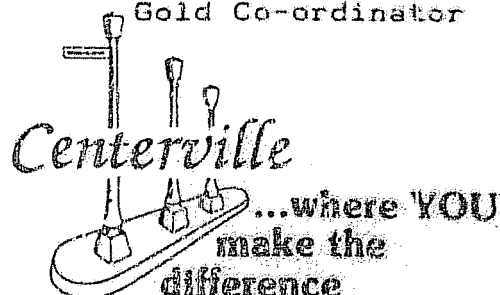
CITY OF CENTERVILLE

Nancy L. Kludt

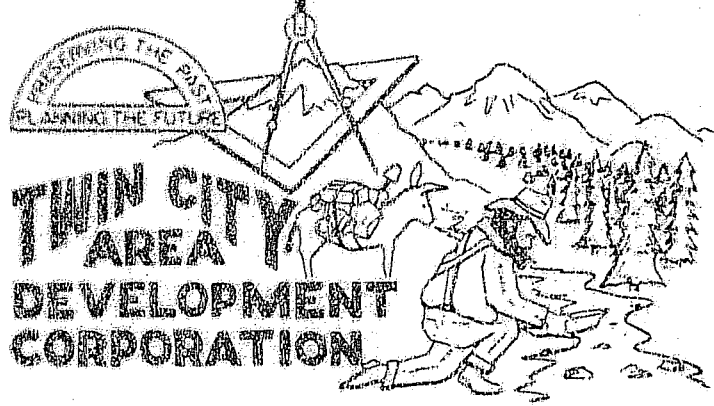
Nancy L. Kludt
Finance Officer

Stan Schmiedt

Stan Schmiedt
Gold Co-ordinator



Serving the
Black Hills
Area



P.O. Box 735
Lead, S. Dak. 57754
(605) 584-3546

May 27, 1997

Mr. Mutch Usera
Black Hills Power and Light Company
PO Box 1400
Rapid City, SD 57709-1400

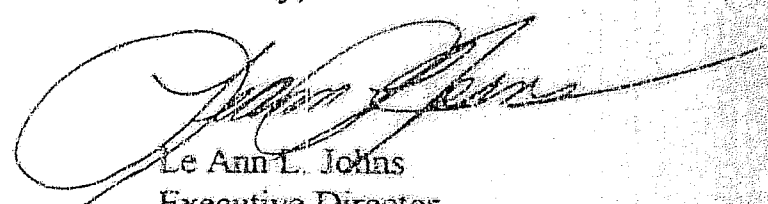
Dear Mutch:

Hats off to Black Hills Power and Light Company for its role in sponsoring the *GOLD Community Achievement Awards Program*!

As a recipient of a \$250 cash award for the Homestake Opera House Courtyard Beautification Project, we are especially grateful to corporate sponsors like you for generously donating time and energy to act as judges as well as contributing cash for the various prize categories. We have passed along the \$250 to the Historic Homestake Opera House Committee to use for continuation of the beautification project this season.

Thank you again for your sponsorship of the awards program. We are proud to have been selected as one of the cash award winners and appreciate Black Hills Power and Light's role in the *GOLD Community Achievement Awards Program*.

Sincerely,


Le Ann L. Johns
Executive Director

CUSTER

You should see the Hills from here!

April 7, 1997

Mitch Uera
Black Hills Power and Light Company
P.O. Box 1400
Rapid City, SD 57709-1400

Dear Mitch:

Thank you for your generous contribution to the GOLD Community Achievement Awards Program. Custer was selected as the first place winner for community promotion and marketing and we are very appreciative of the recognition and the \$900 cash award which will be used to enhance our 1997 program.

Thank you again, for your participation as a corporate sponsor and a judge of the entries submitted.

Sincerely,


Cindy Mayes
Executive Director

CUSTER COUNTY CHAMBER OF COMMERCE

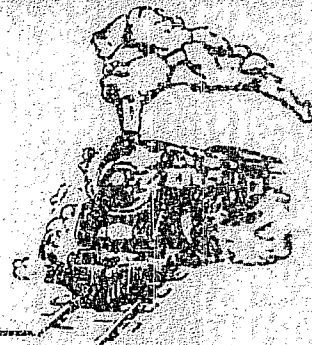
447 Crook Street • Custer, South Dakota 57730 • In SD (605) 673-2244 • National 1-800-992-9918

EDGE MONT SCHOOL DISTRICT 23-1

PO Box 32
Rapid City, SD 57709
Telephone: (605) 662-7293

Administrative Office 605-662-7254
Elementary Office 605-662-7295
Middle/High School Office 605-662-7294
Fax 605-662-7281

ADMINISTRATIVE TEAM
MARCIA NELSON
Middle/High School Principal
LARRY OSWALD
Elementary Principal/SPED Director
BARBARA LITTEL
Business Manager



March 4, 1997

Match Usera
Black Hills Power and Light Company
PO Box 1400
Rapid City, SD 57709-1400

Dear Mr. Usera

I would like to take this opportunity to thank you for attending the GOLD Mid-Year Review meeting. I wanted to get a chance to visit with you before you left, but I missed you! It was great to have you there! Please let us know if the assistance will be available to help Edgemont create a home page on the internet. We are very excited about the possibility of that assistance.

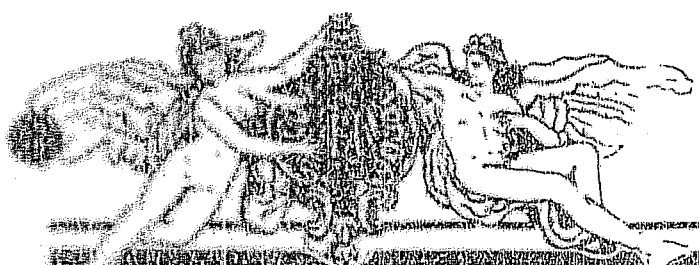
I also wanted to give you and Black Hills Power and Light company a BIG "thank you" for sponsoring the GOLD Community Achievement Awards Program. The kids were so excited about receiving the award. They are already making plans on how they will utilize the money for their project.

Last night I was visiting with Verna Barker, who is on our Beautification Committee. She started a flower program on Main Street last year. Several volunteers help with the project. I told her about the kids winning the award. She was very pleased, and said that she had a nice surprise from a stranger last week. She told me she received a check in the mail for \$100.00 from a woman from California. The woman had driven through Edgemont, and seen the beautiful flower gardens last summer. She was so impressed, she wanted to donate to the project again for this year!!

Thank you for the support of our kids and our community. Black Hills Power and Light has always been a strong supporter of our community, and we want you to know how much we appreciate you!

Sincerely

Michelle Watland
GOLD Community Coordinator



The Historic
**HOMESTAKE
OPERA HOUSE**

P. O. Box 412 Lead, South Dakota 57754

May 28, 1997

Mr. Mutch Zsena
Black Hills Power and Light Company
PO Box 1400
Rapid City, South Dakota 57709-1400

Dear Mr. Zsena:

Please accept our early, but heartfelt 'thanks' for Black Hills Power and Light Company's sponsorship of the *GOLD Community Achievement Awards Program* for 1997. The *GOLD Program* is important to small communities like ours as it makes us think of how we might improve our community and provides guidance and support to achieve the goals we establish.

The Opera House Committee is honored to have been chosen as a recipient of a \$250 cash award for our Courtyard Beautification Project. Le Ann Johns of Twin City Area Development has passed along a check for this amount which we will use to repair or replace some of the containers damaged by our long, hard winter and to purchase more perennials and annuals for the flowerbeds.

We sincerely appreciate your contribution of time and money to the Awards Program, Mr. Zsena!

Sincerely,

Lea Mathis
Lea Mathis
Co-chairperson

CC: Le Ann Johns, TCADC
Mayor Gink & Lead City Commissioners

GOVERNOR'S OFFICE OF
ECONOMIC DEVELOPMENT

February 3, 1997

Mitch Usera
Black Hills Power and Light Company
FAX: 605/348-4748

Dear Mutch:

On behalf of the 95 South Dakota GOLD Communities and the GOED, I want to thank you and BHP&L (again) for your sponsorship of the **GOLD Community Achievement Awards Program**. The program would not be possible without your support! Please use this letter as an invoice for BHP&L's portion of the sponsorship.

The GOLD awards will be presented at the evening reception of the Annual GOED Conference. You will receive conference information soon, but for your information, the reception will be held from 5:30 - 7:30 p.m. the evening of Tuesday, April 1.

If possible, we would appreciate your attendance so we can publicly thank you and the other corporate sponsors. Additionally, we would like to have pictures taken for local media and for your company files.

Again, thank you for your sponsorship, and please give me a call at 773-5032 or 1-800-872-6190 if you have any questions.

Sincerely,

Brett Stewart, Development Specialist
South Dakota GOLD Program

INVOICE FOR:	Black Hills Power and Light Company
PURPOSE:	GOLD Community Achievement Awards Program
FROM:	Governor's Office of Economic Development
DATE:	February 3, 1997
AMOUNT:	\$1,500

Please make check payable to: **GOLD Community Achievement Awards Program**



South Dakota
GOVERNOR'S OFFICE OF
ECONOMIC DEVELOPMENT

TO: Mr. Match
FROM: Governor
DATE: April 11, 1997

Match Users, Manager
Marketing Services
Black Hills Power and Light Company
PO Box 1400
Rapid City, SD 57709-1400

Dear Match:

On behalf of the Governor's Office of Economic Development, I want to thank you and Black Hills Power and Light Company for your commitment to economic development and the communities you serve. We truly value the partnership we have with BHP and appreciate the programs your company has made available to the communities of the Black Hills region.

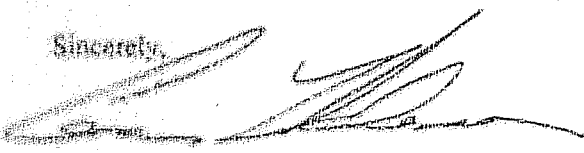
The GOLD Community Achievement Awards program was (again) a success, thanks in large part due to BHP and the other program sponsors. It's through your support and partnership we are able to provide the program each year, and we look forward to building on the program in the future.

I also applaud BHP's commitment to economic development through your new GOLD Community Grant program. What a tremendous benefit for the communities you serve! Today, more than ever, communities are seeking out alternative funding sources for community projects, and BHP's grant program provides an advantage for your member communities.

When economic development succeeds in South Dakota, it's usually the result of cooperation between state government representatives, our economic development partners, community leaders and inspired local volunteers. And programs like those BHP offers communities help facilitate the success South Dakota sees in the economic development field.

Match, thank you and BHP again for your commitment to the state of South Dakota and the communities you serve. Your efforts are appreciated.

Sincerely,


Connie Halverson, Manager
Community Development

cc: Public Utilities Commission



Executive Proclamation

State of South Dakota

Office of the Governor

WHEREAS, South Dakota Future Fair 1998 is an exciting event sponsored by Black Hills Power and Light, Black Hills State University, KOTA Radio and Television, Norwest Bank of South Dakota, the Rapid City Journal, Rapid City Regional Hospital, South Dakota School of Mines and Technology, US West, and co-sponsored by American State Bank, to provide an opportunity for business, industries, manufacturers and educational institutions to showcase their cutting edge products and services; and,

WHEREAS, The Fair is designed to help spread the message of the newest products and services available locally and in the State of South Dakota; and,

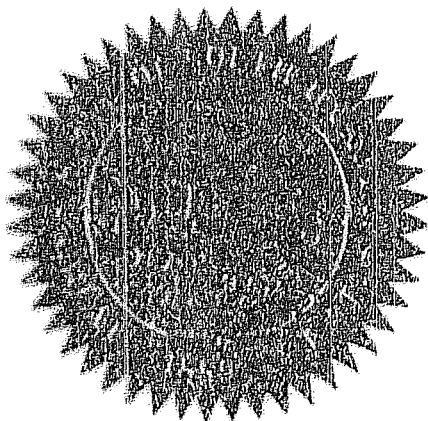
WHEREAS, South Dakota Future Fair 1998 will be held January 16 through 18, 1998, at the Rushmore Plaza Civic Center, with Friday, January 16, designated as Education Day, and all South Dakota K-12 grade and higher education students are invited to attend:

NOW, THEREFORE, I, WILLIAM J. JANKLOW, Governor of the State of South Dakota, do hereby proclaim January 16 through January 18, 1998, as

SOUTH DAKOTA FUTURE FAIR 1998 DAYS

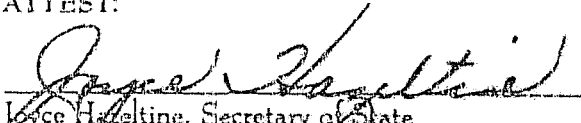
in South Dakota, and I encourage all South Dakota citizens to take this opportunity to view the various exhibits and to attend the information speeches and panel sessions that will be part of the Fair.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of South Dakota, in Pierre, the Capital City, this Eleventh Day of December in the Year of Our Lord, Nineteen Hundred and Ninety-seven.




William J. Janklow, Governor

ATTEST:


Joyce Hagelstine, Secretary of State



CITY OF RAPID CITY

RAPID CITY, SOUTH DAKOTA 57701-2724

*Office of the Mayor
300 Sixth Street
605-394-4110
Fax: 605-394-6793*

Proclamation

WHEREAS: South Dakota Future Fair '98, is an exciting event sponsored by Black Hills Power & Light, Black Hills State University, KOTA Radio & TV, Norwest Bank of South Dakota, Rapid City Journal, Rapid City Regional Hospital, South Dakota School of Mines & Technology, US West and, co-sponsored by American State Bank to provide an opportunity for businesses, industries, manufacturers and educational institutions to showcase their cutting edge products and services; and

WHEREAS: South Dakota Future Fair '98 will be held on January 16-18, 1998 at the Rushmore Plaza Civic Center, with Friday, January 16th designated as Education Day, with an invitation to all South Dakota K-12th grade and higher education students to attend. The Fair is designed to help spread the message of the newest products and services available locally and in the state of South Dakota.

THEREFORE: I, Jim Shaw, Mayor of Rapid City, South Dakota do hereby proclaim January 16-18, 1998 as South Dakota Future Fair '98 Days. I would encourage citizens to take this opportunity to view the various exhibits and to attend the informative speakers' and panel sessions that will be a part of the Fair.

A handwritten signature in dark ink, appearing to read "Jim Shaw".

*Jim Shaw, Mayor
Rapid City, South Dakota
January 7, 1998*



EQUAL HOUSING
OPPORTUNITY

EQUAL OPPORTUNITY EMPLOYER

JANUARY

17-18, 1998

SOUTH DAKOTA



FUTURE FAIR

10AM - 6PM SAT

11AM - 5PM SUN

RUSHMORE PLAZA CIVIC CENTER
RAPID CITY, SD

South Dakota Future Fair 1998 Program Schedule

Rushmore Plaza Civic Center
January 16-18

Friday, Jan. 16, 1998
9 a.m. -- 3:15 p.m.

LaCroix Hall/Theatre

Registered schools only

•9 a.m. Bob Friedhoffer,
master magician, noted author
and science historian,
co-sponsored by American State
Bank.

•10:45 a.m. Career Panel

•12:30 p.m. Tad Perry,
executive director of the South
Dakota Board of Regents

•2:15 p.m. Bob Friedhoffer

Rooms 101 and 102:

Discovery Center, all day

North End East Concourse:

Star Lab, all day

Room 106: US West Widening

Our World Van, all three days.

Saturday, Jan. 17, 1998
10 a.m. -- 6 p.m.

LaCroix Hall/Theatre

Public invited

•10 a.m. Kathy Thornton,
retired NASA astronaut,
University of Virginia professor

•11:45 a.m. Victor Spitzer,
University of Colorado, The
Visible Human Project

•1:30 p.m. Nigel Burton,
Microsoft Corporation, director
of Small Business Group

•3:15 p.m. Trevor Guthmiller,
executive director, American
Coalition for Ethanol

•5 p.m. Kathy Thornton

Sunday, Jan. 18, 1998
11 a.m. -- 5 p.m.

LaCroix Hall/Theatre

Public invited

•12:30 p.m. Paul Hoffman,
publisher, Encyclopedia
Britannica

•2:15 p.m. Peter Harter,
Global Public Policy Counsel,
Netscape Communication Corp.

Career Panelists:

Moderator Lyle Cook, vice president
for academic affairs, Black Hills State
University

Karen Whitehead, vice president for
academic affairs, South Dakota School
of Mines & Technology

Doug Wessel, interim dean applied
science and technology, BHSU

Dennis Schroedter, director of
personnel, Rapid City Regional Hospital
System of Care

Dymphna Barum, University
Relations manager, US West
Communications

Displays:

Rural Electric Cooperatives' All-Electric 1997 Geo Metro Car
E85 Ethanol Car

Rapid City Police Department's Mobile Data Terminal
Computerized Car

Rapid City Regional Hospital's LifeFlight American Medical
Response Mobile Intensive Care Transport

NASA Age of Exploration, Space Shuttle in the Future and
Space Technology

Discovery Center Demonstration

SDSM&T's Solar, Mini Indy and Mini Baja cars

SDSM&T's Concrete Canoe

US West's Widening Our World Classroom

SDSM&T's Museum in Motion, hands-on children's museum

Admission:

Friday: Free to Registered Schools Only

Saturday and Sunday: Adults: \$3; Age 3-12: \$1; under 3: Free

Welcome to the future

Welcome to South Dakota Future Fair '98, an
exciting event that will feature a diverse group of
nationally known speakers, exhibits and
businesses showcasing state-of-the-art
technologies.

The three-day event begins with Education Day
on Friday. Saturday and Sunday are open to the
general public. Among the many special exhibits
you don't want to miss are the NASA display,
several automotive technologies, the Discovery
Center and a mobile medical unit.

A special thank you to our major sponsors,
listed on page 4, and thank you for attending the
fourth South Dakota Future Fair. We hope you
enjoy what the technologies for tomorrow will
offer.

Mitch Usura
Chairman, Board of Directors

Learn Computer Skills... and Stay Ahead!

We make computers easy to use and understand. Learn tips, techniques and shortcuts in days... not weeks or months!

"Professional Hands-on Instruction"

- Windows
- Word
- Excel
- Access
- PowerPoint
- Mail
- MS Works
- QuickBooks
- and More...

Computers Made Easy!

3-Hour Intro Course

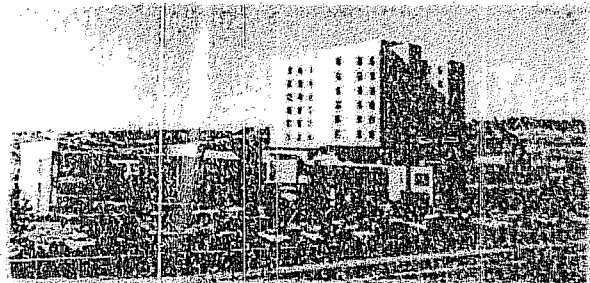
Only \$25

2100 South Seventh Street, Suite 119
Rapid City, SD 57701

348-2901

Black Hills Tech Center

Committed to offering technology that meets the needs of our patients.



RAPID CITY REGIONAL HOSPITAL
SYSTEM OF CARE

353 Fairmont Blvd., Rapid City, SD 57701 (605) 341-1000

3. Future Fair, Wednesday, January 14, 1998

BHP is Working Hard To Make Geothermal Easy:



If you're building a home, a geothermal heating and cooling system could be your best choice. And Black Hills Power and Light is working hard to make it easy for you: •Low interest financing to help you purchase your geothermal system (limits apply). •Cash rebates on efficient electric systems and appliances. •Cash grants to help offset installation costs. •Demand Controllers to guarantee maximum value and freedom. •Installer training and support to insure trouble-free efficiency. •Low-cost maintenance programs. •On-site construction quality inspections for peace of mind. Geothermal heating and cooling systems offer the lowest operating costs of ANY heating/cooling equipment:

System:	Demand Energy Costs: 1200 sq. ft. 1800 sq. ft.	
Geothermal heating, cooling	\$744	\$1106
90% Gas Furnace, electric air conditioning*	\$1389	\$1537
80% Propane Furnace, electric air conditioning*	\$1586	\$1884

*Based on electric and gas consumed

Geothermal heating and cooling systems use the earth's natural temperature stability to heat and cool at phenomenal efficiency. And since geothermal systems simply move energy from one place to another, they are environmentally friendly.

Energy for a lifetime

Stop by the Black Hills Power & Light booth at the Future Fair to see if geothermal is right for you.



In LaCroix Hall

South Dakota

Future Fair Exhibitors

(As of Wednesday, Jan. 7)

AMCOL, Inc.

American Coalition of Ethanol

Amherst & Reeves

Black Hills Power and Light

Black Hills Regional Eye Institute

Black Hills State University

Cellular One

Dakota Telecommunications

Firstel, Inc.

Gateway 2000

Geo-Aire, Inc.

Global Engineering

Infra-Tech

KOTA

Mersco Medical, Inc.

Mitchell Technical Institute

Norstan Communications, Inc.

Pioneer Holdings

Radiant Systems, Inc.

Rapid City Police Department

Rapid City Public Library

Rapid City Regional Hospital

RapidNet

RE/SPEC

Rural Electric Cooperatives

South Dakota School of Mines and
Technology

US West Communications

Western Communications

Western Dakota Technical Institute

Sponsors

•Black Hills Power
& Light Co.

•Black Hills State
University

•Rapid City Re-
gional Hospital Sys-
tem of Care

•South Dakota
School of Mines and
Technology

•KOTA Radio and
Television

•Norwest Bank
South Dakota, N.A.

•Rapid City Journal

•US West Com-
munications

Fair offers education

Attendance at the 1998 South Dakota Future Fair is expected to exceed 5,000 people, organizers predict.

Guest speakers at the event will include a retired astronaut, as well as national and state technology leaders in the areas of medicine, computers and the Internet. Kathy Thornton, a retired NASA astronaut, highlights Saturday's program. Also speaking are Victor Spitzer with The Visible Human Project; Nigel Burton of Microsoft; and Trevor Guthmiller, executive director of the American Coalition of Ethanol.

Guthmiller's presentation is entitled: "Corn Fields vs. Oil Fields — The Economics of Ethanol: What Big Oil Doesn't Want You to Know." He will discuss the economics of ethanol, its politics, oil subsidies and new

feedstocks being used to create ethanol.

Guthmiller is sponsored by the Department of Energy, explained Steve Wegman of the Western Regional Biomass Energy Program and Future Fair board member. The biomass energy program encompasses 17 states from South Dakota to California and is made up of individuals who want to promote the use of biomass materials.

Education Day on Friday will feature master magician Bob Friedhoffer. The day is specifically designed for students and educators in the area. A career panel will include experts from the fields of education, business and human resources. The Future Fair offers opportunities for students to gain first-hand knowledge of the many types of future technologies.

Scholarships

Admission proceeds from the South Dakota Future Fair Jan. 16-18 in Rapid City will fund a minimum of four higher education scholarships for students pursuing technology-related degrees.

The Future Leader Awards, ranging from \$250 to \$1,000, will be awarded to South Dakota residents entering a South Dakota post-secondary institution in the fall of 1998 who are pursuing a major involving technology. The recipients will be selected based on academic achievement, extracurricular activities/leadership, letters of recommendation and demonstrated involvement in technology. To apply for the 1998 scholarships, applications must be received no later than Friday, Jan. 30, or be postmarked by Monday, Jan. 26. Applications will be available at the Future Fair or by visiting its web site at: www.futurefair.com.

Mission statement

South Dakota Future Fair promotes the celebration of companies, researchers and organizations in our communities that are developing, building and implementing technologies of the future to enhance positive growth in education and economic development.

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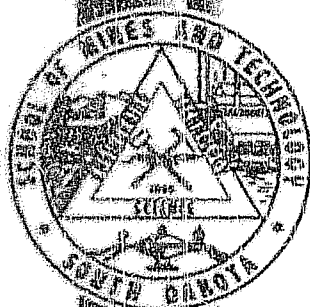
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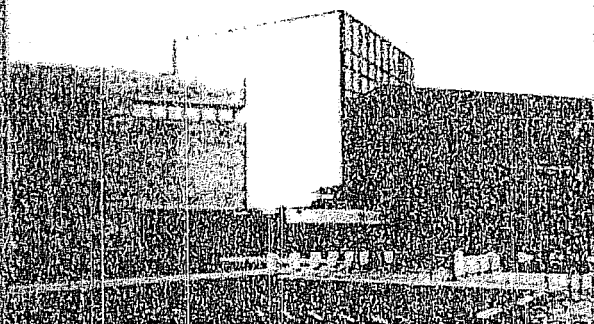
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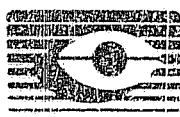
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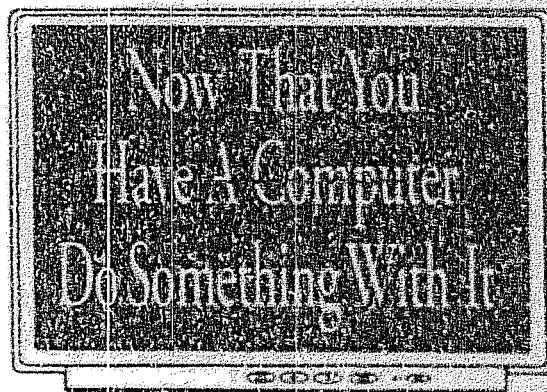
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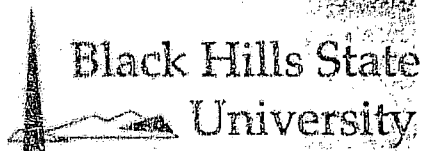
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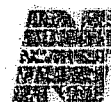
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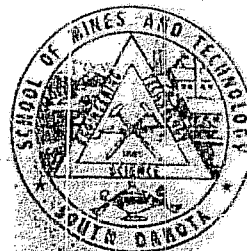
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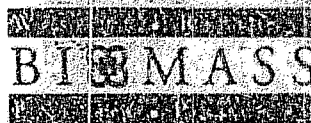


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THROUGH THE GENEROUS SUPPORT

of these organizations, the South Dakota Future Fair is able to create an opportunity for technology leaders in the area, region and nation to highlight their businesses and products as well as showcase the Black Hills as a progressive community finding its place in the FUTURE.

S.D. has its own corner on computer technology

Usually in this column, there is news or observation on technology happenings taking place Out There. Somewhere, anywhere else than western South Dakota. A couple of examples, and there are many more, show we understand the role computers and communications play in our business and personal lives.

Back to the Future — Take last weekend's Future Fair at the Rushmore Plaza Civic Center. During its three days, it brought together more than 5,000 people to look, listen and learn from science and technology educators, exhibitors and speakers that included a retired astronaut and representatives from better software rivals Netscape and Microsoft. It was a lot of fun.

Microsoft sent Nigel Burton, director of small business marketing for the Redmond, Wash., software powerhouse. He delivered a thorough look at the Microsoft

products most useful to small-business and individual users. Of course, a number in the audience were waiting for a spirited defense of Microsoft in its current legal tangle with the Department of Justice. That did not take place.

Netscape's representative, came ready with a spirited attack, painting Microsoft as an anti-competitive entity and Bill Gates the techno-equivalent of the agriculture barons who forced the creation of the Sherman Anti-Trust Act of 1890. Peter Harter, global

policy counsel for Netscape, pulled few punches in his reasoned discussion of Microsoft's alleged sins and the alternative offered by Netscape. Oracle, Sun Microsystems and IBM through their use of the new programming language Java.

Harter assailed Microsoft's strategy of becoming the single gatekeeper for activity on the Internet and in the global software market. Software is pervasive. If one force controls all access points, government will have to step in. He shed no tears for Bill Gates over the Department of Justice's current investigations.

Harter covered other issues, the need for quality education to produce employees for the technology industries, the high-tech industry's primary role in reviving the moribund California economy of the late 1980s and the role of information in democracies. He

pointed with particular emphasis to the web site of the Library of Congress and to Thomas' home page where the text of all bills before the current session of Congress are available for citizen inspection.

Technology Tools for Readers — Another library, much closer to home, also has a presence on the World Wide Web and makes heavy use of information technology.

The Rapid City Public Library's electronic card catalog is available on the World Wide Web at <http://webpals.sdsu.net/>. At that page, choose Search WebPals, select the Rapid City Public Library, and you are ready to search by keywords, author or title, just as you would at the library itself.

WebPals is straightforward. Using the barcode number on your library card and your password (it is almost always your last name) you can renew a book, reserve one or check

on your patron status. I found, to my chagrin, that I have been to pay. Yes, no technology does not necessarily always deliver good news. If I had known about this website, I could have renewed the books and avoided the fines.

Ironically, this web-based access is available only to users outside the library itself. That is too bad because it is much easier to use than the terminal system. The browser interface makes all the difference.

The library is no stranger to technology. Because of it, the circulation staff is the same size as it was in 1972 when the new building opened. In the past eight years, circulation has doubled. Last year alone, 500,000 items were checked out and returned. Patrons and staff searched the card catalog 1.2 million times. That would have been impossible on paper.

As information becomes

increasingly abundant, it is increasingly for the library to have the right equipment. The recent Internet-based card catalog, a big upgrade and remedy to the antiquated, needs to be replaced by devices using the browser interface. When that happens, the electronic catalog is very powerful tool, and be much easier for library patrons to use.

Well, I want to put a hold on a book. Unless I had better go pay those fines.

Who's There? — From the communications fatfold files: U.S. West's South Dakota customers are its heaviest users of Caller ID. Unique in the company's 14-state service area, approximately 25 percent of its customers check that little box before picking up the phone. Do we really get that many telemarketing calls?

George Jacobson, of Rapid City, is with PC Associates, a network consulting firm, and Robbiner, an internet service provider. His e-mail address is george@robbiner.com.



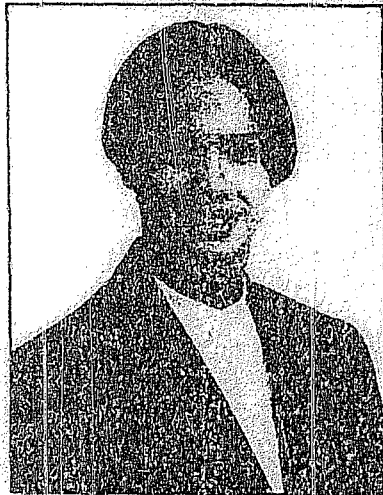
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South Dakota Future Fair scholarship goes to Matz



The South Dakota Future Fair Board of Directors recently awarded a \$250 scholarship to Randy Matz, a 1997 graduate of Philip High School. A freshman at the South Dakota School of Mines and Technology this fall, Randy plans to major in computer science and computer engineering. He is the son of Mr. and Mrs. Ralph Matz of Philip.

Future Fair also awarded \$250 scholarships to three other South Dakota students who are pursuing post secondary degrees in fu-

ture technology at a South Dakota university or technical institute this fall. The winners of \$250 scholarships with their hometown, university they are attending, and major are as follows: Angela Cameron, Avon, University of Sioux Falls, Mass Communications; Susan Dunn, White Lake, Dakota State University, Computer Information Systems/Accounting; and Crystal Parsons, Spearfish, SDSM&T, Interdisciplinary Studies. Jessica Kemp of Spearfish received a \$1,000 scholarship.

The scholarships were funded by proceeds from the 1996 South Dakota Future Fair. The scholarship selection criteria included a commitment by the recipients to attend a South Dakota university or technical institute.

A commitment has been made by the Future Fair Board of Directors to offer scholarships from the proceeds of the 1998 South Dakota Future Fair, which will be held January 16-18, 1998, in the Rushmore Plaza Civic Center in Rapid City. Designed to help both children and adults learn about emerging technology, the three-day educational event will offer a wide range of speakers.

EDP markets high-tech opportunities

The Rapid City Area Economic Development Partnership that along with the Governor's Office of Economic Development, Black Hills Power and Light, West River Electric and the South Dakota School of Mines and Technology, sponsored a month at the Black Hills Exposition presented Expo held recently in Denver.

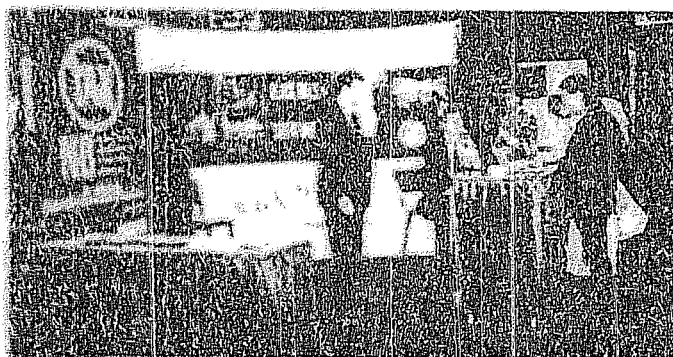
The Expo included over 100 booths of products as well as 40 seminars and classes. The exhibitors included com-

panies that offer technical products and services for Internet users, as well as companies that offer products for sale across the Internet. The Expo was attended by over 12,000 persons - over 43 percent of those managers and decision makers at high-tech companies.

Robert DeMersseman, president of the Rapid City Economic Development Partnership, commented, "Our attendance at the Rocky Mountain



Del McDonald, High Plains Center, SDSM&T, Bob DeMersseman, president of the Rapid City Area Economic Development Partnership, and Chris Braendlin, Governor's Office of Economic Development, put the finishing touches on Rapid City's booth.



Kyle White, Black Hills Power and Light; and Del McDonald, High Plains Center, SDSM&T, explain to an interested Expo attendee the benefits of doing business in Rapid City. In the background Brian Boyer, West River Electric, works the booth next door.

Internet Expo was an extremely successful attempt to reach high-tech companies and a continuing effort to concentrate on the west slope of Colorado as a prime marketing area for economic development."

The Partnership plans to conduct additional trade missions with the Governor's Office of Economic Development and other Black Hills communities targeting this and other geographic areas that appear

to have promise in terms of developing high-tech jobs.

The Partnership would like to thank Chris Braendlin and the Governor's Office of Economic Development, Kyle White and Black Hills Power and Light, Brian Boyer and West River Electric, and Del McDonald with the High Plains Center and the South Dakota School of Mines, for assisting in the sponsorship of the booth and helping to work the two-day Expo.

South Dakota

Future Fair '98

Rushmore Plaza Civic Center, Rapid City, SD

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10:00 am - 6:00 pm

Sunday, January 18, 1998

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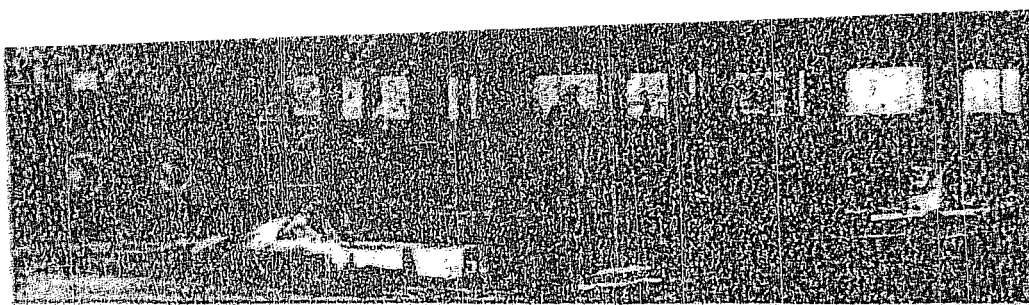
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Journal photo/Dan Polovich

Don't miss S.D. Future Fair

Mark your calendar for Jan. 17-18 and the return of the South Dakota Future Fair to the Rushmore Plaza Civic Center.

What is the Future Fair? It is a three-day event featuring speakers, exhibitors and educators working with technology and the people who create and use it. As Mutch Usera, chairman of the event, put it: The Future Fair helps all of us embrace the technological changes that are having an impact on our lives. This is the third Future Fair and, from the lineup, it looks to be the strongest and most entertaining yet. And we had a lot of fun there last year.

Friday, Jan. 16, is for students. The day's highlight will be the performance of the scientific magician Bob Friedhoffer. He will bedazzle and entertain through science-based tricks and then explain the magic behind each one.

Other events for Education Day include a Career Panel with representatives from telecommunications, health care and higher education who also will be available to speak one-on-one with students afterward. Tad Perry, executive director of the Board of Regents, will attend the session. For younger students, the Discovery Center Children's Museum will be ready to offer the hands-on activities that so readily attract kids to learning and the sciences.

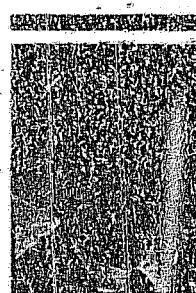
If you are an educator and want to bring your class to the Future Fair, contact your principal's office.

The Future Fair opens to the general public (us older folks?) on Saturday and Sunday. Added to the exhibit hall and the Children's Museum is an excellent lineup of speakers.

Nigel Burton is vice president of small business at Microsoft. His crew of marketing managers is responsible for communicating with the 7 million small businesses using Microsoft's products. He is exactly the guy who can tell us what Microsoft has to offer and where the software giant plans to take us.

Undoubtedly presenting a contrasting view will be Peter Harter, vice president of global policy from Netscape Communications. Netscape, as you recall, makes the eponymous World Wide Web browser and other software products to power businesses on the Web, a product area bitterly contested by Microsoft and Netscape.

Listening to such senior players from the world's most influential software companies will be a unique experience. Having them here



George Peabody

in Rapid City says a lot about the Future Fair's commitment to bringing first-rate information to its South Dakota audience.

Rounding out the presenters are astronaut Kathy Thornton and publisher Paul Hoffman, of the Encyclopedia Britannica. Thornton is a veteran of four space flights and was a member of the Endeavour's crew on the shuttle's maiden voyage. Before joining the Encyclopedia

Britannica, Hoffman was editor-in-chief of Discovery Magazine. He has extensive experience in multi-media projects, including Epcot Center at Walt Disney World. On his watch, Britannica has just released a well-received CD-ROM version of the famous encyclopedia.

Finally, one of the Future Fair's main attractions is the exhibit hall. It features booths from both technology-based organizations and technology providers. Medical technology will be showcased at the Rapid City Regional Hospital booth. There will be plenty of opportunity to discuss technology education career options at the S.D. School of Mines & Technology booth. Computer-related companies and Internet Service Providers also will be in attendance.

The Future Fair's major sponsors include U S West, the Rapid City Journal, Black Hills Power & Light, KOTA Radio and TV, Norwest Bank, Black Hills State University, Rapid City Regional Hospital and South Dakota School of Mines & Technology.

The third annual Future Fair is a great way to spend a few hours or more with your family, playing, exploring and discussing the activities and the tools we are using to build the future. It is a fortunate, and rare, occasion to have so many speakers, activities and vendors in one place. And they will all be right here.

So don't forget those dates for the South Dakota Future Fair: Education Day is Jan. 16. On Jan. 17-18, the Future Fair is open for the rest of us.

George Peabody, of Rapid City, is with PC Associates, a network consulting firm, and RapidNet, an Internet service provider. His e-mail address is george@peabody.com.

Nostalgic for radio shows of the 1930s

There hasn't been anything like them on the air waves in over half a century. I am referring, of course, to the 1930s era radio programs, "Amos 'n Andy" and "Lum 'n Abner."

Everyone listened to "Amos 'n Andy." Meals were planned around them. In the days before cars had radios, traffic in large cities would virtually halt at 5 p.m., so drivers and their passengers could find some place to go in and listen to them.

Amos was a practical, softhearted family man who operated the Fresh Air Taxi Service. He had a wife and a young daughter named Pearl on whom he doted. "Amos 'n Andy" fans will never forget the yearly program when Amos read the Christmas story to Pearl.

Andy was a lovable bumbler. He made his livelihood by scheming, usually in company with his pal, Kingfish. Andy once landed a job that required him to have a secretary. Her name was Miss Blue, and she was placed in the outer office while Andy was ensconced in the inner office. Andy installed a buzzer system so he could buzz her. Of course, he got the system in backward so that he couldn't buzz



Walter Higbee

buzz me!"

The Kingfish, a secondary character on the radio program in the beginning, almost stole the show from Amos 'n Andy. His name came from his lodge title as the head of The Mystic Knights of the Sea. (Correct me if I am wrong about the name of the lodge.) Fans will always remember Kingfish's epic battles with his wife, Sapphire.

As much as I liked "Amos 'n Andy," I liked "Lum 'n Abner" even more. Lum Edwards and Abner Peabody were proprietors of the Joe 'em Down Store in the little town of

her, but she could buzz him. When Andy wanted to call Miss Blue, it was necessary for him to call out to her and have her buzz him so they could talk. Amos 'n Andy devotees still remember, 60 years later, Andy calling, "Miss Blue,

Pine Ridge, Ark. All of the action (if you could call the doings on this program "action") took place in the store. Townspeople like Squire Skimp and Cedric Weehunt frequented the store and passed the time of day. Squire Skimp, as the name implies, wasn't a villain, but he came close to being one.

Cedric Weehunt was a dim-witted character who one might expect would be subjected to hazing or held up to ridicule. He never was. Cedric was treated with tenderness and respect. Remember, this was the 1930s, and the attitude toward the mentally handicapped at that time was far from being positive.

These two radio programs of the 1930s would probably seem quite bland to television audiences of today who are accustomed to more fast-paced entertainment. But, after more than half a century, I can still hear Andy saying to his pal, Kingfish, after one of their schemes went awry, "Brother Kingfish, I'm regusted!"

Tell me, does anyone honestly think we will remember what either Beavis or Butthead said 50 years from now?

Walter Higbee is a retired college educator living in Spearfish. To contact Higbee, write him at the Rapid City Journal, Box 54, Spearfish, SD 57705.

New speaker, new sponsor on board for S.D. Future Fair

Another speaker and another sponsor have joined the roster of the South Dakota Future Fair, scheduled for Friday, Jan. 16, through Sunday, Jan. 18, at the Rushmore Plaza Civic Center.

Treyer Guthmiller, executive director of the American Coalition for Ethanol, will speak about the economics of ethanol fuels. His presentation is sponsored by the U.S. Department of Energy's Western Regional Biomass Energy program, which announced it will be one of the event's major sponsors.

The annual Future Fair serves as a showcase for speakers and exhibits that help children and adults learn new ways of thinking about emerging technology, organizers said.

Guthmiller's presentation will be titled "Corn Fields vs. Oil Fields — The Economics of Ethanol When the Oil

Doesn't Want You to Know." He has been promoting the production and use of alcohol fuel derived from grain, called ethanol, for the past seven years as the executive director of the American Coalition for Ethanol, a national nonprofit organization. Before that he worked for the South Dakota Corn Growers Association and the South Dakota Corn Utilization Council.

In addition to Guthmiller, Future Fair speakers will be Bob Friedhoffer, author and musician, musician Kathy Thornton, Victor Spitzer, Nigel Burton, vice president of small business at Microsoft Corp., Paul Hoffmann, publisher of the Encyclopedia Britannica, and Peter Harte, vice president of global policy for Novartis Corp.

If you are interested in becoming a Future Fair exhibitor, call Mary Hensley at 345-0000. If you wish more information, visit the website at www.futurefair.org.

FUTURE FAIR

Future Fair to feature ethanol speaker

The U.S. Department of Energy Western Regional Biomass Energy Program recently sponsored its decision to sponsor a major speaker of the South Dakota Future Fair scheduled to take place at the Rushmore Plaza Civic Center. The keynote speaker, Guthmiller, executive director of the American Coalition for Ethanol, will be sponsored by the Department of Energy as a National Future Fair speaker.

Guthmiller's presentation entitled "Corn, Public vs. Oil Fields: The Economics of Ethanol What 'Big Oil' Doesn't Want You to Know," will cover the economics of ethanol and politics, subsidies for oil, where and why ethanol is used today and new feedstocks being used to create ethanol such as wood waste, garbage and different types of grass. Guthmiller has been promoting the production and use of ethanol for the past seven years as the executive director of the American Coalition for Ethanol (ACE), a national nonprofit organization devoted to bringing together a wide variety of orga-

nizations to support ethanol use. Prior to joining ACE, Guthmiller worked with the South Dakota Corn Growers Association and the South Dakota Corn Utilization Council.

The Western Regional Biomass Energy Program encompasses states from South Dakota to California and is made up of individuals who share information about research programs that are occurring in their respective states to promote the use of biomass materials.

The 1998 South Dakota Future Fair takes place at the Rushmore Plaza Civic Center Jan. 16-18. The Future Fair showcases speakers and exhibits that help children and adults learn new ways of thinking about emerging technology.

Speakers in addition to Guthmiller include Bob Friedhoffer, M.A., noted author and master magician; Astronaut Kathy Thornton, Ph.D.; Dr. Victor Spitzer; Nigel Burton, vice president of Small Business, Microsoft

See Future on page 23

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TREVOR GUTHMILLER
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WELCOME, CASTO TRAVEL



The new Casto Travel office, which opened for business on Dec. 8, will handle travel arrangements for large corporate and government clients.

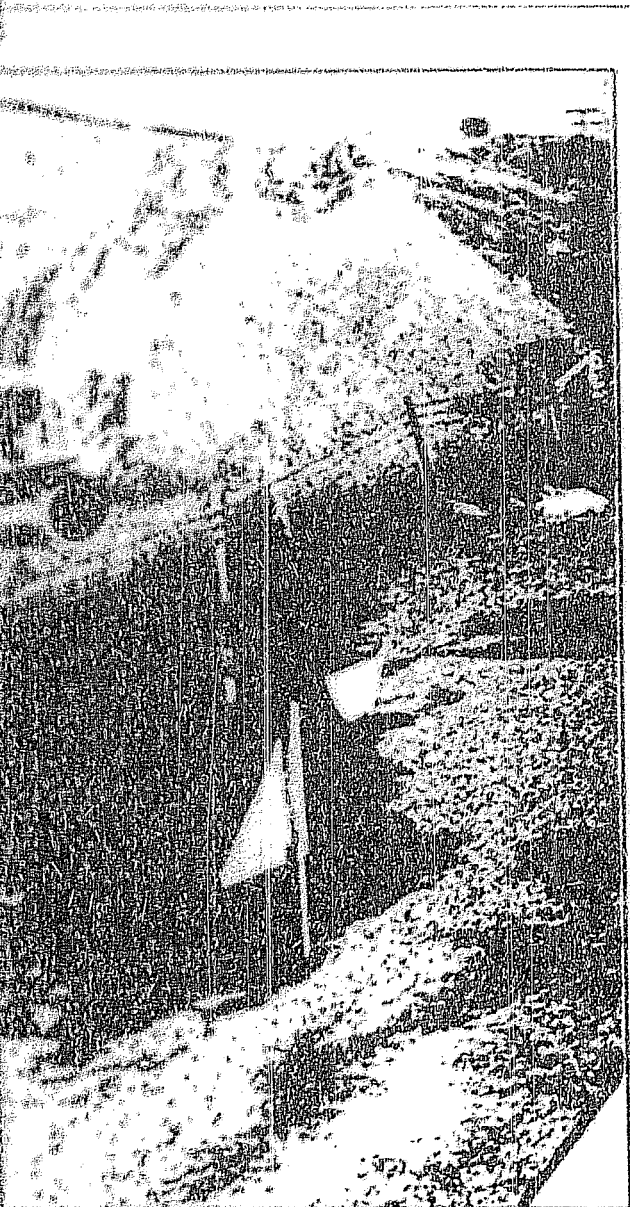
Casto Travel hosts open house

On Friday, Nov. 21, Casto Travel opened the doors to their new reservation center and hosted an open house with a short program. Maryles Casto, chief executive of Casto Travel, made her first visit to South Dakota for the open house. She commented that this was the first time she felt comfortable enough about opening a new office that she didn't first make a personal visit.

Ron Wheeler, commissioner of the Governor's Office of Economic Development, was on hand to welcome Casto Travel to the state. Stan Petrik, representing the Mayor's office and the Rapid City Common Council, also welcomed the company to Rapid City.

Julene Bailie, center manager, and 12 of her new employees were introduced during the program. The employees also did a demonstration at their work stations for guests to watch.

Casto Travel Inc. is the industry's 14th largest agency, among the top 1 percent in sales volume. It handles travel arrangements for large corporate and government clients all over the world. The Rapid City center opened for business on Dec. 8.



Journal photo: Don Polovich

A new drain and berm below the road complete by the end of November. Work to widen a nearby overpass bridge will be completed next month.

battle lice

Future Fair to be out of this world

■ Speakers will include computer and Internet execs and an astronaut.

Executives from both Microsoft and Netscape, the former editor of Discover Magazine and an astronaut who has logged 975 hours in space will be among the speakers at the 1998 South Dakota Future Fair.

The fair, the third since the first Future Fair was held in 1995, is scheduled for Friday, Jan. 16, through Sunday, Jan. 18, at Rushmore Plaza Civic Center.



Usara

"The technology in our world changes at a very rapid pace," said Mutch Usara, chairman of the 1998 South Dakota Future Fair.

"The Future Fair helps all of us embrace the technological changes that are having an impact on our lives."

The fair begins Friday, Jan. 16, with an Education Day for students of all ages. It will run from 9 a.m. to 3 p.m., and will feature Bob Friedhoffer, noted author and master magician. He offers an educational program that teaches children about science by mixing magic tricks with explanations of the scientific principles behind each trick.

Also, the Discovery Center Children's Museum will be a feature of Friday's Education Day events.

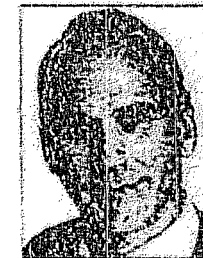
Older students at Friday's Education



Perry



Thornton



Friedhoffer



Burton



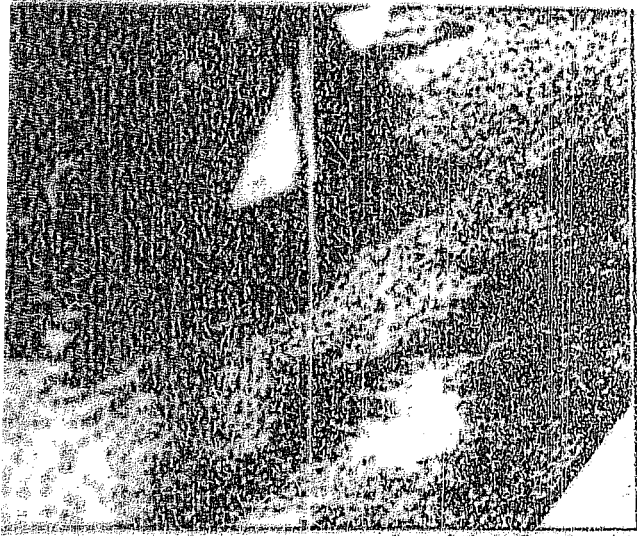
Hoffman



Harter

giant's marketing to small business customers

■ Paul Hoffman, publisher of Encyclopedia Britannica and former editor in chief of Discover Magazine. He was responsible for the magazine's



Journal photo/Don Polovich

let. A new drain and berm below the road is complete by the end of November. A work to widen a nearby overpass bridge should be completed next month.

battle lice

arents

Subject to new lice are present. The rat the scalp. She lays seven to 10 days for the symptoms of an lice. but they frequently further along the nape

head lice, it can be visible, including BID, average cost is \$10 a duration of shampoo routine. everyone living there treatment, household cleaning should include washing clothing and bed and drying on hot. Combs and brushes routinely. Anything that cracks. Don't forget to

Fortier, a pharmacist at Lewis Drug.

The parasite does not discriminate on the basis of socio-economic status, race, sex, religion or age. And although the problem often starts with someone who has poor hygiene, once the lice are present, they do not care whose scalp becomes their home.

"It has nothing to do with cleanliness," Fortier said. "It is a natural human parasite. In the old days it was common for people to carry head lice their whole life. That is one of the things that started people cutting their hair."

Back in the 1800s shorter hair was effective in treating the itchy problem. But these days, shampoos such as NIX, RID and Lindane can kill lice in as little as one treatment. Fine-toothed combs pull remaining nits (lice eggs) from the hair follicles.

Lice do not jump or fly. They spread through close contact, such as children sharing a mat at school, sharing a pillow at home, loaning combs and brushes, trading caps, or even hanging their coats near one invested with the parasite.

Linda Poppens-Boland, a nurse in the Rapid City School District, said schools frequently get the bad rap for head lice infestations. But she said the parasite can just as easily be spread at day-care facilities, Sunday schools, and visits to the homes of friends and relatives.

And as for this fall's infestation, no one is saying it is worse than normal.

"People just don't remember that last year at the same time we had a peak," Fortier said.

new speakers and events in space will be among the speakers at the 1998 South Dakota Future Fair.

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Usera

"The technology in our world changes at a very rapid pace," said Mutch Usera, chairman of the 1998 South Dakota Future Fair. "The Future Fair helps all of us embrace the technological changes that are having an impact on our lives."

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Also, the Discovery Center Children's Museum will be a feature of Friday's Education Day events.

Older students at Friday's Education Day will get a chance to deal with career issues during a panel discussion and one-on-one sessions with several South Dakota professionals, as well as presentation by Tad Perry, executive director of the South Dakota Board of Regents.

Margie Rosario, Education Day coordinator, urged teachers and leaders of youth groups to contact the Future Fair organizers as early as possible to make arrangements to attend.

The Discovery Center Museum will also be open during the Saturday Future Fair session, from 10 a.m. to 6 p.m., and Sunday's session, from 11 a.m. to 5 p.m. Both are open to the public.

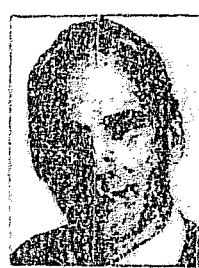
Weekend speakers include:

■ Astronaut Kathy Thornton, a veteran of four space flights. She was a member of the crew of the 1992 maiden flight of the space shuttle Endeavor. She is now a professor at the University of Virginia.

■ Dr. Victor Spitzer and the virtual reality surgical simulation.

■ Nigel Burton, vice president of small business for Microsoft Corp. He is responsible for developing strategy and programs that drive the software

Perry



Friedhoffer

Thornton



Burton



Hoffman



Harter

giant's marketing to small business customers.

■ Paul Hoffman, publisher of Encyclopedia Britannica and former editor in chief of Discover Magazine. He was responsible for the magazine's expansion into television, interactive media and Disney World's Epcot Center.

■ Peter Harter, vice president of global public policy for Netscape Communications Corp. He is responsible for directing the Internet pioneer's efforts on a variety of Internet legal, policy and strategic fronts.

A number commercial booths and exhibits are also part of the weekend event.

Future Fair, founded by the Rapid City Journal in 1994, is a nonprofit corporation whose primary beneficiary is a scholarship fund for high school graduates who plan to continue their education in South Dakota.

The Journal remains a Future Fair sponsor. Other sponsors are Black Hills Power & Light Co., Rapid City Regional Hospital System of Care, South Dakota School of Mines & Technology, U S West and new sponsors Black Hills State University, KOTA Radio and Television, and Norwest Bank South Dakota.

For more information about the 1998 South Dakota Future Fair, call Joyce Comfort at 394-6996 or visit the Future Fair web site at www.futurefair.com.

Character Counts coming to Rapid

When too many of his children's reserve a seat, call Brenda Young at 304-7171 or Alex Ruffin at 341-5010.

Monday, December 15, 1997

New speaker, new sponsor on board for S.D. Future Fair

Another speaker and another sponsor have joined the roster of the South Dakota Future Fair, scheduled for Friday, Jan. 16, through Sunday, Jan. 18, at the Rushmore Plaza Civic Center.

Trevor Guthmiller, executive director of the American Coalition for Ethanol, will speak about the economics of ethanol fuels. His presentation is sponsored by the U.S. Department of Energy's Western Regional Biomass Energy program, which announced it will be one of the event's major sponsors.

The annual Future Fair serves as a showcase for speakers and exhibits that help children and adults learn new ways of thinking about emerging technology organizations said.

Guthmiller's presentation will be titled "Corn Fields vs. Oil Fields — The Economics of Ethanol: What Big Oil

Doesn't Want You to Know." He has been promoting the production and use of alcohol fuel derived from grain, called ethanol, for the past seven years as the executive director of the American Coalition for Ethanol, a national nonprofit organization. Before that he worked for the South Dakota Corn Growers Association and the South Dakota Corn Utilization Council.

In addition to Guthmiller, Future Fair speakers will be Bob Friedhofer, author and magician; astronaut Kathy Thornton; Victor Spitzer, Nigel Burton, vice president of small business at Microsoft Corp.; Paul Hoffman, publisher of the Encyclopedia Britannica; and Peter Harter, vice president of global policy for Netscape Corp.

If you are interested in becoming a Future Fair exhibitor, call Mary Hensley at 348-6928. If you seek more information, call Joyce Comfort at 394-6866.

NEXT

DOCUMENT (S)

BEST IMAGE

POSSIBLE

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- Obituaries, B2
- Black Hills Journal, B3
- Classified, B4-8

Local

JANUARY 22, 1998

When people have interest in a new model like this before," Patrice

While the interest is extraordinary, Patrice isn't completely surprised.

that didn't do much heating.

The 1998 Beetle comes with dual front and side air bags, air condi-

said Dieball, retired from the U.S. Air Force. "They run good, they don't break down all the time and they're just good cars."

the plant's exhaust air is released. I suspect that of emissions that is an e

Future Fair attendance doubles

By Stephen Buchholz
Journal Staff Writer

A total of 4,000 people visited the South Dakota Future Fair over the weekend, making it the most successful of the fair's history to date.

The number of visitors over the three-day event was double the number who attended the 1997 fair.

"We would say it was a great success," said Mitch Uetersa, chairman of the fair board and marketing manager for Black Hills Power & Light. "We believe as long as we keep the momentum going and have the support of our sponsors, it will keep getting better."

The South Dakota Future Fair ran Friday to Sunday at the Rapid City Civic Center in Rapid City. Friday was Education Day when approximately 3,000 students from schools across the region attended. That's more than double the number attending last year's day for students.

"It was a success on every single level," said Margie Rosario, Education Day chairwoman of the students-only day.

Rosario attributed the success to getting the word out sooner about the fair and sending information out more than once.

"I also think people remembered last year and the word of mouth got around," Rosario said. "I think people were anticipating the fair and were very anxious about it."

Next year, Rosario wants to target more businesses and weekend travelers in hopes of getting students from those classes to attend. This year and last, science teachers were targeted.

The fair featured speakers from national corporations and universities, as well as a retired NASA astronaut who flew on four space shuttle missions. There were also more than 50 exhibits from businesses and schools that transported technology and gave a glimpse into the future.

"It really was a unique opportunity to bring people in who understand that technology has a big role in the future," said George Peabody, director of corporate service for RapidNet, which had a fair exhibit. "It's an opportunity to see what exists now and what is coming up and discuss issues the future presents."

RapidNet, an Internet service provider in Rapid City, set up an exhibit for that purpose, Peabody said.

"We have a lot of things we want to show folks," Peabody said. "We have a lot of capabilities, and the Future Fair is a great place to showcase them. It's also a chance to visit with customers that have questions."

Planning for next year's Future Fair will begin in a few weeks. Uetersa said plans include having more technology-oriented exhibits. He also hopes more Rapid City schools participate.

"We had a lot of out-of-town schools, but we would like to have more schools from right here in Rapid City," he said.

Money collected from admission charges Saturday and Sunday will be used for scholarships that will be given to students who plan to attend a university or technical school in South Dakota. The fair will award \$2,500 in scholarships in the spring. Last year, the fair gave out five scholarships, ranging from \$250 to \$1,000. Scholarship applications are available at area high schools.

All proceeds go back to the community in the form of scholarships for students," Uetersa said.

To help plan next year's event, organizers want to hear from the public and schools about what they would like to see at the fair. You can call the Future Fair office at 394-6996.

Frosty day



Journal photo: Dick Kettner

Icy branches: In photo above, an area resident strolls down the walk Monday afternoon through a maze of frosted branches in Memorial Park. The frost stayed on most things in Rapid City throughout the day.

R.C. council tables shooting

By Heidi Bell
Journal Staff Writer

Shooting firearms outside Rapid City limits is still legal, even if you're just one step outside someone's back yard.

Cedar Drive residents Peter and Nancy Neumann had asked Rapid City officials to extend an existing ban on firearms use within city limits to include land within one mile of city borders.

Last week, the Rapid City Council's Legal and Finance Committee voted 4-3 to extend the ban, but Monday night the Rapid City Council voted 7-1 to table the matter.

Bill Schmigel, a neighbor of the Neu-

manns, supported a stricter ban for safety reasons. "We're having people that are hunting within 50 feet of our back door, and it's not a good situation," he said.

One person who hunts on public land in that area is Minnetonka Drive resident Richard Ham. "People have hunted there for years," he said, adding that people he sees walking in the area don't seem to mind his presence.

Alderman C.C. "Burr" Knapp made the motion to table, saying the ordinance wouldn't accomplish anything. "We're going to restrict hunting on agricultural land," he said.

Aldermen Knapp, Tom Johnson, Dan Petrik, Voss "Babe" Stenberg, Kevin But-

man, Ron Schmitt and Don to table. Alderman Stenberg wanted to vote on the ordinance, but the council decided to table it. Aldermen Knapp, Johnson, Stenberg, Schmitt and Butman were absent.

The council also approved a change in the city charter to allow the city to operate a public utility.

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FRONTIERS

"FORGING OUR FUTURE"

Vision Document

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Long Range Plan for the Black Hills Region

January 1998

FRONTIERS—FORGING OUR FUTURE

OUR VISION

By 2020 the Black Hills Region:

- will have a quality education system that improves quality of life, values and prepares our citizens to compete in the global marketplace.
- will be a region that requires that growth maintain or improve the quality of life.
- will be a model region of innovative long term infrastructure development for orderly planned growth while protecting our natural resources.
- will encourage economic development by utilizing our human, natural, and technological resources without compromising our quality of life.
- will have efficient government with consolidated services that encourages citizen involvement and positive community growth and development.
- will encourage and educate citizens of all cultures to play an active role in the leadership, growth and development of the region.

OUR CORE VALUES

Our citizens and the community will develop and use these core values as the guide posts as we pursue our interdependent VISIONS and strategies. Core Values are character traits that guide in daily decisions.

Responsibility
Integrity
Faith in God
Economic
Ethics

STAKEHOLDERS SUMMIT

The participants in the Stakeholders Summit on September 13, 1997 selected their Top Ten Priority issues to be addressed in the VISION Process.

Priority Issues	Number of Points out of a possible 100	Addressed In
Education	70	Education
Economic Development	40	Economic Development
Quality of Life	75	Quality of Life
Government	40	Government
Infrastructure	42.5	Infrastructure
Planned Growth	20	Infrastructure
Environmental Development	17	Infrastructure
Race Relations	10	Quality of Life
Transportation	10	Infrastructure
Health Development	11	Quality of Life
Health Care	11	Quality of Life
Tourism	5	Economic Development

The Stakeholder used this list during the VISION facilitation process in September 1997. These issues are addressed throughout the VISION and strategies for the six interdependent foundations required to provide competitive advantage for the Black Hills Region and specifically as noted above.

KEY BENCHMARKS

The following Key Benchmarks will be used to measure the region's progress each year. Although we have a lot to accomplish over the next 25 years, we expect to see continual improvement along the way.

1. **Earnings per job.** Private sector earnings per job for the Rapid City MSA and the Black Hills region will be the highest in the state.

History: In 1994, the average private sector earnings per job for the Rapid City MSA was \$20,725¹ and the Black Hills 3 County Region was \$19,573 while Sioux Falls MSA was at \$24,573.

2. **Poverty.** Reduce the percentage of children in poverty by fifty percent.

History:

STATE	COUNTY	% CHILDREN UNDER 18 IN POVERTY
SD	BUTTE	25.6 ²
SD	CUSTER	15.6
SD	FALL RIVER	20.4
SD	LAWRENCE	14.5
SD	MEADE	12.4
SD	PENNINGTON	18.2
WY	CROOK	15.8
WY	WESTON	11.7

3. **Employment growth.** The annual percentage change in total employment will be the highest in the state and equal or exceed the United States and also exceed the percentage population increase in the region.

History:

	ANNUAL % EMPLOYMENT CHANGE 1970-1994	ANNUAL % POPULATION INCREASE 1970-1994
RAPID CITY MSA	2.8	1.6
BLACK HILLS REGION-3 COUNTIES	2.6	1.2
SIOUX FALLS MSA	3.2	
UNITED STATES	1.9	

Note that strategy benchmarks will be developed by Vision Partners for specific strategies during the collaborative implementation process.

¹ Job and income data are from the CEDDS 97 by Woods & Poole Economics, Washington, DC. Employment data is for all jobs including full and part time, contract and seasonal by place of work. Population, employment and income data are for July 1 of each year. This employment definition is broad and includes wage and salary workers, proprietors, private household employees and miscellaneous workers. Because of the broad definitions and place of work counting, the structure of jobs are frequently larger than other employment data series.

² Source: County and City Data Book 1994, Bureau of Census, 12th Edition.

Education

VISION

We will have a quality education system that improves quality of life, values and prepares our citizens to compete in the global marketplace.

STRATEGIES

A. All Education Issues

1. Expect all students to graduate with the basic skills and academic excellence necessary to either go to a four-year college, a technical institute, or immediately join the work force. Create clear standards for advancement from grade to grade and earning a diploma.
2. Provide consistency and parental support for maintaining a disciplined and respectful classroom and provide teachers more authority to discipline students.
3. Provide funding for reasonable cost facilities that meet proven educational needs.
4. Increase opportunities for parental involvement in the education process. Implement effective communication between the parents, the school system, and the community.
5. Create a system that motivates administration and motivates classroom teacher support.
6. Expect parents to be involved in their children's education, and if parents are not involved, the community organizations, groups, individuals, churches, and synagogues will fill the gap with mentoring programs.
7. Implement annual review for teachers based on students' results and parental input; and require regular teacher re-certification.
8. Adopt and expand School to Work programs that provide opportunity for high school students to choose a technical curriculum in addition to their academic requirements. The technical curriculum will prepare the student to either go immediately to work upon graduation or to enter a two-year technical institution.
9. Eliminate open campus in Hazel City High Schools. Open campus currently exists because of a lack of space and encourages students to leave the campus when classes are not scheduled.
10. Increase or improve South Dakota teachers' salaries to the medium among the fifty states.
11. Consider expanding school choice and a voucher system.
12. Reform the school tax and funding mechanisms.
13. Reduce drop out rates dramatically, especially Native American drop out rates.
14. Hold the school system responsible for the performance of their students.
15. Ensure that technological literacy and the latest technology are a part of the teaching tools available to all students but are not the sole focus of the teaching process.
16. Provide remedial instruction opportunities for all students not performing at grade level in the basic skills.
17. Reorganize that form education is connected to creating national thinkers.

The following strategies within each foundation are intended to be in priority order. All strategies within each foundation sub-section are in priority order. All strategies meeting the criteria were considered to be a list of possible action steps to be referred to Vision Partners.

1. Encourage each student in all students regardless of performance.

2. Address class size.

3. Encourage students to skills are a result of the curriculum.

4. Establish a regional advisory council that advises the school system on curriculum, graduation requirements, and results required as assessed in the marketplace.

5. Eliminate substance problems with substance abuse.

6. Higher Education

1. Develop and implement education institutions within the region are involved in the Black Hills Region by: a) the community reaching out to the institutions, b) increasing resources to increase jobs, c) providing an easy interface for question and answer, d) providing help in mathematics and science for K-12 students, e) utilizing research and extension services in the agriculture and manufacturing, f) expanding opportunities for the non-traditional student.

7. Technical Education and Industry Education

1. Build a community of learners by encouraging industry, education, government, library, and civic organizations to work together to research and develop industry opportunities that vigorously increase productivity per individual.

2. Develop short term training and apprenticeship programs for immediate job openings. The educational institutions and employers will work together to ensure that the training is for marketable skills matching available jobs.

8. Community

1. Encourage expanded utilization of school facilities.

2. Instill in all students an understanding of the entrepreneurial spirit, economics and America's free enterprise system that will allow our graduates to create their own jobs in the Black Hills Region or be effective employees.

3. Encourage teaching and decision-making roles for Native Americans and other minorities.

Quality of Life

VISION

We will be a region that requires that growth maintain or improve the quality of life.

STRATEGIES

A. Youth Development, People and Families

1. Develop quality child care to meet the needs of the region including a partnership between education, service providers and employers for extended child care at schools, both pre-school and after school.
2. Develop a strong community focus on keeping our young people in the region after they graduate.
3. Keep parents to be involved in their children's education and development; if parents are not involved, the community organizations, groups, institutions, churches, and synagogues will fill the gap with mentoring programs.
4. Maintain accessibility for the elderly and handicapped in all public facilities and appropriate housing.
5. Provide opportunities for youth to be involved in city activities and to be recognized for their contribution.
6. Provide affordable adult day care as an alternative to institutional care.
7. Enable mothers or fathers to stay at home with their children through providing more flexibility in work hours and better paying part-time jobs.

B. Health Care

1. Provide affordable access to appropriate health care for all citizens.
2. Encourage each individual to be responsible for his or her own health and wellness, beginning at an early age and on through life.
3. Encourage a collaborative environment among health care providers.
4. Provide total quality health care in the Black Hills Region with basic health care clinics in the outlying communities and major medical services provided in Rapid City.
5. Build facilities that encourage lifestyle changes, which result in wellness.
6. Expand preventive health measures for all.

C. Race Relations

1. Develop a region where diversity is recognized and appreciated as one of our Region's strengths.
2. Recognize the existence of racism in the region and take steps to eliminate it.
3. Provide cultural sensitivity training to individuals in community groups and organizations.

D. Recreation, Arts, and Nature

1. Foster collaboration between public and private providers of recreation and other leisure time activities to make them as affordable as possible and to minimize duplication.
2. Provide additional facilities for outdoor recreation activities.
3. Keep recreational facilities in the school system available for public use.
4. Provide support and funding for a library system with competitive access to the worldwide information network.
5. Implement the Many Faces cultural plan.
6. Ensure that the Black Hills National Forest remains accessible to the public.
7. Make our natural resource and recreational opportunities accessible and affordable to all citizens throughout the Region.
8. Enhance the management of regional natural resources including forestry.
9. Institute local and cultural programming to appropriate recreational and leisure activities.
10. Encourage parental responsibility for providing and being involved in diverse recreational opportunities for their children.
11. Establish a primary after school program for disadvantaged youth to participate in recreational activities.

E. Safety

1. Make Our Black Hills Region one of the safest places to live.
2. Foster citizen involvement in law enforcement and public safety issues.

F. General

Encourage volunteerism for all ages.

VISION PARTNERS AS OF APRIL 6

VISION PARTNERS

- 1. ADAMS & ASSOCIATES
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- 1. FIRST UNITED METHODIST CHURCH
- 2. GARY BROWN-REPRESENTATIVE
- 3. GILLETTE DAIRY
- 4. GIRL SCOUTS OF THE BLACK HILLS COUNCIL
- 5. GORDON PEDERSON-REPRESENTATIVE
- 6. GREILING PRINTING CENTER
- 7. HEALTH & HUMAN SERVICES COMMITTEE
- 8. HEART OF THE HILLS ECONOMIC DEVELOPMENT CORPORATION
- 9. HIGH PLAINS ALCORN REALTY
- 10. HILL CITY CHAMBER OF COMMERCE
- 11. HILLS MATERIAL CO.
- 12. HOT SPRINGS CHAMBER OF COMMERCE
- 13. INDEPENDENT INSURANCE AGENTS OF RAPID CITY
- 14. J.P. DUNIPHAN-REPRESENTATIVE
- 15. JOHNNY COMPANY
- 16. JERRY HAMMERQUIST
- 17. JERRY SHOENER-SENATOR
- 18. JOHN LANGDELL
- 19. JOHN THUNE- U.S. CONGRESSMAN
- 20. JULIE PEARSON-PENNINGTON-COUNTY AUDITOR
- 21. KAHLER FINANCIAL GROUP
- 22. KAREN BULMAN-RAPID CITY COUNCIL
- 23. KETEL THORSTENSON LLP
- 24. KIDS KASTLE, INC.
- 25. KIWANIS: DOWNTOWN KIWANIS CLUB
- 26. KIWANIS: KIWANIS CLUB OF BOX ELDER & ELLSWORTH AFB
- 27. KORZAK'S HERITAGE, INC.
- 28. LEAD AREA CHAMBER OF COMMERCE
- 29. LEADERSHIP-RAPID CITY
- 30. LEBRUN INVESTMENT MANAGEMENT, INC.
- 31. LYNN, JACKSON, SHULTZ & LEBRUN, P.C.
- 32. MAWMOOTH SITE OF HOT SPRINGS
- 33. MCGILADREY & PULLEN, LLP
- 34. MEADOWBROOK MANOR
- 35. MERILLAT INDUSTRIES
- 36. MICRO SOLUTIONS
- 37. MIKE DERBY-REPRESENTATIVE
- 38. MILLSTONE FAMILY RESTAURANT
- 39. MONTANA-DAKOTA UTILITIES COMPANY
- 40. MOUNT RUSHMORE
- 41. MOUNT RUSHMORE KOA
- 42. MOUNT RUSHMORE NATIONAL MEMORIAL SOCIETY
- 43. NOON ROTARY-RAPID CITY
- 44. NORTH RAPID CIVIC ASSOCIATION
- 45. NORTHWESTERN SD BOARD OF REALTORS
- 46. NORWEST BANK OF SOUTH DAKOTA, N.A.
- 47. OGLALA LAKOTA COLLEGE
- 48. PENNINGTON-COUNTY COMMISSIONERS
- 49. PETE LIEN & SONS, INC.
- 50. RADISSON HOTEL RAPID CITY
- 51. RAPID CITY ACADEMY PARENT ADVISORY BOARD
- 52. RAPID CITY ACADEMY SCHOOL
- 53. RAPID CITY AIR SERVICE TASK FORCE
- 54. RAPID CITY AREA SCHOOLS
- 55. RAPID CITY AREA SCHOOLS BOARD OF EDUCATION

- 56. RAPID CITY ARTS COUNCIL
- 57. RAPID CITY CHAMBER OF COMMERCE
- 58. RAPID CITY CHAMBER OF COMMERCE GOVERNMENTAL AFFAIRS COMMITTEE
- 59. RAPID CITY CONVENTION & VISITORS BUREAU
- 60. RAPID CITY ECONOMIC DEVELOPMENT
- 61. RAPID CITY FOUNDATION
- 62. RAPID CITY PUBLIC LIBRARY BOARD OF TRUSTEES
- 63. RAPID CITY REGIONAL AIRPORT
- 64. RAPID CITY REGIONAL HOSPITAL SYSTEM OF CARE
- 65. RAPID CITY YMCA
- 66. RAPID FOUNDATION
- 67. RAPID FUND
- 68. REPTILE GARDENS
- 69. REX HAGG-REPRESENTATIVE
- 70. RUSHMORE BANK & TRUST
- 71. RUSHMORE MALL
- 72. RUSHMORE ROTARY
- 73. SCORE
- 74. SDSMT FOUNDATION
- 75. SDSU-WPAC COLLEGE OF AGRICULTURE & BIOLOGICAL SCIENCES
- 76. SENATOR LARRY JOHNSON
- 77. SHARE SOUTH DAKOTA
- 78. SMALL BUSINESS DEVELOPMENT CENTER
- 79. SOUTH DAKOTA DEPARTMENT OF AGRICULTURE
- 80. SOUTH DAKOTA NATIONAL GUARD
- 81. SOUTH DAKOTA SCHOOL OF MINES & TECHNOLOGY
- 82. SPEARFISH CHAMBER OF COMMERCE
- 83. SPEARFISH ECONOMIC DEVELOPMENT CORP.
- 84. SPEARFISH SCHOOL DISTRICT
- 85. STEVE ROLINGER-RAPID CITY COUNCIL
- 86. STEVENS HIGH SCHOOL
- 87. STURGIS WHEEL COMPANY, INC.
- 88. THE JOURNEY MUSEUM
- 89. TIP TOP HOTEL
- 90. TOASTMASTERS: BLACK HILLS AREA
- 91. TOASTMASTERS: TOP 5
- 92. TOM DASCHLE-SENATOR
- 93. TOWN OF HERMOSA
- 94. UNITED WAY OF RAPID CITY
- 95. UNLIMITED LEARNING FOUNDATION
- 96. VA-BLACK HILLS HEALTH CARE SYSTEMS
- 97. WEST BOULEVARD NEIGHBORHOOD ASSOCIATION
- 98. WEST HILLS VILLAGE RETIREMENT COMMUNITY
- 99. WEST RIVER ELECTRIC ASSOCIATION
- 100. WESTERN DAKOTA INSURERS, INC.
- 101. WESTERN DAKOTA TECHNICAL INSTITUTE
- 102. WESTERN DAKOTA WATER DEVELOPMENT DISTRICT
- 103. WHARF RESOURCES
- 104. WOMEN'S CONNECTION, INC.
- 105. WOMEN'S NETWORK
- 106. YOUTH & FAMILY SERVICES
- 107. YOUTH ACTIVITY CENTER

Infrastructure

VISION

We will be a model region of innovative long term infrastructure development for orderly planned growth while protecting our natural resources.

STRATEGIES

A. Transportation

1. Increase air service to the Region at lower cost.
2. Complete the Hartford Expressway.
3. Develop a twenty year transportation plan and proceed to making it reality.
4. Build the east-west connector.
5. Provide adequate downtown parking.
6. Expand and improve rail service.
7. Develop earth-bath transportation systems.

B. Environmental Development

1. Accommodate long-term planned development and growth while protecting natural resources.
2. Develop and maintain facilities in the following categories: a) quality water supply, b) sewage treatment, c) solid waste, d) storm water management which accommodate long-term planned growth.
3. Maintain adequate regulation and local enforcement of environmental standards.

C. Regional Growth

1. Build infrastructure prior to development where economically feasible growth is planned.
2. Encourage cooperative efforts between counties and the region on land use and infrastructure development.
3. Encourage government agencies to be flexible and dynamic in their regulatory policies and enforcement.
4. Create dedicated funding sources available for individual infrastructure improvements necessary to be competitive for economic development projects.
5. Encourage involvement in the coordination of land use planning on major corridors that cross jurisdictional boundaries.

D. Affordable Housing

1. Provide safe, accessible and affordable housing for all ages.
2. Restructure the tax system to shift the burden from property taxes.
3. Ensure adequate levels of housing alternatives as the elderly move through the aging process.
4. Reduce the need for housing regulations with the associated impact of increasing housing costs.

E. General

1. Develop toll free local area telephone service throughout the region.
2. Connect areas throughout the Region to the worldwide information and communications network.
3. Improve our neighborhoods and communities, support historic preservation and enhance our park systems.

Economic Development

VISION

We will encourage economic development by utilizing our human, natural, and technological resources without compromising our quality of life.

STRATEGIES

1. Maintain a competitively funded, proactive economic development program that creates value added jobs¹ that is balanced between expansion and retention of existing business, creation of new business enterprises and relocation. Target the industry sectors that will allow meeting our key benchmarks and provide full time jobs with benefits at the skill level of all our citizens. Retain Ellsworth Air Force Base at current employment levels or greater.

2. Create an Internet forum on attracting technology-based jobs using the resources of SDSS16/F and other existing regional resources.

3. Increase the number of visitors to the Black Hills Region with a focus on high value visitors, an extension of the season by winter tourism, cultural tourism, and eco-tourism. Market tourism nationally and internationally through a state advertising budget that exceeds the average of our eight surrounding states advertising budgets. Use the Internet to increase the efficiency and effectiveness of marketing. Establish cooperative alliances where possible to expand the market.

4. Develop public and private sources of capital and support networks that encourage and assist entrepreneurial business start-ups and expansions in the Region.

5. Reconnect and develop new linkages to the brand Black Hills Region. These linkages should encourage trade, efficient provision of quality medical services, and expansion of air transportation.

6. Establish a regional economic forum that provides a regular opportunity for discussion, planning, and implementation of our economic development.

7. Elevate state of the art communications throughout the Region.

8. Increase earnings per job by investing in our citizen's lifelong education to increase their work skills and productivity potential.

9. Prepare students from kindergarten throughout life to become entrepreneurs by aggressively teaching entrepreneurship at all levels of education from kindergarten through university.

10. Foster a business climate which provides quality new jobs.

11. With the assistance of educational institutions, develop throughout the 26 county region support networks for industry clusters, including our mainstays of agri-business and mining, that increases productivity, competitiveness, and penetration into the global marketplace.

12. Ensure that the region increases private sector jobs at a rate to offset any possible future loss of government jobs.

¹ Value Added Jobs

¹ Value Added Jobs - In every region, there are jobs that add value for export of goods or services outside the region to the rest of the US and the World. Export of services includes non-residents bringing cash dollars to the region as conventioners, tourists, students, medical patients or as the back office operation for a major financial organization. These value added jobs produce the cash income for the region that provides the opportunity for jobs that are internally focused. These internally focused jobs are either 1) local personal service jobs like barbers, accountants, lawyers, teachers, government workers and bankers or 2) jobs that sell products primarily produced elsewhere such as cars, appliances or clothes.

13. Develop an attitude that recognizes that change is inevitable if we are to protect and increase our quality of life.
14. Maintain a continuous outreach to the reservations that a) helps build their economies and infrastructure and b) develops linkages throughout the Region.
15. Provide adequate childcare for the families of workers.
16. Create economic incentives for job creation in the rural areas. Add value to our agricultural and other products before exporting them from the Region.
17. Encourage high school graduates to take advantage of service-oriented higher education options that will assist the elderly in remaining within their communities.
18. Promote business ownership and development for minorities and ethnic groups.
19. Capitalize on the arts in downtown areas as economic generators.

Who to contact
Dab Workman
313-1744, ext. 23
vision@rapidscitychamber.com

Coming soon
Watch for our Web Page

Government

1. Create an efficient government with consolidated services that encourages citizen involvement and positive community growth and development.

REGULATIONS

1. Review existing local, state and federal rules, regulations and ordinances to determine their current applicability and whether there is a positive cost-benefit ratio. Eliminate unnecessary rules, regulations and ordinances and streamline the remainder to ensure they are effective, efficient, user friendly and increase productivity.

2. Encourage privatization of all government services that can be more efficiently and effectively provided by the private sector. Provide the basic services through government that the private sector will not or cannot produce.

3. Consolidate services between city and county governments and between counties to increase effectiveness and efficiency.

4. Empower all elected and appointed officials in the Region (local, state and federal) to endorse the Frontiers--Forging our Future (FFNY), adopt specific strategies for implementation and make them reality.

5. Request government social service providers to change their role from maintaining people on welfare to facilitating people going to work and ultimately going off the welfare rolls. For example, a) medical coverage could be continued for people as they transition from welfare to work, b) welfare payments could be transitioned rather than abruptly cutoff when a person takes a first job, c) assist with child care during the transition, d) encourage skills development and e) provide effective job referrals.

6. Create a Chief Operations Officer for Rapid City that reports to the mayor and who all department heads report to. Combine departments of city government to reduce the number of direct reports to the Chief Operations Officer.

7. Create government that is customer friendly and as responsive as private enterprise.

8. Create a forum to encourage consolidation of services on a regional basis.

9. Support cooperability in zoning and planning between adjacent governmental jurisdiction (city-county, county-county, city-city, city-county, county reservation, county reservation).

10. Encourage consolidation of local governments and their collaboration.

11. Reduce our government's dependence on gambling revenues.

12. Increase the term of Rapid City's mayor to 4 years.

13. Maintain effective communications between government and citizens.

14. Create the position of ombudsman in local government, a person that people can go to at any time with their concerns.

15. Establish a collaborative public/private effort to increase volunteerism by 50%.

16. Use state of the art communication technology such as the Internet to reduce the amount of dollars spent on public notifications.

17. Create enterprise zones in low income areas that provide economic incentives for job creation.

Private Sector Leadership

VISION

We will encourage and educate citizens of all cultures to play an active role in the leadership, growth and development of the Region.

STRATEGIES

1. Establish a community living wage in the Region by increasing incomes and creating a work force competitive in the global economy.¹
2. Encourage each individual to take responsibility for their own actions and to be a role model in the community.
3. Expect all for-profit and non-profit organizations to endorse the Frontiers—Forging our Future VISION, adopt specific strategies for implementation and make them reality.
4. Encourage regional civic pride, volunteerism and the spirit of giving back to the community.
5. Encourage public/private cooperation and partnerships that help create the future we want.
6. Increase the involvement of business and industry in the school system.
7. Provide a mechanism to recruit, train, and organize volunteer involvement in the community.
8. Recruit young people from the K-12 system, colleges and universities to work on community projects.
9. Encourage involvement in regional leadership development programs.
10. Encourage entrepreneurship in the private sector and the support and use of local services when possible.
11. Create an understanding and appreciation of the free enterprise system in all our citizens beginning at an early age.
12. Create an environment where there is an equality in workplace opportunities for all races.
13. Appreciate the benefits of our American system and never take it for granted.
14. Develop a regional institute to train local government and tribal government leaders that utilizes the expertise of the private sector.
15. Develop a clearinghouse that serves as a central source for distribution of information about service clubs, neighborhood groups, ROTARY, and multitudes of other community organizations.
16. Provide leadership skills training to young people.
17. Encourage and support Native Americans and other minorities in achieving private sector leadership roles.
18. Create new business by combining the assets and expertise of the non-profit and for-profit sectors.
19. Support community entrepreneurship.
Some of the action steps might include:
 - change the use of job or higher paying job
 - encourage the creation of jobs
 - increase worker productivity through:
 - good management
 - cutting technology
 - risk-taking
 - innovation
 - work ethics, loyalty, dedication
 - recognizing achievement
 - improving work environment
 - understanding the cost of discipline
 - encouraging personal and public safety awareness
 - establishing a fair and equitable environment that enhances productivity
 - encourage regional "education" centers and centers
 - support entrepreneurs and work incentives who provide new jobs
 - encourage public-private plans
 - provide training, support groups, resources and monitoring programs for entrepreneurs
 - encourage regional efforts in the global marketplace

F *See* **F**

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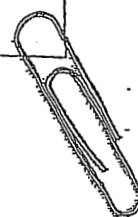
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Frontiers-Forging Our Future Programs

Phase I-GENERATING OUR SHARED VISION FOR THE FUTURE

- A. A diverse 32-person Steering Committee representative of the community was organized to guide the process.
- B. The Steering Committee selected a diverse Vision Task Force from all sectors and geographic areas of the Black Hills Region.
- C. The facilitator interviewed 105 individuals on July 9-11, 1997.
- D. Over 180 people attended the Stakeholders Summit on September 13, 1997. Vision Partners and Vision Task Force members participated in this public meeting at the South Dakota School of Mines & Technology. The participants selected a Vision Task Force and approved the vision statement created by the Vision Task Force and selected 10 additional members for the Vision Task Force.
- E. The 150-member Vision Task Force met during September, 1997 and created a draft vision statement and Vision Task Force Benchmarks. The draft was edited and provided for distribution at October 21, 1997.
- F. Organizations and individuals throughout the community were urged to review the draft vision statement and provide comments at the Town Hall meeting on November 20, 1997.
- G. Vision Task Force members made over 20 presentations with over 1000 attendees at the Black Hills Community Development Conference between October 22, 1997 and the November 20, 1997 Town Hall meeting.
- H. The draft Vision document was presented to the public on November 20, 1997 at the meeting. A Vision Task Force meeting was held to discuss input at 1:00 pm on November 20, 1997 at the Black Hills Community Development Conference.
- I. The Steering Committee approved the final Vision document November 22, 1997.

Phase II-COLLaborative Implementation

- A. The Frontiers-Forging Our Future Steering Committee will be diverse and representative of the community and will guide the implementation process.
- B. Private and public sector organizations of all sizes and sectors will endorse the Vision Statement and implement Vision Partnerships.
- C. Vision Partners who endorsed the Vision will be asked to develop Vision Partnerships and implement the Vision Statement within their normal mission, purpose and scope of operations or activities. Vision Partnerships will be developed by Vision Partners or Strategic Alliances will develop vision plans for the specific sectors of the community. Vision Partnerships will implement annual measurement of progress for each strategy.
- D. The Steering Committee will coordinate and assist in evaluating the implementation of the Vision Statement. The Steering Committee will approve the benchmarks.
- E. Strategy identification and acceptance by Vision Partners will be completed by the Steering Committee. Vision Partners will implement strategies have been created within the time frame for implementation. If a Vision Partner is unable to implement a strategy immediately, but will be phased in over a 5 to 10 year period as appropriate.
- F. Progress on strategies will be communicated on a regular basis.
- G. There will be an annual benchmark review of the Vision Statement and the Vision Partnerships and the Vision Statement will be updated by the Steering Committee. Vision Partners and Strategic Alliances will develop vision plans and the benchmarks will be implemented at an annual Town Hall meeting.
- H. The leadership of the Frontiers-Forging Our Future Steering Committee will be diverse and representative of the community and will guide the implementation process. The Steering Committee will be based with management support and coordination provided by the Region's and Black Hills Community Development Conference. The Steering Committee will be based in the region.

10-10-1963

Mike Richardson
Terrie Rich
Lorri Riley
Mike Rodman
Walt Roetter
Steve Rullinger
Stephanie Romeo
Margie Rosario
Robert Schillinger
Dick Schleasener
Dave Schmidt
Tracy Settle
Jody Severson
Susan Sharp
Jim Shaw
Don Shultz
Jody Sleep
Rhonda Staub
John Sundby
Earl Thurstrup
Larry Thompson
Sandy Tintach
John Torres
Lynette Two-Bulls Phalin
John Vanstrydench
Karen Waltrann
Dan Warren
Dan Wenk
Nancy Wetherill
Karen Whitehead
Steve Williams
Pat Wynn
Luke Yellow Robb
Ruth Yellowhawk
Art Zimiga
Ruth Ziolkowski

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1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

STRATEGIES TO BE PRESENTED TO VARIOUS PARTNERS AS PROPOSED ACTIONS

EDUCATION

- 1. Create a Children's Education Commission that creates a program whereby children are encouraged to attend school.
- 2. Provide opportunities for High School students to take credit courses at Western Dakota Technical Institute and receive credit for the same.
- 3. Extend the school day.
- 4. Expect each parent to be responsible for consistently supervising their child's education and behavior.
- 5. Explore alternative education to education.
- 6. Expand Western Dakota Technical Institute (WDTI) to include high school and college level education.
- 7. Find alternative funding sources for Special Education children.
- 8. Provide a system to smooth the transition between elementary school and middle school and between middle school and high school.
- 9. Teach basic motivation skills.

QUALITY OF LIFE

- 1. Encourage better health care for the elderly and disabled.
- 2. Expand the availability of education treatment programs.
- 3. Build a children's museum.
- 4. Increase the age of receiving a driver's license from 16 to 18 years old.
- 5. Decrease price and cost of services and goods for low-income families and children.
- 6. Monitor minorities and low-income families for health care needs.
- 7. Make the Arts accessible to all students.
- 8. Encourage Winter Activities and other recreational activities for the elderly and disabled.
- 9. Develop recreational facilities for the elderly and disabled and provide for the same.
- 10. Maintain a continuous involvement in development of health care services for the elderly and disabled.
- 11. Involve the entire region in health care services and facilities of elderly persons in the region and to provide a comprehensive health care system.
- 12. Support employee retirement programs for medical health.
- 13. Provide training for new services and care to elderly persons and support the development of the same.

INFRASTRUCTURE

- 1. Provide telephone rate and service benefits for people living in the region.
- 2. Review taxation and planning policies that create or discourage employment.
- 3. Encourage financial services and financial planning.
- 4. Communicate road construction alternatives affecting infrastructure and the environment.
- 5. Provide adequate public transportation.
- 6. Research building materials and construction.
- 7. Maintain and improve existing roads.

ECONOMIC DEVELOPMENT

- 1. Encourage retailers moving into the area and encourage them to stay in the area.
- 2. Create an industry to generate revenue, including government and non-governmental organizations.
- 3. Develop and protect our natural resources.
- 4. Increase public awareness of the area and its resources.

GOVERNMENT

- 1. Identify and find solutions for low water demand.
- 2. Provide government support for health and public safety for government employees.

PRIVATE SECTOR EXPANSION

- 1. Use the system, expertise and experience of other governments to benefit the region.

FRONTIERS

"FORGING OUR FUTURE"

VISION PARTNER RESPONSIBILITIES

1. Agree to endorse the vision and the VISION PARTNER. (Note: This does not mean you agree with every aspect of the plan. This was built to be realistic, not utopian.)
2. Develop the vision and select those strategies you can incorporate and effectively implement within your existing mission, purpose and scope of operations. (Concept development and acceptance by Vision Partners will be encouraged by the Steering Committee to ensure that the priority strategies have been selected within the right time frame for effective implementation.)
3. Share strategic objectives with other organizations to select strategies that will require two or more partners to implement.
4. Develop action steps or plans to implement the strategies.
5. Establish benchmarks and milestones for each action step to measure progress and be held accountable. These will be developed quarterly (quarterly) of the three key benchmarks and demonstrating progress for strategies identified by Vision Partners and Strategic Alliance.

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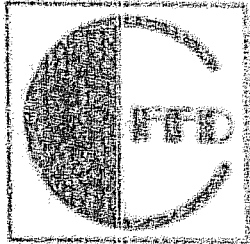
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The South Dakota Fusion 2010

2010
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2010

South Dakota
Fusion 2010

Institute for South Dakota
Leadership and Participation



Ciesman
Foundation
For
Democracy

701 St. Joseph Street, Ste. 204
P.O. Box 6268
Rapid City, SD 57704-6268

*The South Dakota
Forum 2010*

Conference Report

John J. Umm, Ph.D.

1998

The Institute for South Dakota Leadership & Participation and its activities are primarily funded by the Chiesman Foundation For Democracy and Individual Contributions. This project was undertaken because of a strong concern for serious deliberation of public policy and issues relevant to South Dakota's future. The Foundation has as its mission the promotion and preservation of democracy and democratic ideals which is consistent with the Institute's mission. The Institute exists to foster a new vision for South Dakota and encourage citizens to provide creative and constructive ideas for policy recommendations through consensus building and research.

The South Dakota Vision 2010 Roundtable could not have happened without the help of many dedicated and committed individuals. The list is long, but it is important to express our gratitude to a few of the exceptional individuals.

The Institute thanks Kristi Wagner, Executive Vice President of the Chiesman Foundation and Foundation for the South Dakota Vision 2010 Roundtable, who spent many weeks and hours making the physical arrangements for the roundtable. Most of her time was spent visiting and gaining support for the Institute's mission as a state think tank and was generous and generous to her staff and board. Also, special thanks goes to her husband, Kip, for assisting and supporting this new endeavor.

The Institute thanks Michelle Russell and Kenneth Hinkle who served as roundtable secretaries, administrative support staff, and editors of the conference report. Their organizational and professional efforts to provide assistance to all the participants and their assistance in the publication of the results of the conference are greatly appreciated.

The Institute thanks Dr. Bill Wallace, the first roundtable facilitator, who helped the new organization find its way on a new path of democratic exchange and vision building.

The Institute thanks Dr. R. Fennell-May and Mr. Randy Derry, who are without surprise leaders, for their keynote speeches and guidance at the first roundtable meeting. Their words of encouragement and vision were an inspiration to all of the participants.

The Institute thanks all the participants listed on pages 1-4 for their participation in the South Dakota Vision 2010 Roundtable. The roundtable would not have been possible without them. The participants are to be commended for sharing their valuable time and resources in the development of a vision statement for the State of South Dakota and for taking a risk that it can be accomplished.

The Institute for South Dakota Leadership & Participation's conclusions and recommendations do not imply any specific endorsement by the Chiesman Foundation For Democracy.

Copies of this report are available from the Chiesman Foundation For Democracy, P.O. Box 5144, Rapid City, SD 57709-5144. The suggested donation for the report is \$1.00 plus \$2.00 and handling (\$3.00 total).

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Preface

The Institute for South African Leadership and Participation is a private, non-profit organization founded in 1987 by a group of South African citizens who believed that leaders and citizens must come together to discuss issues relevant to the future of South Africa. We think that conversations of leaders and citizens who do not discuss an explicit agenda or political position. If there is to be any progress in the way we live, we must have a viewpoint that transcends ideological divisions about the conventional wisdom, common sense, or common problems, a commitment to the individual and collective responsibility, or appreciation of the central role of citizens and leadership in achieving progress, and an ability to respond to the importance of values, ethics, and religious traditions.

In addition, a first task gathers together people and communities interested in politics, in change, in challenge, in progress, and in human questions about social and private politics. It focuses on research, development, and practical solutions. A perspective that first presents and makes available to citizens the public to discuss and consider the situation. The first task also sets out to implement the recommendations of the first task. Individual members of a first task committee or a discussion group are provided the ideas and suggestions generated by the group, but it is a matter of choice rather than requirement. The first task also sets out to provide an environment for the exchange of ideas and solutions about relevant to a specific political or religious agenda. Furthermore, it encourages an open and good to the state.

One of the first actions of the Institute was to sponsor a committee with the goal of identifying a vision for South Africa. By making a vision a goal, the Institute could generate actions across all the levels of concern to the citizens of the state. This became the vision of the state with a more explicit of resources and interests gathered to focus on South Africa in 1987 and in June 1988 on January 21, 1988 to develop a vision for South Africa. The conference was called the South African Vision 2000 Foundation. The year 2000 was important as the new vision rather than a time which might be unrealistic. Therefore, the committee focused on the future of South Africa and the elements that contribute to making a leading and great state.

There is only one certainty about the future, and that is, it is that with continuous planning and policy making efforts to move the future on today's efforts that will achieve

¹ Nelson Mandela (1988). *South African Institute: A Vision of a New South Africa*.

² *South African Vision 2000 Foundation* (1988). *South African Vision 2000 Foundation*. pp. 1-10.

and economic, social, religious, and political revolutions. But out of all this seeming chaos, thoughtful consideration must be given to what the future holds for any particular society. Without careful reflection about options for the future and a plan on how to achieve specific objectives, an organization, a society, and a way of life will likely disappear.¹

Planning for the future in a democratic society is about freedom. Although people are extremely free, they feel constrained by the unpredictability of future events. Confidence must be built into the vision and planning strategies if realistic goals are to be constructed for the citizens of South Dakota. To act with confidence, freedom must be available to look into the future and realize that no matter what vision or plan is developed, uncertainties will exist. Thus the participants at the South Dakota Vision 2040 Roundtable were challenged to deliberate and to come to a consensus that would have some degree of certainty although the future is filled with uncertainties.

In order to operate in an uncertain world, people need to be able to re-perceive—to question their assumptions about the way the world works, so that they can see the world more clearly. “The way we see the world is not an accurate picture of tomorrow, but better decisions about the future.” The South Dakota Vision 2040 Roundtable participants went through brainstorming sessions and debated not only the assumptions but the possibilities for the state. It was not an easy task, but a consensus was reached.

The results of the South Dakota Vision 2040 Roundtable are published in this document. Some will see the results as a reflection of their “big view” for the state, others will question the validity of the conclusions. What matters is the fact that a group of citizens participated in a vision-building process that was democratic and altruistic in nature. If you share in this vision, then there is some consolation that the Roundtable participants were consistent with your view. If you do not share in the participants’ vision, then this is an opportunity to share your point of view with others and to articulate the challenges for South Dakota’s future. In both cases, the taskforce’s mission has been achieved: encouraging citizens to provide meaningful dialogue for the governance of South Dakota and preservation of an excellent quality of life.

¹James, John A. (1997). “Planning Within a Democracy.” *The Chairman Quarterly* (Vol. 1, No. 4).

²Johnson, Peter. (1999). *The Art of the Long View*. New York: Currency Paperback, Doubleday.

Institute for South Dakota Leadership & Participation

(An Independent South Dakota Think Tank)

Mission of the Institute

The mission of the Institute for South Dakota Leadership & Participation is to provide the people of South Dakota with a confidential, non-partisan forum for the thoughtful discussion of existing or emerging public policy issues and to encourage leadership in the search for creative solutions and recommendations in addressing specific issues or topics pertinent to South Dakota.

This is accomplished by:

- Providing an environment that is independent of geography, political persuasion, ethnicity, and personal beliefs;
- Defining and analyzing the scope and nature of public policy issues and to broadly define and evaluate alternative policies in addressing these issues;
- Bringing together, on a regular basis, the leadership and representatives of the citizenry of the State to discuss public policy issues;
- Assisting in the advancement of economic, social, educational, and quality of life interests of the State;
- Providing meaningful and effective research opportunities for State leaders to use in making decisions for the benefit of the citizenry; and
- Developing leadership potential and participatory opportunities in a democratic climate of candor, consensus, and consensus.

South Dakota Vision 2010 Roundtable

Mission Statement

The South Dakota Vision 2010 Roundtable will provide the people of South Dakota with a nonpartisan forum for the thoughtful and deliberate discussion of existing and emerging public policy issues that will impact the future of South Dakota in the new millennium.

Goals for this roundtable are:

- To bring together the leadership and representatives of the citizenry of the State to discuss policy issues that focus on the State's future;
- To define, analyze, and evaluate the scope and the nature of public and private policy issues;
- To provide a meaningful and objective document for the citizenry and State's policy makers to support the roundtable's vision for South Dakota's future.



A Vision for South Dakota

After two meetings of discussion and consensus building, the participants of the South Dakota Vision 2010 Roundtable developed a vision for the state. There was much discussion about what economic, educational and social areas should be included in the vision statement, but all were deemed important at some level. Therefore, the group formed a general vision statement which could be applied to all entities and citizens within South Dakota.

South Dakota Vision Statement

As South Dakota enters the next millennium, the State will be a place where there is a diverse and growing economy, a multifaceted and comprehensive educational system, an enhanced quality of life, and a partnering government.

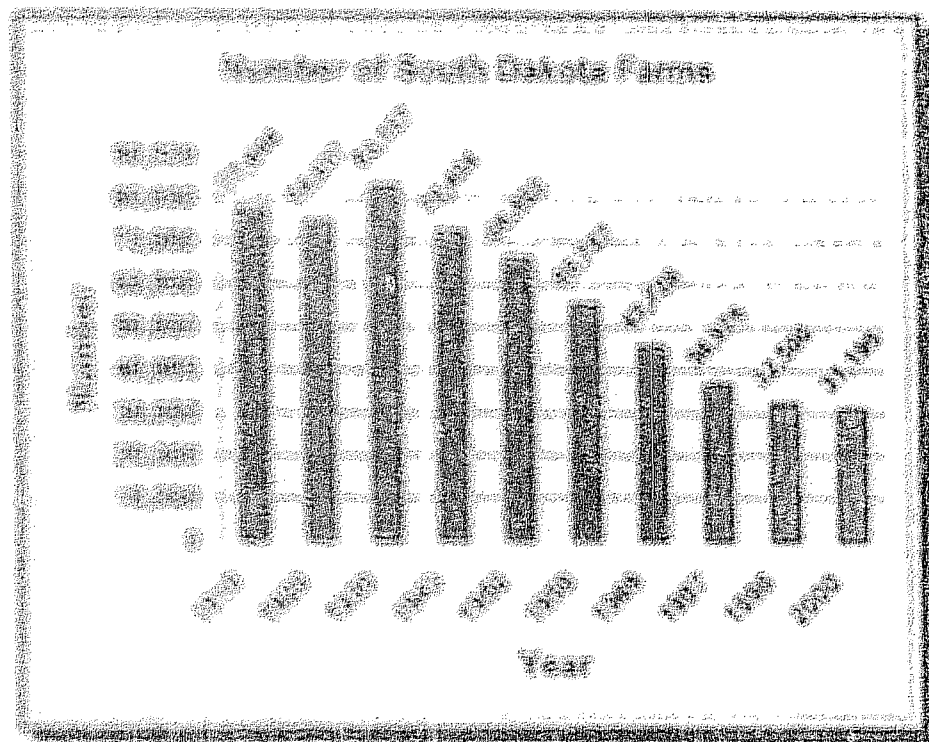
A vision statement describes the world as we want it to be or, as in this case, the state as we want it to be. To meet future and current demand with each other what was necessary for the state if it is to be a place where individuals, corporations, and other agencies want to invest their resources. Additionally, if the vision is to be a framework for future roundtable discussions, it must be a statement that can be shared by all citizens. In order to build this vision, it was agreed that specific issues and concerns must be addressed by the Institute in a timely and deliberative manner.

Developing and implementing a future vision requires partnership among the state leaders. Making stakeholders collaborative in making recommendations for implementation is a key function of each future vision roundtable if the South Dakota Vision Statement is to be meaningful for all citizens. Some of the areas that require immediate attention include agriculture, education, economic development, environmental, government, transportation, quality of life, and state effectiveness.

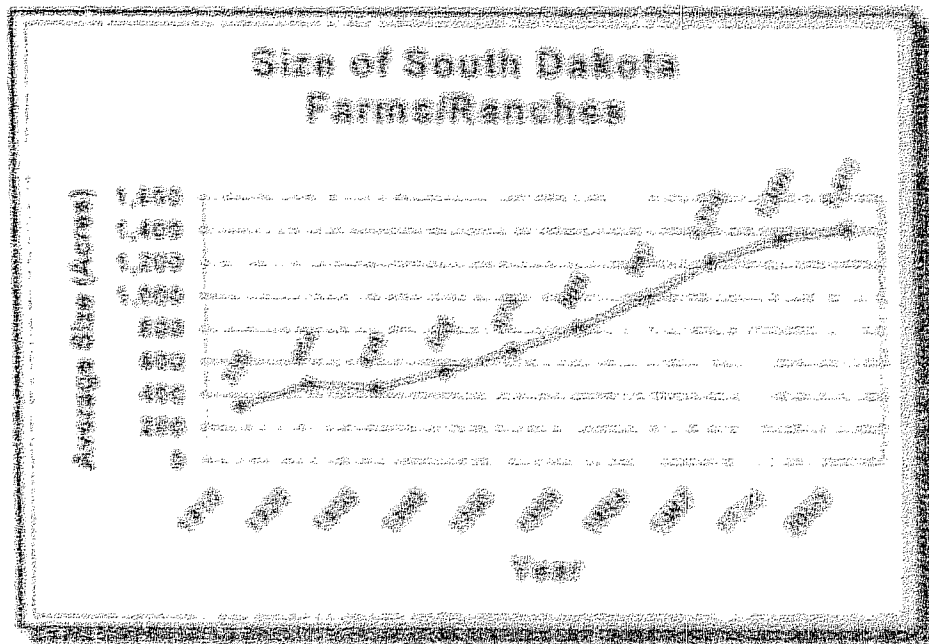
Questions asked by the South Dakota Vision 2010 Roundtable participants were "What is the value of agriculture in South Dakota?" and "Can value-added agriculture be an economic development opportunity for the state?" The answers to these questions and many other related topics should be addressed in an agriculture issues roundtable.

Why is this so hard?

If South Dakota is to be a leading agricultural and agribusiness state, then any future vision must encompass these important private sectors. Is the decreasing number of farms and ranches a critical issue? How can we add value to the products raised in the state? What are some of the state currently doing to help South Dakota a leading agricultural state and what can be done to improve this situation?



As of 1990 there were 25,000 farms and ranches within South Dakota with an average farmstead size of 1,551 acres and a value of \$210 per acre (land + buildings). By the year 2000, it is projected that there will be 11,000 farmsteads with an average size of 1,411 acres. Of the entire acres of farmstead land, 15.2 million acres (37%) are harvested cropland. Is there any concern about these trends if South Dakota is to be a leading agribusiness state?



Crops and Livestock Ship Values

Crop/Livestock	Value	Value Rank
Corn (bushels)	\$70,000,000	1st
Oats (bushels)	\$1,000,000	1st
Wheat (bushels)	\$10,000,000	2nd
Barley (bushels)	\$1,000,000	1st
Rye (bushels)	\$1,000,000	2nd
Flaxseed (bushels)	\$1,000,000	2nd
Sorghum (bushels)	\$1,000,000	1st
Soybeans (bushels)	\$1,000,000	2nd
Sunflower Seeds (pounds)	\$1,000,000,000	2nd
Hay (tons)	\$1,000,000	1st
Cattle & Calves (head)	\$1,000,000	2nd
Hogs & Pigs (head)	\$1,000,000	1st
Sheep & Lambs (head)	\$1,000,000	2nd

(South Dakota Department of Agriculture, 1990)

Wherever a group of citizens gathers together to determine the future of their community or state, the issue of quality education surfaces. The South Dakota Vision 2010 Roundtable participants were not different in this concern. Questions about the future of prekindergarten to postsecondary education were paramount. Is the state's educational system efficient and effective? Are we doing enough to prepare prekindergarten children for primary school? Are the curriculum and character standards high enough for the state's children? Are there too many or not enough resources available for postsecondary education, from the technical institutes to the universities?

A series of roundtables on addressing these questions for the different levels of education and the respective delivery system will have to be considered if South Dakota is to maintain a leadership role in the education of all citizens. Although South Dakota's expenditure per pupil was the sixth lowest in the United States in 1986 (\$4,237 per pupil and \$10-\$13,213 per pupil), South Dakota has the distinction of being third in high school graduation rate (88%-89.9%, and 82-71.5%), and fifth in SAT scores. Can the State do even better and can it maintain a low cost to high performance record?

Enrollment by Level of Education (1986-87)

Level	Total Population ³
Prekindergarten (Ages 0-5)	58,016
K-12 ¹	151,987
College/University ²	20,812
Other Postsecondary	13,083
Not Enrolled	483,707
Total	732,405

¹ 1987 SD Department of Education

² 1987 SD Board of Regents

³ 1987 U.S. Census Bureau

Economic Development, continued

Number of Employees in South Dakota Industry, Business, and Government

Industry/Business	% of Total	Number of Employees
Food & Kindred	1.17%	6,921
Textile, Apparel	2.45%	9,456
Nonmetallic Minerals	1.71%	6,987
Health Services	6.65%	33,900
Other Services	2.05%	8,126
Other Services	3.81%	33,586
Food Products	2.05%	8,000
Manufactures (Excl. Food)	0.76%	2,942
Printing & Publishing	1.10%	4,300
Chemical & Allied Products	3.48%	13,550
Electronics, Equipment	1.00%	4,126
Other Manufacturing	2.35%	9,103
Transportation/Trade	6.54%	21,600
Government Federal, State, County, & Local	12.45%	72,000
Transportation & Utilities	4.13%	16,100
Wholesale Trade	12.60%	55,400
Retail Trade	4.43%	17,300
Agencies/Brokerage (Excl. Fed.)	0.73%	34,057
Total	100.00%	390,157

Note: 1997 non-Department Governmental Employment = 306,100

As South Dakota plans for the future, careful consideration must be given to balancing environmental issues with economic and social growth. South Dakota is blessed with a variety of natural resources—renewable and nonrenewable. The quality of air, water, and food is among the highest in the world. If South Dakota is to maintain and improve upon the quality of the environment, then the federal and state governments must come together to develop strategies, regulations, and measures appropriate to each natural resource.

Does South Dakota have enough water to meet future requirements? What are we doing to ensure the quality of air and water? Are mining and other large industrial and economic entities to consider environmental impacts? What is the state doing to preserve the state forests and wetlands? How do mining, logging, and other sports impact the environment? Are the waste disposal sites sufficient and safe? Is there the future needs of the state? These are a few of the questions the participants of the South Dakota Water 2010 Roundtable asked.

The participants concluded that there must be a way of life that can be part of everything we do. Citizens should use natural resources and energy in the best possible way and reduce waste in all things that we do. There has to be a balance and citizens must strike a balance between economic, social, and environmental responsibilities. The state is to ensure future prosperity. There is a balance and a future exists only in these and other environmental issues which people need to get and understand. The policymakers to consider is the sustainability and improvement of the environment.

Just as companies were hit by the "quality" trend in the 1980s, they are now beginning to struggle with an "environmental" trend. Environmental regulation of business has been on the rise since the enactment of the Clean Air Act in the early 1970s. Government regulations of environment, such as the Clean Water Act, the Resource Conservation and Recovery Act, and the Superfund Program, impose further restrictions on products, their manufacturing processes, and packaging and by-product procedures.

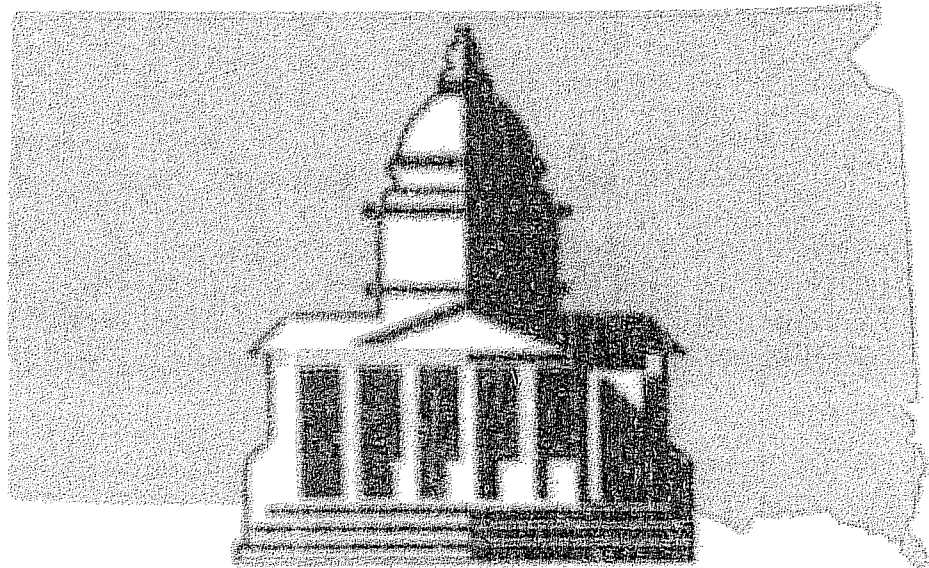
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The scrutiny and review of all levels of government are the major responsibilities of any citizen within a democratic society. To fail in making government accountable dooms the state to a government that is bureaucratic, expensive, and legalistic. The participants of South Dakota Vision 2010 Roundtable were aware that the citizens and leaders of the state need to assess and evaluate the role of government as part of South Dakota's future.

Some items for consideration by a future roundtable on government would include a discussion on one or more of the following topics:

- Sharing of resources among the various state governmental agencies;
- Reduction of the number of counties;
- Consolidation of town, county, and municipal services;
- Annual meetings of the legislature;
- Renaming government;
- Taxation—paying for government operations;
- The role of government in an individual's life; and
- Forming private partnerships with the government.

What is the future for our current system of government in the next millennium? The answer might be obvious to some if we are to live and work together in a safe state. The question that should be asked is: how will the various levels of state government govern in the future? As with any organization, planning and implementation must be consistent with the demands of the time and future, with the available resources. If the state is to be a product of the governed, then its citizens must come together and discuss ways to reflect the requirements of the state from efficiency to visionary.



Communications & Technology

It is said that future historians will look back on this era as an extraordinary period of time. The years from 1970 to 2020 will be marked as years of remarkable transformation. For the United States and the world it will be a time when new technologies and forms of communication grew at almost an exponential rate. But not all countries achieved this unprecedented level of advancement. Why? There are some countries, some states, and some individuals who fear the challenge and revolutionary economic repercussions.

The participants of the South Dakota Vision 2010 Roundtable were leaders who are able to envision a state that is careful and deliberate in the integration of advanced technology in all the economic, social, and educational sectors. The only fear articulated was not being at the cutting edge of technology. South Dakota has many examples of the infusion of technology throughout the state. From the classroom to world class computer manufacturers, the state has been proactive in meeting the electronic future both in telecommunications and technological application.

Some items for consideration by a future roundtable on communication and technology would include a discussion on one or more of the following topics:

- ◆ Entrepreneurial activities to promote economic growth in technology and telecommunications;
- ◆ Connectivity of all citizens to appropriate networks and resources;
- ◆ Delivery costs to all citizens;
- ◆ Impact of technology on the quality of life; that is, adjusting to a new society;
- ◆ Regulation of telecommunications and protection of subscribers;
- ◆ The role of government in the freedom of information, access and research;
- ◆ Impact of biotechnology in agriculture and medicine;
- ◆ Development of alternative energy; and
- ◆ Forming global partnerships.

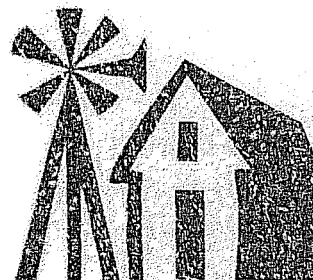
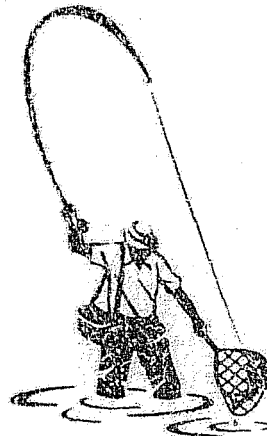
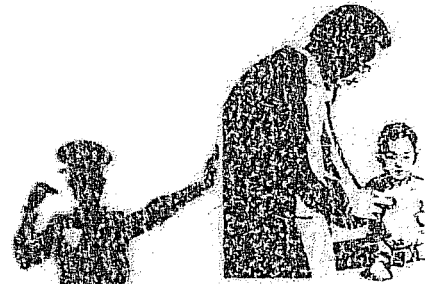
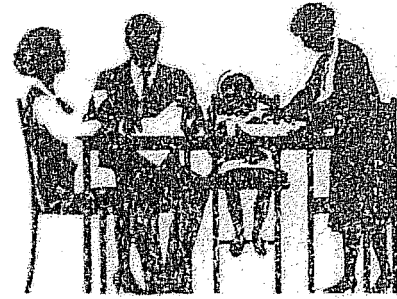
In 1997 there were two milestones that could impact South Dakota: the Information Technology Agreement (ITA) and the Global Telecommunications Accord (GTA). The ITA will abolish tariffs for information technology by the year 2000. The GTA has 70 leading nations agreeing to deregulate their domestic telecommunications markets. Everyone can benefit from these milestones for it will create a dynamic market for technology and the development of telecommunications infrastructure. Will South Dakota be a key player in this enterprise?

Quality of Life

Whenever there is mention of a "quality of life" issue, it is assumed that everyone knows what is meant. But in reality there is no clear definition. The participants of the South Dakota Vision 2010 Roundtable identified a few elements that contribute to a high quality of life, but it was not an exhaustive list. Quality of life includes safety from personal harm (low crime rate), recreational opportunities, low cost of living, high environmental standards, good living wage, excellent education system, quality medical and health care system, good neighbors, and cultural environment.

To hold a conference on quality of life issues requires a series of roundtables on the different areas listed above. Some of these topics can be addressed by the roundtables listed in earlier sections of this publication, but other topics will have to be contemplated by discussion groups on the future of health care, law enforcement, recreation, etc.

- South Dakotans currently enjoy a high quality medical and health care system, but there is a question about rural accessibility and costs.
- The state has the 47th lowest crime rate in the nation. Can South Dakota maintain this rate?
- The state has many different types of recreational areas ranging from snowmobiling to boating, but are resources being made available to maintain and develop these recreational areas?
- How can state business leaders and government help balance a low cost of living and a living wage for its citizens?
- What can be done to discourage outmigration and encourage retention of a high quality workforce?
- How can citizens work together to make neighborhoods and rural communities safe and habitable?



State Infrastructure

The participants of the South Dakota Vision 2010 Roundtable defined the state infrastructure as those factors that contribute to make life in the state comparable to other regions within the country. This includes highways, railways, airways, water systems, waste treatment systems, utilities, and public buildings. As with all facilities in constant use, maintenance, replacement, and new construction must be considered if the services or facilities are to be available for the future. A question for future roundtables on this topic would be "what must be done now to prepare for the deterioration and growth factors?"

If economic growth and adequate housing are primary considerations for the state's future, then those components that contribute to growth must be studied and explored by the leaders and citizens of the state. Transportation is necessary not only to get the product to market, but also to get the raw materials and workers to the appropriate work sites. Poor transportation discourages growth. In the same vein, water, utilities, and waste disposal systems are critical for industry, business, and home.

The participants agreed that a roundtable on this topic is critical if the state is looking to the future. Without a plan for infrastructure improvement and development, the state will limit its potential. Economic development can be stifled by a lack of good infrastructure. Growth of rural communities will continue to decline if there is not support for adequate roads, rail, and other public services.

South Dakota has 83,358 miles of highway, roads, and streets. Eight railroad companies provide freight and service on 1,855 miles of rail lines.

Supportive Information

Growth, Diversification and In-Migration: South Dakota's Economic Awakening

by Randall M. Stuefen and De Voe Dykstra

The South Dakota Economy

South Dakota is the 5th most rural state in the nation with a relatively small but growing population that is heavily dependent upon agriculture but making gains in diversifying its economy. The smaller communities are aging as the state's elderly retire in their home-lands or people retire to communities near their farms and the next generation. Thirty-five percent of South Dakota counties are not replacing themselves through their birthrate. But South Dakota is attracting people to the state with the promise of job opportunities and smaller urban areas in which they can enjoy their community and more safely raise families. It is a place characterized as being a low wage and low tax state. The average annual wage in 1995 was the lowest in the nation. South Dakota has no personal income tax and, with a few exceptions, no corporate income taxes. South Dakota is a state with an interesting mix of economic and social factors that are increasingly presenting themselves to businesses and private citizens throughout the nation as a viable choice for relocation and real opportunity.

The population of the state was 680,500 in 1960 and had increased only 16,000 in number during the next 30 years. In addition to the state following the national baby bust trend in the 1970s, this period in South Dakota is best described as a period of out-migration where the state's young fled its borders in search of employment opportunities. The state's population actually decreased between 1950 and 1970. Popular destinations for the youth were Minneapolis to the east, Denver to the west and Omaha to the south. With the loss of the young and little industry or commerce moving into the state, little was changed in the state's economy. Agriculture and meatpacking dominated the state's economy, in the east with tourism, the military, ranching and mining comprising the employment opportunities in the west.

Change came. After 30 years of near stagnation in its population growth, the state began its awakening. In the past 7 years, the state increased its population more than 2 times as much as it had in the 30 years prior to 1990.

County Population Growth 1990-1996

County Population Growth 1990-1996. The U.S. population has grown more than 1 percent per year since the 1990 Census to a July 1, 1996 estimate of 255,284,000 persons. South Dakota's population growth rate averaged less than 1 percent (0.87%) per year since 1990 for an estimated July 1, 1996 population of 732,405. There were 36,401 more people residing in South Dakota in 1996 than there were in 1990. The South Dakota growth is attributed to a 24,840 natural change (births minus deaths) and an estimated positive migration of 11,561 persons.

Much of the growth has occurred in the population centers of Sioux Falls and Rapid City. In fact, more than 62 percent of South Dakota's net gain came from Minnehaha, Pennington, Lincoln, and Codington counties. Other counties with a net gain of more than 1,000 persons were Lawrence, Shannon, Teton, Brookings, Butte and Union. Shannon and Stanley counties continue to be the two fastest growing counties at 20.7 and 19.5 percent respectively, with Lincoln county following closely with a growth rate of 19.1 percent between 1990 and 1996. The map below shows the areas of population growth and decline.

The population trend for rural South Dakota continues to decline with Day, Grant, Walworth, Perkins, McPherson, and Miner counties each losing more than 250 people. Other counties losing more than 200 persons included Gregory, Spink and Potter. McPherson county had the fastest rate of decline at 6.6 percent over the six years followed by Miner, Perkins, Harding, Potter, and Faulk counties each with an average decline of more than 1 percent a year.

Areas with the largest declines between 1990-1996 show a net out-migration and a negative natural change. Approximately 35 percent of South Dakota counties had more deaths than births. Most were located in east central South Dakota and include Hutchinson, Kingsbury, Clark, Turner, Walworth, Day, Miner, Potter, Marshall, Aurora, Edmunds, Bon Homme, Hand, McPherson, McCook, Hyde, Jerauld, Spink, Grant, Gregory, Fall River, Perkins, and Jones counties. The aging population base of these counties is the greatest contributor to South Dakota's rural population decline.

Financial and Manufacturing Sectors Affect Economic Structure

Recent Trends in Manufacturing Employment

The 1990s are building upon the technological and structural changes that took place in the 1980s. The late 1970s and early 1980s were a time of high inflation and high interest rates. Credit card companies were in a difficult position. Usury laws throughout the nation passed in the early 1990s were restricting the credit card industry's ability to do business. The South Dakota Legislature responded in 1991 by passing interest rate limits favorable to the card companies. That action attracted credit card banks and their credit card processors. Financial institutions like Citibank, Dial Bank, First Bank of South Dakota, Hawley State Bank and First City Bank opened credit card operations in the state. Companies like Sears and Spiegel followed later with their credit offerings. The growth in this sector has contributed a significant number of jobs for the communities where the banks and card processing units are located. Citibank alone employs 3,100 people in its Sioux Falls operation.

A technological change of the 1980s that has affected South Dakota in the 1990s was the development of the personal computer for business and eventually home use. A Sioux City, Iowa computer assembly firm founded in 1985 moved across the state border into South Dakota in 1990 to take advantage of the state's business and tax climate. Gateway 2000, now a Fortune 500 firm, has grown

from humble beginnings to recording gross revenues of over \$5 billion in 1996. Good fortune continues. The company posted \$1.4 billion in revenues for the first quarter of 1997. Gateway 2000 employs nearly 10,000 people worldwide and approximately half (5,000+) are located in South Dakota.

This North Sioux City, South Dakota firm now has manufacturing operations in Ireland, Hampton, Virginia, and Malaysia in addition to its South Dakota plant. There are customer support facilities located in Missouri and in both Vermillion and Sioux Falls, South Dakota. There are one or more showrooms for the Gateway product line in France, Germany, Sweden, Japan, the United Kingdom and Australia. Direct channel marketing through outlets is currently being tested in Connecticut, North Carolina and Florida.

Gateway 2000 is the most visible but not the only manufacturing success along what has been termed the I-29 corridor. Success stories extend up the interstate to Sioux Falls, Brookings and Watertown as well. Manufacturing has become a strong positive influence in the South Dakota economy. The state's growth (2.6%) in the number employed secured South Dakota the ranking of 4th strongest expansion in the nation last year. The growth in the number employed in manufacturing was 9.9 percent in 1994 and 7.0 percent in 1995. There is certainly good news in South Dakota's manufacturing sector but it is important to note that while the sector is strong, it is relatively small and susceptible to volatility. There are fewer than 50,000 people who work in this sector and performance is affected significantly by the larger manufacturing firms' expansions and contractions.

The Rural State

The agriculture sector has lost stature in the national measures of economic output since 1960. At that time, agriculture was 4 percent of all United States output and today it is little more than 1 percent of that output. South Dakota's dependence on agriculture has also declined but has not been as diminished. The state's economic output attributable to agriculture in 1994 was 11.1 percent. The outlook for the agricultural sector in the coming year is characterized as one of stability or slight decline. Following are estimates of South Dakota's real GSP (Gross State Product) by industry for 1990-1994.

Farm prices are expected to improve in 1997 but production is less certain. Harsh, cold and snowy weather affected cattle numbers this past winter and was followed by a spring bringing disastrous amounts of snowmelt for much of eastern South Dakota. The 1997 income expectation for the state's agricultural producers is flat with better cattle prices offset by fewer cattle and stable to weak grain prices.

Employment

Total employment in South Dakota grew at an average annual rate of 3.5 percent between 1991 and 1995, which is significantly better than the state's historical average of 2.5 percent and the national average of 2.0 percent. The annual growth rate diminished in 1996 to 1.6 percent and is expected to continue to grow at a rate less than 2 percent in 1997 and 1998 as well. A significant factor in the slowing of employment growth is the low supply of labor. Unemployment rates in South Dakota are the 3rd lowest in the nation at a 3 percent level. The low unemployment rate is driving up the state's wage rates.

Future expansion in the labor supply is dependent upon two factors: the retention of the state's young people coming out of high school, technical school and college; and the ability of South Dakota to attract workers from other states. It appears that the state's young people are responding to the availability of opportunities that companies like Citibank and Gateway 2000 offer. The ability to attract people through in-migration has also been demonstrated by the estimated positive migration of 11,561 persons since 1990.

The shortage of labor is prompting businesses to be innovative in their employment practices. It is ironic that this innovation may best be described as moving back to the future. Apprenticeships for South Dakota youth are supplementing or may be replacing summer jobs on area farms. Training in skilled work areas is being made available to South Dakota's youth through apprenticeship programs. Twenty-First Century Manufacturing, a precision tool manufacturer in Lake Preston, South Dakota, has initiated an apprenticeship program to staff its business and expand the supply of labor available in that community. Also, as reported in the Argus Leader, a leading newspaper in the state, similar programs have been started in Brookings and Watertown in the areas of carpentry, automobile mechanics and computer support. Businesses in Rapid City are said to be planning an apprenticeship program as well.

The shrinking employment sectors in the South Dakota economy are state and federal government and mining. Government is going through the throes of tax reduction programs, budget balancing and downsizing. South Dakota has limited the focus and gains in efficiency to the state government level. Local government, including cities and K-12 education, have in fact continued to expand while the cuts to support property tax reductions were implemented at the state level. Those reductions in state government employment, excluding higher education, were averaging in excess of 10 percent for the last half of calendar year 1995. The employment reductions were made for the purpose of partially funding a cut of 20 percent in property taxes. The number employed in mining has been impacted by reserves running out for two of the above ground mining companies and the reorganization of workers at the state's leading underground mine.

Income

Total personal income growth in the state has been strong with gains of 7.5 percent, 4.2 percent and 10.4 percent in 1994, 1995 and 1996, respectively. Farm income contributed to the large increase in 1996 with a third quarter gain of 52.0 percent. The Governor's Council of Economic advisers projected nonfarm income performance to soften with increases of 5.0 percent and 4.6 percent in 1997 and 1998.

One hot spot for wage gains has been manufacturing. Manufacturing wages in 1996 increased at an annual rate (0.8%) more than double that of the CPI (3.0 %) and nonmanufacturing wages were 0.7 of a percentage point ahead of the CPI. The low unemployment rate appears to be translating into higher wages.

Construction

Residential construction started to increase in strength in 1992 and has been strong since 1994 with over 4,000 single and multiple dwelling homes being constructed annually. Moderate interest rates and an increasing population in a few counties has contributed to the strong residential building sector in these years. Single-family residential construction increased from 2,400 to 2,500 units between 1995 and 1997. Multi-family construction decreased from 2,000 to 1,700 units during that time frame. The number of new single family dwellings is expected to remain about the same for 1997 at 2,500 units. New multi-family units are expected to decrease by approximately 200 units in 1997.

The poor spring weather has dampened performance in the construction sectors in many parts of the state. The flooding will impact construction activity in the north and east parts of the state with the net effect uncertain. Reconstruction and remodeling activity will certainly rise in those areas as people try to put their property back to pre-flood condition and that activity will mitigate to some degree the loss in new construction in those areas. The final tally is still not known.

Retail Sales in a Dual Economy

South Dakota did not fully share in the nation's economic growth and prosperity in the 1980s. When the nation ended its recession in 1983, South Dakota, along with other mid-western states dependent upon agriculture, entered what has been termed a "farm crisis." The state's per capita income growth lagged the nation's growth during the 1980s because of its dependence on the agricultural sector.

Small towns in South Dakota lacked the economic diversity necessary to take advantage of the national economic recovery of the 1980s. The more urban communities in the state were more closely tied to the national economy and performance reflected this difference. Retail sales performance of the state's 10 largest communities has been contrasted with the other 56 counties. The performance difference of the two groups has been so marked that it has been termed South Dakota's "Dual Economy." An article introducing the idea of a dual economy "The Possibility of Dual Economies in South Dakota" was first published in the South Dakota Business Review, March 1984.

The poor performance of the rural counties was the direct effect of financial crisis on the farm. The financial stress resulted from two major impacts occurring simultaneously. Farm personal income fell dramatically at the same time land values began declining. Had the decline in income to the low of 1983 occurred alone, it would likely not have resulted in such a severe impact on the agricultural sector. The drought of 1976 is an example of a large income drop during a period of increasing land values. The farmers increased equity position at that time allowed them to borrow from a growing base of wealth to manage the drop in income. In contrast, land prices dropped 49 percent in five years beginning in 1983. That loss of equity compounded the drop in the state's farm personal income from 615 million dollars in 1981 to 270 million dollars in 1983, which is a 57 percent decrease. The farmer's ability to borrow through the distress resulting from the 1983 loss of income was greatly restricted.

The Quid Economy approach to viewing retail sales tax performance shows the lasting effect this period has had on the more rural economies. The more urban counties demonstrated superior performance compared to the more rural counties in approximately 7 of 10 bimonthly reports in the 10 year period through 1995 observed.

The difference has carried over to the present time. Statewide retail sales tax receipts increased 7.9 percent in 1996. The more urban counties had increased retail sales of 8.8 percent while the more rural regions trailed with an increase of 6.4 percent. The statewide retail sales forecast for 1997 is for a 7.1 percent increase. Revision of that forecast is likely, as more information about the impact of the spring flooding becomes known.

Tourism

Tourism performance was flat for 1996 compared to 1995. However, there was movement below the total performance figures. The tourism activity in the Black Hills region was down from the preceding year with the growth in the remainder of the state, specifically the Glacial Lakes Region, making up for that loss. Increased promotion and improvement of many of the attractions are being made in 1997 to spur demand.

Electric Power Deregulation

A representative of the South Dakota Public Utilities Commission (PUC) indicated that the state is not taking action to facilitate restructuring of the electrical utilities at this time. It was indicated that no federal legislation structuring the deregulation of electric power industry has passed Congress to this date.

It appears that some states feel that sufficient enabling authority currently exists for them to take action and such restructuring is expected to begin in states on the east and west coast in 1998. South Dakota does not intend to pioneer in this effort.

Telecommunications Deregulation

Approximately 30 telephone service companies in South Dakota provide the state with its local access telecommunication services. Of these 30, US West is the largest local service provider in the state.

South Dakota's regulatory structure is set up to allow for competition. This is not to say that all details for the new structure have been worked out. A PUC representative thought the state was probably over half way in completing the conversion to the new structure. Agreements have been signed with US West for the lease and resale of service on US West lines.

Conclusion

South Dakota may be the 5th most rural state in the nation but it is diversifying and moving into the next millennium, making significant contributions in the fields of finance and computer technology. Employment opportunities have greatly improved. Gains are being made in the retention of the state's young people as a result of the presence of these industries. And, the keeping of more of the state's youth along with the positive migration to South Dakota has resulted in a population gain these past 7 years that is more than double that made in the preceding 30 years. Wage rates are rising as employers bid for the services of the workers and the economy in general has benefited by the sale of goods, services and housing.

Each sector discussed, with the exception of agriculture, is poised for a year as good as last year or for improvement. Agriculture is expected to decline because of livestock numbers and prices in the grain markets. The full effect of the spring flooding is not yet known but it has the potential of positively affecting the construction and retail sectors as people attempt to recover from the tragedy.

While growth in the economy has slowed, South Dakota is expected to keep pace with the national economy.

About the authors:

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De Vee Dkystra is Assistant Professor of Business Law at the School of Business at the University of South Dakota.

(Printed with permission from the Director of Research Services, University of South Dakota Business Research Bureau.)

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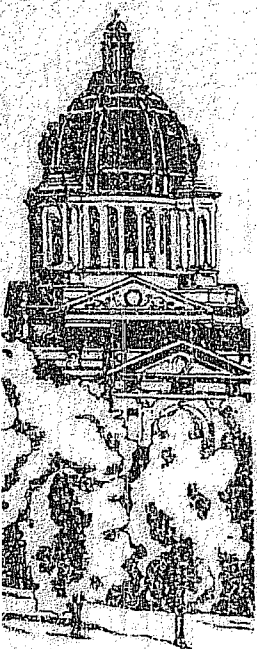
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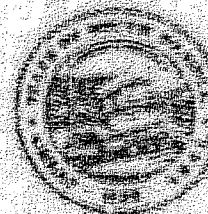
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South Dakota Public Utilities Commission



State Capitol Building, 500 East Capitol Avenue, Pierre, South Dakota 57501-5070

July 8, 1998

Mr. Mutch Usera
Manager-Marketing Services
Black Hills Power and Light Company
P.O. Box 1400
Rapid City, SD 57709

RE: 1997 Economic Development Plan/
1998 Economic Development Proposal
Docket EL98-006

Dear Mr. Usera:

Thank you for your most recent response to staff's first data request in this docket. To reiterate our phone conversation, those answers were to be submitted under oath. We have yet to receive the response under oath and trust that it will be forthcoming.

Bob Knadle and I have reviewed your response and have a couple of further questions:

1. Under the category "Contributions & Sponsorship Programs" on page 6 of your response, you deleted \$5,000 for actual expenditures in 1997 for Small Business Development Center which was included in the initial filing. Please explain this deletion and whether you intend that it be excluded from the 1997 total actual expenditures.
2. In response to question 7, page 3 of your response there is reference to an expenditure in the amount of \$300 for the National Council Urban Economy. Please explain this expenditure and how it relates to economic development in South Dakota.

Responses to these additional requests should also be submitted under oath.

Thank you.

Very truly yours,

Camron Hoseck
Staff Attorney

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Telephone (605)773-3201
FAX (605)773-3809

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Warehouse Division
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Tammi Stangohr
Steven M. Wegman
Rolayne Ailts Wiest

1997 ECONOMIC DEVELOPMENT ACTIVITIES

(Actual Expenses)

| ECONOMIC DEVELOPMENT MEMBERSHIP DUES | AMOUNT |
|---|----------------|
| Rapid City Area Econ. Development Partnership | \$5,000 |
| SD Chamber & Econ. Development Council | 150 |
| National Council Urban Economy | 235 |
| Newell Economic Development | 150 |
| Custer Chamber of Commerce | 150 |
| Belle Fourche Chamber of Commerce | 250 |
| Hot Springs Chamber of Commerce | 250 |
| South Dakota Chamber & Economic Development Council | 100 |
| Northern Hills Economic Development Corporation | 1,000 |
| Spearfish Economic Development | 50 |
| Total | \$7,995 |

| COMMUNITY GOLD GRANT PROGRAM | AMOUNT |
|-------------------------------------|----------------|
| Heart of the Hills | \$2,000 |
| Custer Chamber of Commerce | 1,000 |
| Twin City Area Development | 1,000 |
| Spearfish Economic Development | 2,000 |
| Hill City Memorial Park | 500 |
| Total | \$7,500 |

| CONTRIBUTIONS & SPONSORSHIP PROGRAMS | AMOUNT |
|---|----------------|
| Future Fair, Inc. - Major Sponsor | \$2,000 |
| South Dakota Future Fair - BHP Booth | 250 |
| GOED Gold Awards - Sponsor | 1,500 |
| SCORE of Western South Dakota - Contribution | 1,000 |
| Small Business Development Center | 500 |
| Total | \$5,250 |

| KICK START GRANT PROGRAM | AMOUNT |
|--------------------------------------|-----------------|
| Wildside Pet Emporium, Spearfish | \$500 |
| West Edge Galleries, Deadwood | 1,000 |
| Kirkwood Manor, Deadwood | 1,500 |
| Merilers Magic | 1,500 |
| Twin City Development, Bowling Lanes | 1,500 |
| Gencke Jackie, Hot Springs | 1,000 |
| The Curiosity Shop, Sturgis | 1,500 |
| Total | \$11,500 |

**INTEREST FROM POWER FACTOR
CORRECTION 8.5% LOANS**

| | AMOUNT |
|--------------------------------|----------------|
| Servall Uniform & Linen Supply | \$ 100 |
| Landstrom's - Building I | 257 |
| Landstrom's - Building II/III | 177 |
| Continental Lumber | 3,455 |
| Nash Finch Company | 226 |
| Total | \$4,293 |

**BUSINESS ENHANCEMENT
INCENTIVE PROGRAM**

| | AMOUNT |
|----------------------------|-----------------|
| Lighting Incentive Program | \$ 31,710 |
| Motor Improvement Program | 3,773 |
| Total | \$35,483 |

MISCELLANEOUS

| | AMOUNT |
|--|-----------------|
| SD Future Fair - Miscellaneous | 1,300 |
| Business Recruitment Mission - Aberdeen, SD | 307 |
| Boulder, Colorado Business Recruitment Mission | 1,123 |
| Total | \$ 2,730 |

| | |
|--|-------------------|
| Total 8.5% Loans | \$ 4,293 |
| Sub Total (actual expenses) | \$ 30,190 |
| Business Development Grant to OEM Worldwide | \$ 75,000 |
| 1997 Total Expenditures | \$ 150,471 |

Revised July 15, 1998

**BEFORE THE PUBLIC UTILITIES COMMISSION
OF THE STATE OF SOUTH DAKOTA**

| | | |
|---|---------------------------------|---|
| IN THE MATTER OF THE FILING BY BLACK
HILLS POWER AND LIGHT COMPANY FOR
APPROVAL OF ITS 1998 ECONOMIC
DEVELOPMENT PLAN AND 1997 ECONOMIC
DEVELOPMENT ANNUAL REPORT |)
)
)
)
)
)
) | ORDER APPROVING 1997
ECONOMIC DEVELOPMENT
REPORT AND 1998
ECONOMIC DEVELOPMENT
PLAN
EL95-003 |
|---|---------------------------------|---|

On April 1, 1998, the Public Utilities Commission (Commission) received Black Hills Power and Light Company's (BHPL) proposed Economic Development Plan for 1998. On May 22, 1998, the Commission received BHPL's 1997 Economic Development Annual Report. The report and proposed plan were filed in accordance with the settlement agreement reached between BHPL and Commission Staff, and approved by the Commission in the company's most recent rate case filing Docket EL95-003. The Commission approved BHPL's 1997 Economic Development Plan on April 28, 1997.

For 1998, BHPL's proposed economic development investment budget is \$116,000. The actual expenditures for the 1997 economic development plan were \$159,473.

On July 23, 1998, at a duly noticed meeting, the Commission reviewed BHPL's Economic Development Annual Report for 1997 and Economic Development Plan for 1998. The Commission has jurisdiction over this matter pursuant to SDCL Chapter 49-34A, specifically, SDCL 49-34A-4 and 49-34A-6. After review of the report and plan, the Commission found that they are just and reasonable and voted to approve them. It is therefore

ORDERED, that BHPL's 1997 Economic Development Annual Report and Economic Development Plan for 1998 are approved as revised.

Dated at Pierre, South Dakota, this 5th day of August, 1998.

CERTIFICATE OF SERVICE

The undersigned hereby certifies that this document has been served today upon all parties of record in this docket, as listed on the docket service list, by facsimile or by first class mail, in properly addressed envelopes, with charges prepaid thereon.

By: _____

Date: _____

(OFFICIAL SEAL)

BY ORDER OF THE COMMISSION:


JAMES A. BURG, Chairman


PAM NELSON, Commissioner


LASKA SCHOENFELDER, Commissioner