



— 2015 —

ANNUAL REPORT

SOUTH DAKOTA GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT



TABLE OF CONTENTS

04

GOVERNOR'S MESSAGE

Governor Dugaard highlights key projects and accomplishments in 2015 including Foundation Park, Retention and Expansion visits, and South Dakota's new workforce development campaign.

06

TOP RANKINGS

In South Dakota, we are No. 1, but don't just take our word for it. Find out how we ranked in 2015's top studies.

08

ECONOMIC DEVELOPMENT ACTIVITY

Read up on the GOED's 2015 Economic Development statistics. Find out how the leads break down, where they are coming from, and how much businesses are investing.

14

PROSPECT DEVELOPMENT

Zeroing in on prospects by industry was a key component to the GOED's development efforts in 2015. From exhibiting at trade shows, to targeted e-blasts, to social media – the marketing and business development teams stayed busy!

22

WORKFORCE DEVELOPMENT

Trending topics, video testimonials, and a new landing page were key components to the GOED's partnership with the Department of Labor and Regulation in recruiting workers to South Dakota in 2015.

26

ANNOUNCEMENTS + LOCATIONS

When companies decide to expand in or locate to South Dakota, it is one of the measures of success in economic development. In 2015, South Dakota celebrated 55 company locations and announcements. Turn to page 28 for a sampling of our successes.



32

FINANCING

Financing is a vital part of any economic development project. In 2015, the GOED's finance team assisted 34 companies with their projects, funding \$29,762,342 in loans with total project costs of \$114,207,287.

42

COMPANIES + COMMUNITIES

Visits with in-state companies, bankers, and economic development partners are a core component of the GOED's day-to-day operations. Read all about it on page 42.

48

WAGE CALCULATOR & WAGE STUDY

In 2015, the GOED introduced the Real Wage Calculator to the world. Based on our own Wage Study, the Real Wage Calculator compares purchasing power in different cities across the nation.

52

MANUFACTURING WEEK

The third South Dakota Manufacturing Week was bigger and better than ever in 2015. View photos and read more about the week that honors the manufacturing industry, starting on page 52.

56

CONFERENCE & GIANT VISION

Gov. Dennis Daugaard handed out his yearly awards in economic development to communities and entrepreneurs at the 2015 Governor's Economic Development Conference and 2015 Governor's Giant Vision Business Competition.

60

MEET OUR TEAM

Want to put a face with a name? Meet the GOED staff, as well as members of our four economic development boards.

GOVERNOR'S

MESSAGE 2015



Anyone involved in Economic Development - whether on the local, state or national level - will tell you that economic development doesn't happen overnight. The hard work of our economic development professionals across the state - representing our cities and towns, counties, and state - delivered a number of notable accomplishments in 2015. This report details those accomplishments, but I would like to highlight a few myself.

We had several projects of significance come to fruition in 2015. Ag Processing, Inc., the world's largest cooperative soybean processing company, announced plans to construct their first South Dakota soybean processing plant in Aberdeen - the largest single capital investment in that company's history.

In Sioux Falls, our state's first mega-site, Foundation Park, will open up over 800 acres of land for future industrial development. At Ellsworth Air Force Base, Advance Health established a new operation with plans to create more than 200 new jobs throughout the region in the next three years.

And in Dell Rapids, thanks to proactive planning by local economic development officials and financial assistance from GOED's local infrastructure grant program, a new industrial park will welcome its first tenant in 2016 - Midwest Fresh Logistics.

The trade shows we attend continue to bear fruit as well. In 2015, South Dakota welcomed Lehigh Defense, an ammunition and bullet manufacturer that established operations in Rapid City. GOED initially made contact with Lehigh Defense at the SHOT Show held annually in Las Vegas.

In addition to new projects in 2015, South Dakota manufacturers made \$409.9 million in capital investments. That's the fourth-highest capital investment since state government began surveying manufacturers in the 1950s. And it is also fantastic news for the state. Not only are our businesses investing in themselves, they are investing in South Dakota as well. This bodes well for the future of our state's economy.

Speaking of South Dakota companies, in 2015, GOED staff made a record-breaking 487 Retention & Expansion visits to companies across the state. These visits are a great opportunity for us to learn more about the incredible things our in-state companies are doing, and connect them with resources to help them grow and prosper.

One concern that many companies have - both on a state and national level - is workforce recruitment. That's why, in 2015, the GOED worked hard with the Department of Labor and Regulation to launch the state's new workforce development campaign, South Dakota: You Can Live Here.

The campaign has a large digital presence in select markets and features spotlight videos, plays on trending topics, driving viewers to the website www.youcanliveinsouthdakota.com. The campaign highlights the many positive aspects of working, living, and making your life in South Dakota. Even more importantly, it links those viewers directly to available job listings throughout the state.

The GOED also launched the Real Wage Calculator in 2015, which is another important tool we can use to promote South Dakota. The calculator takes cost-of-living data as well as taxes and payroll information to compare the purchasing power in South Dakota and metropolitan areas across the country. It will give job seekers a much better perception of how far their money will go in South Dakota.

Please take a few minutes to review this report. As you will see, we have a number of great things happening in South Dakota, and even more excitement is on the horizon.



GOVERNOR DENNIS DAUGAARD





TOP

RANKINGS



1 **BEST STATES FOR BUSINESS – BUSINESS COSTS**
– Forbes Magazine

1 **ENTERPRISING STATES – BUSINESS CLIMATE**
– US Chamber of Commerce Foundation

5 **BEST STATES TO RETIRE**
– Kiplinger

3 **STATE FISCAL CONDITION INDEX**
– Mercatus Center, George Mason University

2 **STATE BUSINESS TAX CLIMATE INDEX**
– Tax Foundation

2 **BUSINESS FRIENDLINESS**
– CNBC

1 **BUSINESS TAX INDEX 2015:
STATE TAX SYSTEMS FOR
ENTREPRENEURSHIP & SMALL BUSINESS**
– Small Business & Entrepreneurship Council

1 **TOP STATES FOR CREDIT CONDITIONS**
– Cardratings.com

3 **TAX FREEDOM DAY**
– Tax Foundation

6 **KAUFFMAN INDEX: STARTUP ACTIVITY**
– Kauffman Foundation

4 **BEST STATE FOR BUSINESS**
– 24/7 Wall St.

ECONOMIC DEVELOPMENT ACTIVITY



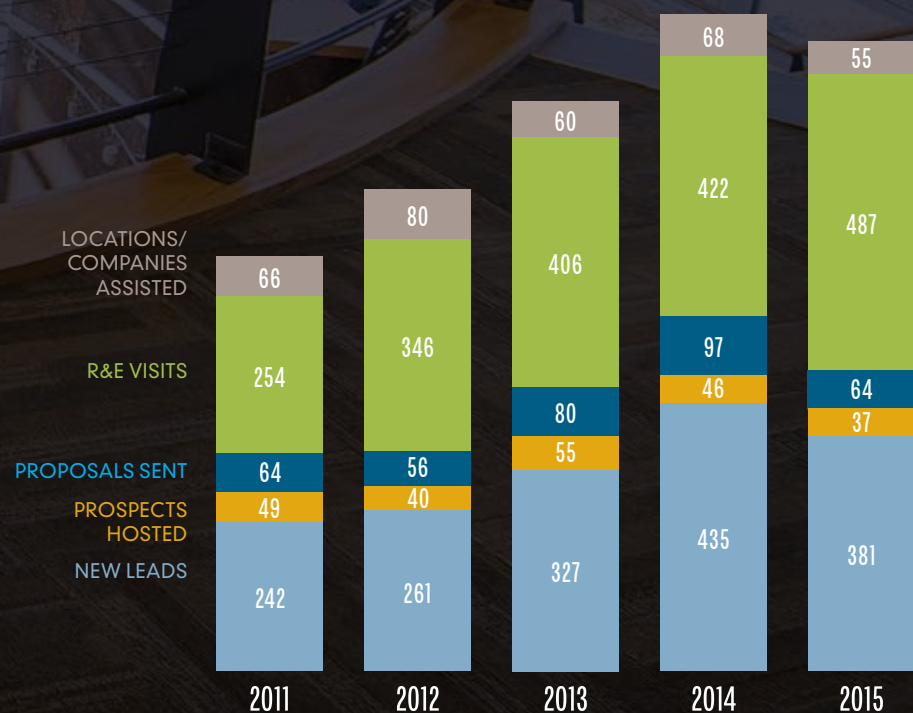
In 2015, the GOED saw decreases in its overall economic development activity, with one significant exception: Retention and Expansion (R&E) visits.

"We just hit it out of the park with R&E visits this past year. Our Business & Community Development team conducted 487 visits to South Dakota companies (see page 44)," said GOED Commissioner Pat Costello.

Costello noted that decreases in other areas were likely connected to the down cycle in the economy, as well as concerns that companies have about workforce issues.

"Workforce shortages are an issue that the entire country is facing, so in a year where companies are hesitant to expand or relocate, concentrating our time and energy on companies that are already doing business here just makes sense."

SOURCE: GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT



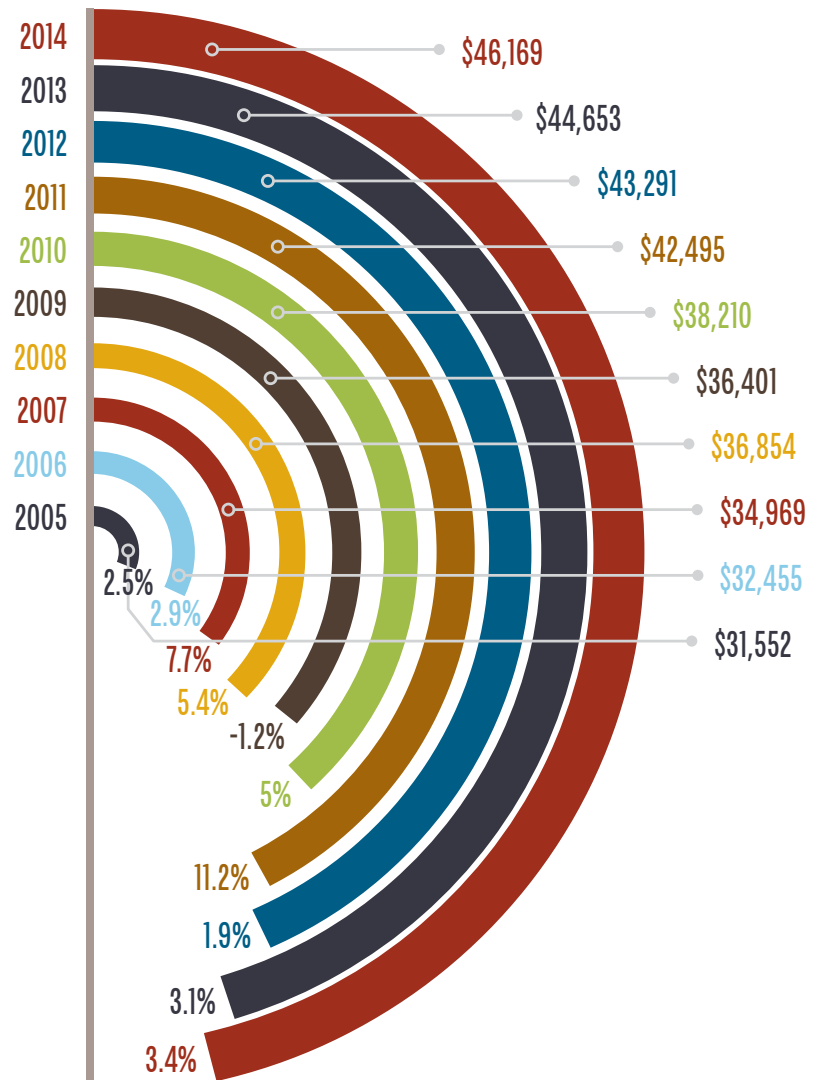
ECONOMIC GROWTH

South Dakota's Gross Domestic Product (GDP) rose for the fifth consecutive year from 2010 – 2014. The state's GDP kept pace with the national economy growing by 3.4 percent in 2014 compared to the nation's annual 4.1 percent increase.

Nearly all of South Dakota's major industries experienced GDP growth, with the manufacturing industry leading the way. South Dakota manufacturers produced a 6.4 percent increase compared to the national increase of 3.6 percent in this key industry.

"These numbers are proof that South Dakota's economy is continuing to grow, which is certainly what we like to see," said GOED Commissioner Pat Costello. "I'm optimistic that the momentum we gained this past year will carry over into 2016 as well."

SOURCE: U.S. DEPARTMENT OF COMMERCE'S BUREAU OF ECONOMIC ANALYSIS

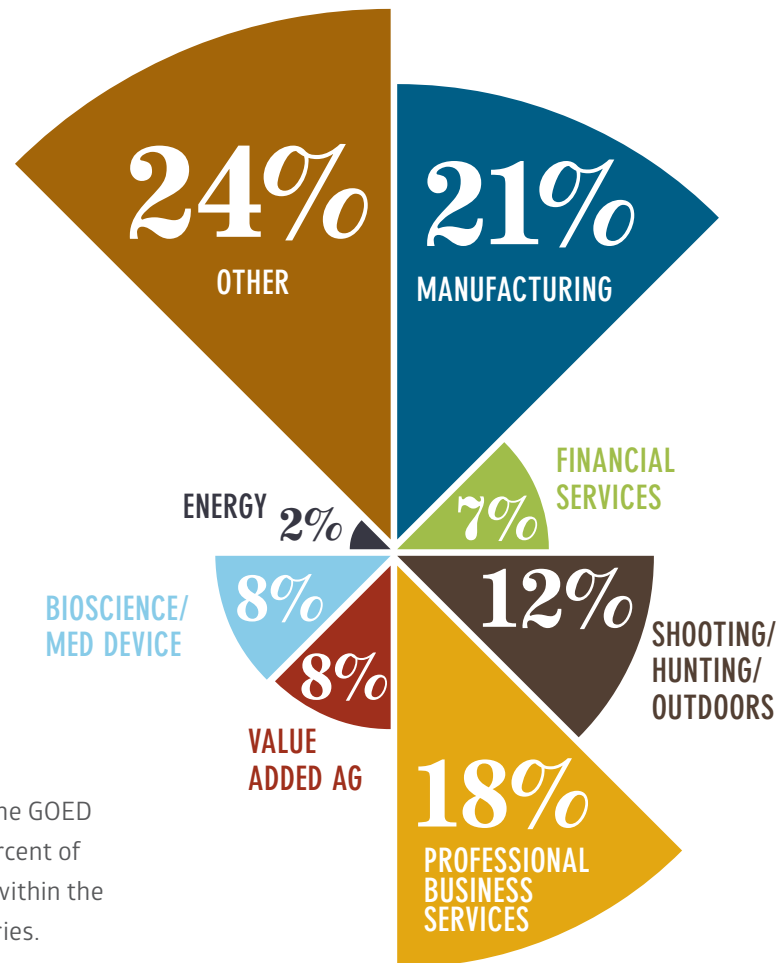


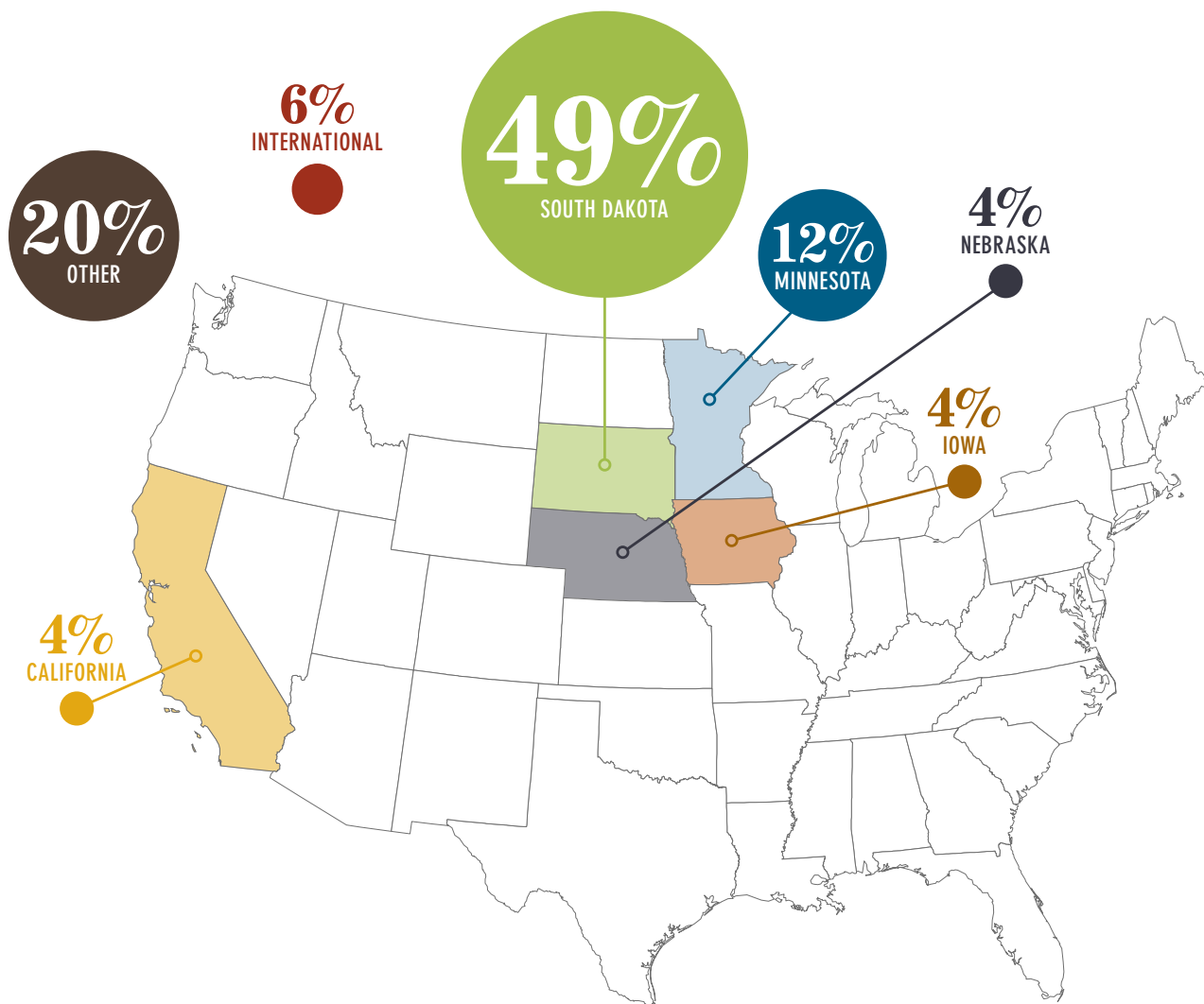
LEADS BY INDUSTRY

Out of 373 total leads the GOED acquired in 2015, 76 percent of them (282) were from within the state's targeted industries.

"Manufacturing and Professional Business Services leads accounted for the largest percentages of our total leads for 2015, at 21 percent and 18 percent, respectively," said GOED Commissioner Pat Costello. "These numbers indicate that we are pursuing the right industries, but will continue to monitor in the future to ensure that our efforts are concentrated in the right industries."

SOURCE: GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT





LEADS BY STATE

When broken down by state, nearly half, 49 percent, of the GOED's leads in 2015 came from within our borders.

"This surprises some people, but is actually extremely common," said GOED Commissioner Pat Costello. "We tend to hear more discussion about the GOED's efforts to recruit from out-of-state, but in actuality, we focus a great deal of time and energy on supporting our new and existing in-state companies as well."

SOURCE: GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT



NEW & EXPANDED MANUFACTURING

Three-hundred thirty-one manufacturers in South Dakota either expanded their operations or started a new business in South Dakota in 2015, investing \$409.8 million into their companies.

That is the fourth-highest yearly investment since the GOED began tracking in the 1950s.

“Watching South Dakota companies grow is one of the best parts of economic development,” said GOED Commissioner Pat Costello. “When our companies our investing in themselves, they are also investing in the state, so everyone benefits.”

SOURCE: GOVERNOR’S OFFICE OF ECONOMIC DEVELOPMENT

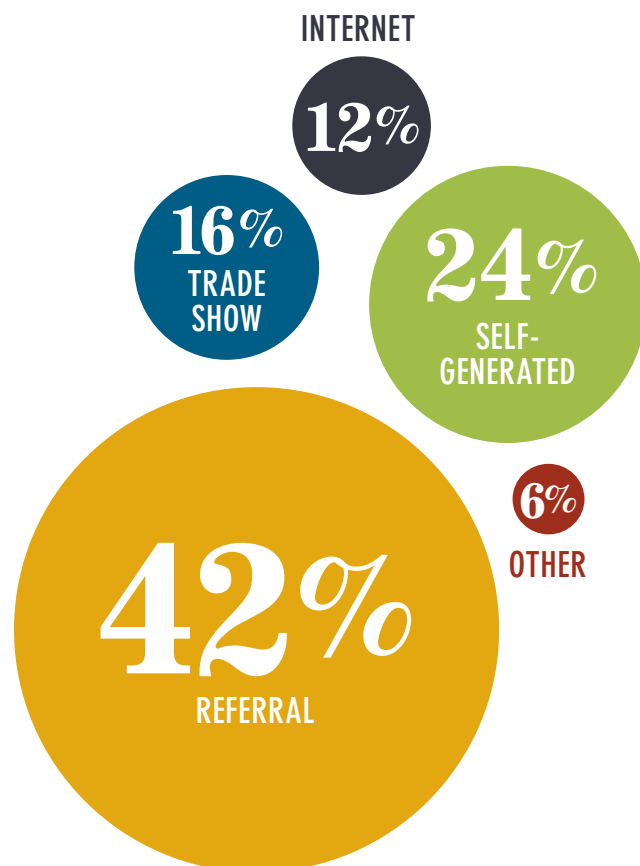
LEADS BY SOURCE

“I’ve said it before, and I’ll say it again: Relationship building is a key part of successful economic development,” commented GOED Commissioner Pat Costello.

In 2015, 42 percent of total leads came from referrals – that’s up 5 percent from last year. Self-generated leads accounted for nearly a quarter of total leads for 2015 and are up 5 percent from 2014 as well.

“This just goes to show how crucial our relationships with our economic development partners are,” said GOED Commissioner Pat Costello. “Whether it is a hosting, an information request, or a special event, our partners in economic development are crucial to our success.”

SOURCE: GOVERNOR’S OFFICE OF ECONOMIC DEVELOPMENT





PROSPECT DEVELOPMENT MARKETING TO OUR INDUSTRIES

Zeroing in on prospects by industry was a key component to the GOED's development efforts in 2015. From exhibiting at trade shows, to targeted e-blasts, to social media – the marketing and business development teams stayed busy!

BIO, SHOT CORNERSTONE TRADE SHOWS

The GOED has a tradition of leveraging trade shows to aid in business recruitment efforts, and 2015 was no exception. The GOED exhibited or attended seven shows, some in conjunction with local economic development corporations and industry partners.

“The Shooting, Hunting, and Outdoor Trade (SHOT) Show and Biotechnology Industry Organization (BIO) International Convention continue to be our most significant shows each year,” said GOED Marketing and PR Director Mary Lehecka Nelson. “This past year, we had nine community and industry partners work with us at the SHOT Show. Gov. Daugaard attended BIO, sat on the Governor’s Panel, and kicked off Food and Ag Day, so we had a large presence there as well.”

Several of GOED’s business development representatives attended smaller shows. Those shows included: SelectUSA in March, Card Forum & Expo in April, Big Omaha in May, and SelectUSA Canada in November.

“Attending shows is a great way to test the waters. A lot of time and money goes into exhibiting at a trade show, so attending really helps us get a feel for where those dollars are best spent.” Lehecka Nelson said.

Locally, our finance team had an exhibit at the South Dakota Bankers Association’s annual conference, which was held in Sioux Falls in May.



BUSINESS DEVELOPMENT TEAM USES SOCIAL MEDIA FOR PROSPECTING EFFORTS



KEVIN WAGNER, LEFT; ALEX SMITH, RIGHT

The face of social media is ever-changing with new ideas, new purposes, and new technologies always on the horizon. While the GOED has been active on various social media platforms over the past few years, 2015 was an especially exciting year as the office ramped up its LinkedIn effort for direct prospecting.

To help kick start the effort, the GOED hired a summer intern. Under the direction of Business Development Representative Alex Smith, University of South Dakota junior Kevin Wagner spent much of his summer researching companies and working with the Business Development team to make connections on LinkedIn.

To make it work, the business development reps collaborated with Wagner to identify companies or c-level executives in each of the reps' respective areas. Then, the

rep worked with Wagner to craft messages to request a connection. If that connection was accepted, they followed up with a longer follow-up message and worked to secure meetings at events like the BIO International Convention and the Minnesota Blitz.

"For BIO, we secured two meetings via LinkedIn, and those meetings both resulted in the company making a visit to South Dakota," said Smith. "When we did our Minnesota Blitz, we secured seven meetings in Minnesota and one visit to South Dakota, which is definitely a success."

What does LinkedIn have to offer that traditional e-mail and phone calls do not?

"With LinkedIn, you get so much more content than in e-mail. I think since people can see your photo, can review your work history, and even scroll to the bottom and see

what volunteer organizations you are a part of, they feel like they know you a little more," Smith said.

"Of course, the best results are from active LinkedIn users – not those that have opened an account years ago and never look at it," Smith continued. "But I think people will continue to use it, and it will become the norm as the younger generations start to move up the ranks in their careers."

For Wagner, who has always had an interest in economic development, the internship was a positive experience.

"It was an amazing internship... more than I could have hoped for," Wagner said. "I was interested in economic development before, but the internship really opened my eyes to differences and similarities in operating on the state, local, and city levels. It got me excited about the future."

MARKETING — BY THE NUMBERS

In 2015, GOED's marketing team upped
its numbers. Here is a snapshot:

48

Press releases & feature stories

40

Media inquiries

2,347

Individuals per day reached on Facebook

Prospects reached electronically

4,830

7,252

Visits to partner website, www.sdreadytopartner.com

Site selector reach-outs

10,046

21,069

Partners in Progress editions distributed

Visits to recruitment website, www.sdreadytowork.com

78,275

267,654

GOED twitter impressions

BUSINESS DEVELOPMENT TEAM BLITZES MINNESOTA

In July, the GOED's business development team crossed the Minnesota border to meet with 30 prospective companies, site selectors, and area business leaders to promote South Dakota as an excellent place to do business.

"For a lot of companies in Minnesota, giving South Dakota a look makes a lot of sense," said GOED Commissioner Pat Costello. "In many categories, we come out on top – we have fewer taxes, lower tax rates, and low union membership rates."

And, one company made the move in November when Midwest Fresh Logistics consolidated its operations in Dell Rapids. (Read more on page 29)

"This was the third year we did a Minnesota Blitz, and are finding it such a sensible use of time. Our group is able to team up and hold a number of quality, worthwhile meetings in one trip," Costello said. "I'm confident that with continued efforts such as this, we will be able convince even more companies to make the move."



S.D. has **LESS PUBLIC**
its pensions are **BETTER**
On a per capita basis
local governments
79% as much as in



UNION

South Dakota
state with low
rates. In 2011
union membe

S.D.
2.5

STATE SALES TAX RATE

S.D. vs MINN.
4% vs 6.875%

PERSONAL INCOME TAX

S.D. vs MINN.
NONE vs 9.85%



C DEBT and
ER FUNDED.
is, state and
only spend
Minnesota.



CORPORATE INCOME TAX RATE

S.D. vs MINN.
NONE vs 9.8%

Minnesota's corporate
income tax rates are the
third highest in the nation.



MEMBERSHIP

a is a Right-to-Work
v union membership
14, private industry
membership rates were:
D. vs MINN.
% vs 8%

ESTATE/INHERITANCE TAX

S.D. vs MINN.
NO vs YES





LOCATE!

A QUARTERLY PUBLICATION FROM THE
SOUTH DAKOTA GOVERNOR'S OFFICE
AUGUST 2015

NEWSLETTER PHOTO COURTESY OF SOUTH DAKOTA DEPARTMENT OF TOURISM

GOED EXPANDS NEWSLETTER, ELECTRONIC MARKETING OPTIONS

As part of an ongoing effort to better communicate with our economic development audiences, the GOED in 2015 re-purposed, re-branded, and re-launched its newsletter and added an additional quarterly electronic mailing to its communications plan.

The traditional GOED newsletter is now called “Partners in Progress,” and sent to our traditional economic development partners – local Economic Development Corporations, planning districts, and mayors, among others.

Launched in June, “Locate!” is sent to companies considering relocating to or expanding in South Dakota. “Locate!” is on a quarterly publication schedule, along with the aptly named “Site Selector Quarterly,” which launched in 2014.

“We worked hard in 2015 to really tailor our communications to fit our distinct, separate audiences,” said Mary Lehecka Nelson, GOED Marketing and PR Director. “As we move forward, we will continue to look for new and innovative ways to reach out and expand the reach of our printed and electronic pieces.”



THE
CE OF ECONOMIC DEVELOPMENT



WORKFORCE DEVELOPMENT CAMPAIGN KICKS OFF

States across the country have had issues attracting workforce in recent years, and South Dakota is no exception. However, in 2015, South Dakota decided to tackle the problem head-on with a new workforce development campaign.

“‘South Dakota: You Can Live Here’ is really all about building brand awareness for the state,” said GOED Commissioner Pat Costello. “We did our research, and found that many people really can’t picture themselves making a life in South Dakota because they simply don’t know that much about us. We are working to spread the word that you can do more than just physically live here, but you can build a career, create a home, start a family and become an active member of the community.”

The campaign uses a series of video testimonials, digital outreach and plays on trending topics to attract the key demographic, which is individuals ages 25-44.

The GOED kicked off the campaign with a play on the move to colonize Mars and a new landing page, youcanliveinsouthdakota.com.

“We thought we would have a little fun with it. What better way is there than to tap into topics that are already receiving national attention,” Costello said. “Of course our end goal is to drive people to the Department of Labor and Regulation’s website, so we are driving our landing page traffic there.”

And, the state is starting to see results.

“Because of the GOED’s analytic reports, we know that most of the web traffic on the You Can Live In South Dakota landing page is coming from surrounding states, namely Minnesota, Wisconsin and Colorado,” explained Mary Lehecka Nelson, GOED’s Marketing and Public Relations Director. “Also worth noting is that after users leave the landing page, the No. 1 place they go is to the Department of Labor & Regulation, and the No. 2 location is to our wage calculator.”

Lehecka Nelson said that the stats indicate that the campaign is working like it is supposed to.

“We have made some adjustments to the campaign along the way – that’s the beauty of digital marketing,” Lehecka Nelson said. “We have been able to keep the mediums fluid to achieve the results we are after.”



“‘South Dakota: You Can Live Here’ is really all about building brand awareness for the state.”

Pat Costello
GOED Commissioner

BUILD DAKOTA SCHOLARSHIP PROGRAM SELECTS FIRST 300 RECIPIENTS

Nearly 300 students were selected for the first round of Build Dakota scholarships and started classes at the state's four technical institutes in fall 2015.

Build Dakota, which was announced in late 2014, is a scholarship program that provides full scholarships for students entering high-need workforce programs. In turn, students must work full-time in South Dakota in the field of study for a minimum of three years. The program is part of the state's ongoing effort to address workforce issues.

"Business leaders across South Dakota have told me that workforce is the single largest obstacle to our continued economic growth," said GOED Commissioner Pat Costello. "Some businesses have been unable to expand because of the lack of workers. Others have turned down business. Build Dakota will go a long way in addressing that problem."

To finance Build Dakota, the State of South Dakota partnered with businessman and philanthropist T. Denny Sanford. Sanford donated \$25 million to the program, and Gov. Dennis Daugaard committed to match the donation through Future Funds. The \$50 million is expected to provide 300 scholarships annually for the first five years, and then an endowment will continue to award approximately 50 scholarships per year.



BUILD DAKOTA

will go a long way

in **ATTRACTING**

and **GROWING**

QUALITY WORKFORCE

in **SOUTH DAKOTA.**

PAT COSTELLO
GOED COMMISSIONER

ANNOUNCEMENTS + LOCATIONS

When companies decide to expand in or locate to South Dakota, it is one of the measures of success in economic development. In 2015, South Dakota celebrated 55 company locations and announcements. Here is a sampling of our successes – one for each month of the year.



2015 SUCCESSES

FEBRUARY

Midwest Construction decides to expand its current operation in Ft. Pierre. The company produces cement Redi-Rock retaining walls, and will double that output with a new facility and equipment, creating 20 new jobs in three years.

MIDWEST CONSTRUCTION/ REDI ROCK



APRIL

SenZyme, formerly NanoBlood, LLC, based in Irvine, Calif., announces it is relocating to Sioux Falls to continue the regulatory and commercial development of its nano red blood cell as a life-saving drug in critical care and transfusion medicine. The company plans to use the USD Graduate Education and Applied Research (GEAR) Center's aseptic GMP (Good Manufacturing Practice) services to fill its product for clinical trials.

SENZYME



SPECSYS

SpecSys announces its expansion into Watertown. The company purchased the former Minnesota Rubber plant, and is renovating the 110,000 square-foot facility. Approximately 60,000 square feet of space are already being utilized for manufacturing. SpecSys initially projects 30 employees in two years with its \$2 million capital investment.

JANUARY



SHOWPLACE WOOD PRODUCTS

Showplace Wood Products breaks ground on its \$10 million expansion in Harrisburg. The 60,000 square foot facility will be dedicated to manufacturing frameless cabinetry, and will bring the company's total manufacturing space to 305,330 square feet.

MAY



POLARIS (VERMILLION)

Polaris Industries announces that it is expanding its Vermillion parts, garments and accessories (PG&A) distribution center. The multi-million dollar expansion will add 224,500 square feet to the facility. Between the expansion and equipment upgrades in 2014, Polaris will have the capacity to add 40 full-time jobs in coming years.

MARCH

JUNE

Chantilly, Va.-based Advance Health announces that Ellsworth Air Force Base in Box Elder will become home to the company's third location. Advance Health is a privately owned company that focuses on health assessments and care coordination, and is the first company in the state to partner with the base under the federal government's Enhanced Use Lease Program. The company expects to fill more than 200 jobs in the next three to five years.

ADVANCE HEALTH

OCTOBER

Polaris announces it is acquiring the former Lehman Trike Property in Spearfish and will use the 51,000 square-foot building to paint the Polaris Indian and Victory model motorcycles. The expansion will create 80 jobs.

POLARIS (SPEARFISH)

AUGUST

Bell Incorporated constructs an 18,000 square-foot addition to its 165,500 square foot facility in Sioux Falls. The company expects to bring 100 new full-time employees on board over the next three years with the project.

BELL INCORPORATED

DECEMBER

Ag Processing, Inc. announces its first South Dakota soybean processing plant in Aberdeen. The \$225 million project will create 50 jobs and provides excellent compensation and benefits.

AG PROCESSING, INC.

DAKOTA METALS

Dakota Metals of Beresford announces it is building a new 39,000 square-foot building and investing in new equipment to sort nonferrous and precious metals. The machinery is among the first of its kind in the United States.

SEPTEMBER

MIDWEST FRESH LOGISTICS

Midwest Fresh Logistics broke ground on its 20,000 square foot building in Dell Rapids' Fiegen Development Park. The company specializes in expediting the delivery of fresh produce from states like Washington, California, Arizona and Texas.

NOVEMBER

L&S TELESERVICES

Lawrence & Schiller TeleServices announces it is opening a second South Dakota center in North Sioux City. L&S TeleServices will move into a 4,000 square-foot space and will be adding 50 full-time jobs.

JULY

STATE EXPANDING DEVELOPMENT OPPORTUNITIES WITH DISCOVERY DISTRICT, FOUNDATION PARK

Calendar year 2015 was a huge year for growth potential in South Dakota as work progressed on two major projects: Foundation Park and the USD Discovery District.

Foundation Park, which was announced in June, is an 800+ acre mega-site and will offer tenants: Class One Rail; two intersecting, major cross-country interstates; city water and sewer; easily accessible roads; and redundant electrical service.

"We couldn't be more excited to see this project come to fruition," said GOED Commissioner Pat Costello. "South Dakota has always had a strong manufacturing base and a stellar business climate, and Foundation Park will allow more

companies to consider operating in South Dakota than ever before."

Foundation Park will be located in Sioux Falls and offer proximity to Southeast Technical Institute, University Center, the Discovery District and the Sioux Falls Regional Airport.

For companies with a bioscience and research focus, the University of South Dakota Discovery District is also progressing. The master plan was completed early in the year, and much of 2015 was spent securing tenants.

The 80-acre innovation park is located on the grounds of University Center in Sioux Falls and shares a campus with the Graduate Education and Applied

SOUTH DAKOTA ESTABLISHES EQUITY FUND, HIRES MANAGER

Early and growth stage companies often need capital to support entry into the market, as well as expansion and development priorities. And now thanks to a public/private relationship between the Governor's Office of Economic Development and the new South Dakota Equity Fund, there will be another source of equity capital available to these companies locating in South Dakota. Blaine Crissman, founding partner of South Dakota Equity Fund states, "Equity capital is essential for start-up and rapidly

growing businesses and this will be an important new tool available to companies looking at South Dakota or home-grown start-ups."

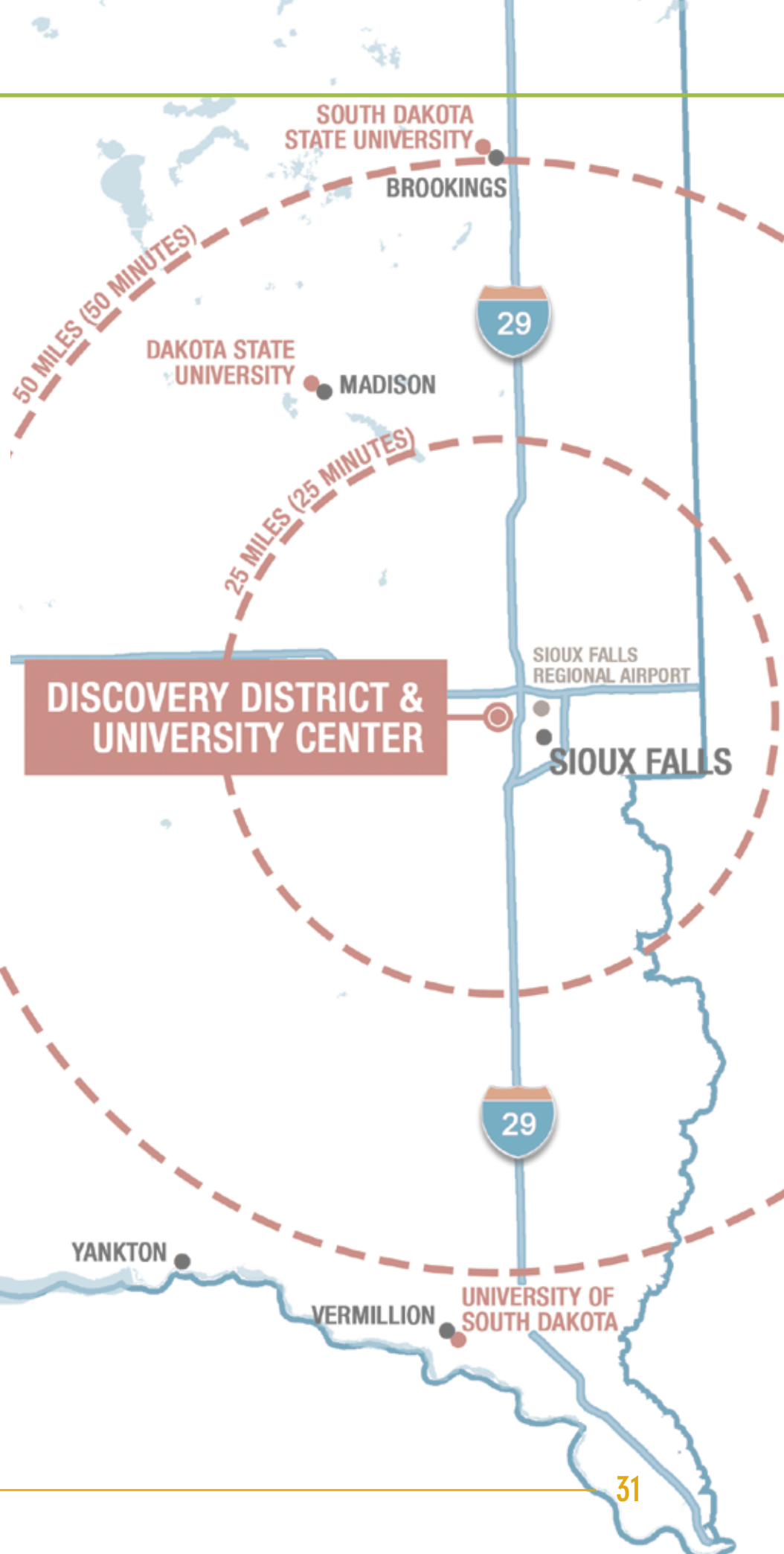
South Dakota Equity Fund is expected to be a \$25-30 million equity fund investing in South Dakota businesses. Blaine Crissman, a South Dakota native, has experience managing two Small Business Investment Companies (SBIC) in Chicago and will pursue SBIC designation by the U.S. Small Business Administration for the

fund. SBIC designation offers certain advantages for investors, such as banks, seeking Community Reinvestment Act credit for their investment and requires best practices in fund management.

The GOED will work closely with the South Dakota Equity Fund and refer promising start-up and emerging high growth companies to the fund for potential investment. The fund hopes to receive its SBIC license and make initial investments by the end of 2016.

Research (GEAR) Center, which focuses on biomedical engineering research. The GEAR Center includes a Current Good Manufacturing Practices (cGMP) facility to assist biotech businesses producing products for pre-clinical and clinical trials.

"This really puts South Dakota on a more competitive playing field in terms of research and commercialization. The trend is definitely toward developing small communities centered around research and innovation, but that also have a variety of other services available," said Rich Naser, president of the USD Research Park. "South Dakota has always been recognized for its strong collaboration among researchers and the development of this research district plays perfectly to that strength," Naser concluded.





FINANCING

Financing is a vital part of any economic development project. In 2015, the GOED assisted 34 companies with their projects, approving \$29,762,342 in loans with total project costs of \$114,207,287.

SD WORKS

The South Dakota WORKS program offers commercial loans to businesses needing working capital. Eligible uses of these loans include start-up costs, working capital, payroll and construction needs on new buildings. South Dakota WORKS is funded by a \$13.2 million State Small Business Credit Initiative grant administered by the U.S. Department of Treasury. The program started in September 2011, and to date has assisted with more than **\$14 MILLION** in loans to businesses across the state. The SD WORKS program partners with local lenders across the state. Resulting partnerships have funded projects in excess of **\$98,088,000** total project costs.

3 LOANS/AWARDS APPROVED

\$2,686,320 DOLLARS APPROVED

106 TOTAL PROJECTED FTES

\$8,888,866

TOTAL PROJECT COSTS

REDI FUND

This low-interest loan fund is available to start-up firms, businesses that are expanding or relocating, and local economic development corporations. Created under the Mickelson administration in 1987, the fund was capitalized by a one cent sales tax passed by the State Legislature and in effect for 10 months. The tax created the fund's initial \$40 million. Managed by the Board of Economic Development, today's total assets equal more than **\$110,169,136**, and it has created **33,231** direct jobs.

13 LOANS/AWARDS APPROVED

\$20,326,449 DOLLARS APPROVED

1,317 TOTAL PROJECTED FTES

\$86,660,772 TOTAL PROJECT COSTS

FUTURE FUND

Following the recession of the early 1980s, the Future Fund was developed in 1987 with **\$1.8 million** to invest in South Dakota's workforce and build its economy. It helps to support the training of employees, retraining of employees during layoffs, business recruitment, and research and entrepreneurial activities.

EDFA POOLED BOND PROGRAM

The Economic Development Finance Authority (EDFA) pooled bond program was created to stimulate economic growth. It provides loans to South Dakota manufacturers for the acquisition, construction or reconstruction of buildings and fixtures.

In 1978, the State Legislature appropriated **\$2.5 million** to the Capital Reserve Account. In 1988, a bill was passed allowing the Finance Authority to borrow money from the REDI Fund for the purpose of increasing the Capital Reserve Account, allowing the Finance Authority increased lending ability without an appropriation of additional state funds. The Economic Development Finance Authority oversees the EDFA pooled bond program.

Today, the Capital Reserve Account holds **\$5.3 million**, which can leverage up to **\$40 million** in loans.

AGRICULTURAL PROCESSING & EXPORT (APEX) PROGRAM

The Agricultural Processing and Export (APEX) loan program was created in 1988 with a loan of *\$2.5 million* from the U.S. Department of Agriculture. This program is designed to assist companies in communities with a population of 25,000 or less. The program is open to for-profit businesses and local economic development corporations. The partnership with USDA has continued, and the program has funded a total of *76 loans*. The APEX program is managed by the Economic Development Finance Authority.

MICROLOAN

The MicroLOAN South Dakota program is a partnership with the South Dakota Development Corporation and the Governor's Office of Economic Development. These loans are made available to small businesses within the borders of South Dakota – including Main Street and retail operations. Created under the Janklow administration through a partnership with Citibank, MicroLOAN was the first program to provide funding for working capital, as well as real estate and other fixed-asset project costs. The program is overseen by the South Dakota Development Corporation (SDDC), a private entity that maintains a public/private partnership with the GOED.

13 LOANS/AWARDS APPROVED

\$1,040,573 DOLLARS APPROVED

75 TOTAL PROJECTED FTES

\$3,442,649 TOTAL PROJECT COSTS

COMMUNITY DEVELOPMENT BLOCK GRANT

The Community Development Block Grant (CDBG) program, administered on behalf of the U.S. Department of Housing and Urban Development, develops viable communities by providing a suitable living environment and expanding economic opportunities for South Dakotans of low and moderate incomes. In 2015, the State of South Dakota awarded grants in excess of **\$3.8 million** in CDBG funding to assist **11 cities or counties** in constructing water/wastewater facilities, fire halls, community centers, and conducting workforce training. The total cost of these projects was **\$21,408,420**.

SMALL BUSINESS ADMINISTRATION SBA 504 PROGRAM

The SBA 504 program has offered subordinated, fixed-rate financing to new and expanding businesses since 1983. This program is another product of the Janklow administration, and is overseen by the South Dakota Development Corporation (SDDC), a private entity that maintains a public/private partnership with the GOED. The SBA 504 program currently has **\$16 million** in outstanding loans.

5 LOANS/AWARDS APPROVED

\$5,709,000
DOLLARS APPROVED

78 TOTAL PROJECTED FTES

\$15,215,000
TOTAL PROJECT COSTS



WORKFORCE DEVELOPMENT PROGRAM

The South Dakota Workforce Development Program has extended education and training funding since 2006, ensuring South Dakota employers are provided with a well-trained and skilled workforce. Using matching grants, the program funds industry-education partnerships through customized training programs and short-term, job-specific training. In 2015, the Workforce Development Program approved *12 grants* totaling *\$369,881* to help train *488 employees*.

PROOF OF CONCEPT

The Proof of Concept Fund was created in 2013 with support from the U.S. Small Business Administration FAST program and expanded with a \$500,000 one-time appropriation in FY 2014. The Proof of Concept program provides eligible applicants up to \$25,000 to conduct research that demonstrates the technical and economic feasibility of an innovation before it is commercialized. Eligible applicants include entrepreneurs, universities, existing South Dakota companies, or other entities committed to commercializing the results in South Dakota. In 2015, *18 Proof of Concept* projects totaling *\$366,168* were approved. *5 Proof of Concept* projects were completed with repayment agreements in place.

DAKOTA SEEDS

The Dakota Seeds internship program connects students with employers as a way to help fill temporary workforce needs and establish a pipeline for future permanent employees. Matching funding up to \$2,000 per intern is available for qualifying businesses. Dakota Seeds was created in 2008 under the Rounds administration as part of the 2010 Initiative for companies creating internships in the Science, Technology, Engineering and Math (STEM) fields. In 2014, those career fields were expanded to include manufacturing and accounting. Dakota Seeds was also expanded to include high school students in 2014. In 2014, Dakota Seeds funding was awarded to *270 students at 92 companies*, with internships totaling *\$522,500*.

THE REINVESTMENT PAYMENT PROGRAM

The Reinvestment Payment Program provides reinvestment payments to projects in excess of *\$20,000,000*, or with equipment upgrades in excess of *\$2,000,000*. The awards are intended for projects that would not have occurred without the reinvestment payment. The program is a component of 2013's "Building South Dakota" legislation, which focuses on education, housing, infrastructure, local economic development efforts, and large and small project needs. The Board of Economic Development oversees the Reinvestment Payment Program.

2

REINVESTMENT PAYMENTS APPROVED

\$1,228,745 DOLLARS APPROVED

80 NEW TOTAL PROJECTED FTES

\$145,000,000

TOTAL PROJECT COSTS

SOUTH DAKOTA JOBS GRANT PROGRAM

The South Dakota Jobs Grant Program provides grants to projects less than **\$20,000,000** or with equipment upgrades less than **\$2,000,000**. It is a component of 2013's "Building South Dakota" legislation, and is funded by five percent of the Building South Dakota Fund which is allocated to the Revolving Economic Development and Initiative Fund. The Board of Economic Development oversees the South Dakota Jobs Grant Program.

1 GRANT APPROVED

\$12,200 DOLLARS APPROVED

48 TOTAL PROJECTED FTES

\$1,726,200

TOTAL PROJECT COSTS

LOCAL INFRASTRUCTURE IMPROVEMENT PROGRAM

The Local Infrastructure Improvement Grant Program provides grants to local development corporations, tribal governments, municipalities, counties, or other political subdivisions of this state to construct or reconstruct infrastructure. It is a component of 2013's "Building South Dakota" legislation, which focuses on education, housing, infrastructure, local economic development efforts, and large and small project needs. The Board of Economic Development oversees the Local Infrastructure Improvement Program.

7 GRANTS APPROVED

\$1,663,000

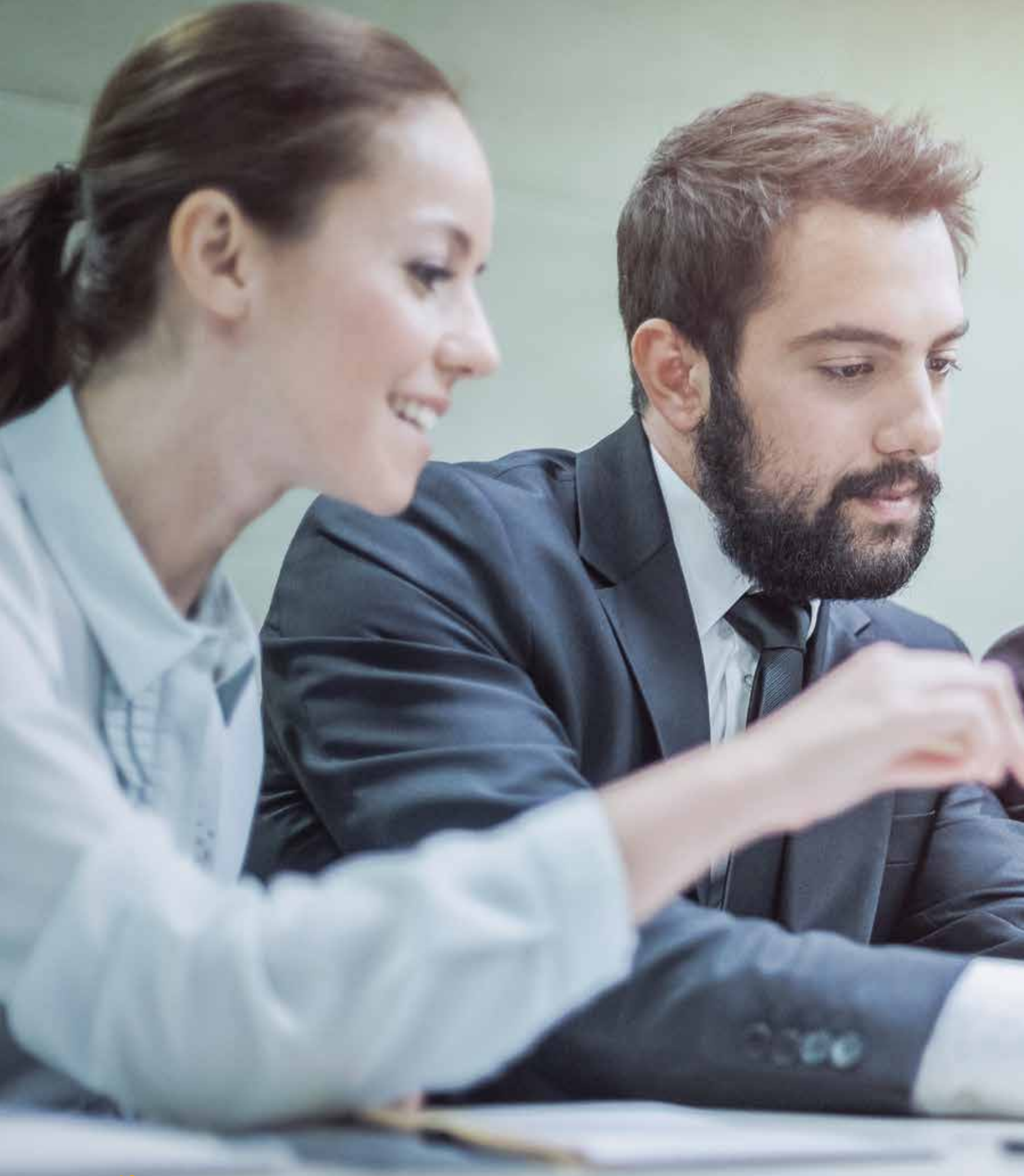
DOLLARS APPROVED

204 TOTAL PROJECTED FTES

\$8,417,506

TOTAL PROJECT COSTS







ECONOMIC DEVELOPMENT PARTNERSHIP PROGRAM

The Economic Development Partnership Program provides grants to non-profit development corporations, tribal governments, municipalities, counties, or other political subdivisions of this state on a matching basis to fund new staff, elevate existing part-time staff, commence or replenish local revolving loan funds, and assist with equipment and training needs. The program is a component of 2013's "Building South Dakota" legislation, which focuses on education, housing, infrastructure, local economic development efforts, and large and small project needs. The Board of Economic Development oversees the Economic Development Partnership Program.

12 GRANTS APPROVED/AMENDED

\$1,504,868 DOLLARS APPROVED

COMPANIES + COMMUNITIES



VISITS WITH BANKERS ENHANCE RELATIONSHIPS, HELP PROMOTE PROGRAMS

Working in cooperation with banks and bankers is a key component to many of the GOED's financing programs. Which is why in 2015, the GOED's finance team met with more than 120 bankers at several different conferences and meetings to promote the GOED's loan and financing programs.

"We were able to take part in several events over the course of the year, including the South Dakota Bankers Association's (SDBA) State Legislative Day, the SDBA/NDBA Annual Convention, as well as a roundtable discussion and visits at banks," said Cassie Stoeser, GOED Finance Director. "These kinds of events are fantastic opportunities for us to educate our partners in banking on our loan programs, as well as our other financing programs."

RETENTION & EXPANSION VISITS PEAK AT 487

The GOED's Business and Community Development team conducted a record-breaking 487 Retention and Expansion (R&E) visits in 2015 - 15 percent more than 2014.

"Sometimes, we face the perception that the GOED works primarily to recruit companies from out-of-state. That simply isn't the case."

said Steve Watson, Business and Community Development Director. "We exert a lot of effort to stay engaged with existing South Dakota businesses so we're there to support them when a need arises. Not surprisingly, the majority of our projects come from businesses that are already operating in our state."

“ Sometimes, we face the perception that the GOED works primarily to recruit companies from out-of-state. That simply isn't the case.”

*Steve Watson
GOED Business
& Community
Development
Director*

PARTNER WEBSITE REFRESHED, REVITALIZED

A fresh look and updated content was on the menu in 2015 for the GOED's partner website, www.sdreadytopartner.com.

Launched in 2010 as a tool for the GOED's economic development partners, the site now features quick links on the home page to the most-accessed content, twitter and blog post feeds, and a calendar.

"We are continually striving to make this site a useful resource for our partners, so that they are armed with the tools to be successful in economic development," said Mary Lehecka Nelson, GOED Marketing and PR Director. "The 2015 upgrades do just that."

The site also features a staff directory, economic indicators, RFI statuses, and information on cooperative opportunities and certified sites.



GOED SPONSORS EVENTS TO FURTHER ECONOMIC DEVELOPMENT

Partnering with other organizations that share the goal of advancing economic development in our state has always been a priority for the GOED, which is why, in 2015, the GOED offered sponsorship to various entities for the following events:

INNOVATION EXPO

SOUTH DAKOTA BIOTECH

SOUTH DAKOTA MARKETPLACE

MID-AMERICA ECONOMIC DEVELOPMENT COUNCIL

SD CEO WOMEN'S BUSINESS CONFERENCE

HECKERLING INSTITUTE OF ESTATE
PLANNING CONFERENCE

SIX NEW SITES ADDED TO CERTIFIED READY SITES PROGRAM

Six additional sites were certified as South Dakota Certified Ready Sites in 2015, bringing the state's total number to 24.

"I'm excited to see this program continue to grow each year," said GOED Commissioner Pat Costello. "In the next year, we will continue to add more sites across the state to the program."

Costello said that the Certified Ready Sites program provides state economic developers with a valuable tool when selling the state: a site that is ready to go.

COMMUNITIES WITH CERTIFIED READY SITES:

ABERDEEN

BELLE FOURCHE

BOX ELDER/ELLSWORTH

BRANDON (2)

BROOKINGS/SDSU

CANTON

HURON

MADISON

MILBANK

NORTH SIOUX CITY

SIOUX FALLS

STURGIS

TEA

VERMILLION (3)

WATERTOWN (2)

YANKTON (5)

“ In the **NEXT**
YEAR, we will
CONTINUE to
add **MORE SITES**
ACROSS THE STATE
to the program.”

PAT COSTELLO
GOED COMMISSIONER



WAGE



CALCULATOR

— LAUNCHED, COMPARES PURCHASING POWER

What sounds like a better job offer: \$40,000 in South Dakota or \$60,000 in New York City? At a glance, New York seems like the obvious choice when you would only net two-thirds as much in South Dakota. But what happens when you take income taxes and cost of living impacts into account? Well, the Real Wage Calculator, which launched in April, can tell you.

According to the calculator, South Dakota's statewide average purchasing power for a \$40,000 annual salary was \$37,571. In the New York City metropolitan area, your purchasing power is \$36,017 with a \$60,000 salary.

"The real wage calculator is a tool we developed based on our Wage Study to help fight the

perception that you can't earn a good living in South Dakota," said Mary Cerney, GOED Research Director. "For 2014, South Dakota was ranked 45th in the United States for gross pay. But, when purchasing power, or the amount that you have after income taxes and cost of living adjustments are taken into account, we are 7th."

Each year when the Bureau of Economic Analysis adjusts its regional price parities, the GOED updates its Wage Study information. The current and previous versions of the Wage Study can be found at www.sdreadytowork.com and the Wage Calculator can be found at www.calculaterealwages.com. In 2015, the wage calculator had 19,839 web visits.

WAGE CALCULATOR DSU STUDENT'S 'FLAGSHIP PROJECT'

GOED, DSU Partner
to Create Dakota
Seeds Internship

When the GOED began producing the Wage Study four years ago, we knew we were sitting on a mountain of useful information. But, we wanted to take that data one step further, and create an easy-to-use application that showed real purchasing power in different locations across the United States – and the idea of the Real Wage Calculator emerged.

However, converting all the existing data into a consumable form was going to take some serious computer programming. And, what better place is there to find computer programmers than at Dakota State University?

Mark Boehm, Tax & Industry Analyst, who is the brains behind the wage study at GOED, was put in touch with DSU instructor Josh Stroschein, and the DSU/GOED relationship was born.

"I started working with the Real Wage Calculator as a side project," said DSU junior Chris Wahl. "My

instructor in my CSC 250 class asked if anyone was interested in another project - and another student and I volunteered, and we got to work."

Wahl says that working on the wage calculator was different than other projects he had worked on in the past.

"I learned a ton – I hadn't done a lot of programming up until that point. We had to just learn as we went – there wasn't a guidebook since the program was being built from the ground up," Wahl said.

"I was surprised by the amount of foresight required – we had to input hundreds of different search combinations a user could potentially run to make sure nothing would break the program, Wahl continued. "If someone with bad intentions got in, they could delete the entire database. That part was the most surprising part of the project, but also the most fun."

When it was all said and done, building the Real Wage Calculator took about a year to initially complete. There are also annual updates that need to be done as data from the Bureau of Economic Analysis and other sources update their information.

And during the process, what started as a class project became a paid internship for Wahl through a partnership between DSU, GOED and the Dakota Seeds program.

As a college junior, Wahl is thinking ahead to his future career. Last

summer, he did another internship with Blend Interactive in Sioux Falls, and feels that the work he did for the GOED on the wage calculator was a big part of his hire.

“The Real Wage Calculator is definitely my flagship project for interested companies,” Wahl said. “I have used it as a work example to potential employers. One of the great things about South Dakota is that there are a lot of jobs available for tech professionals.”

And internships, too. Now that the Dakota Seeds internship with

DSU and GOED is established, Boehm expects that relationship to continue as it benefits both parties.

“The Real Wage Calculator is a great product, far better than any other wage calculators on the web because it’s the only one to incorporate taxes. We will continue to update it every year with the help and knowledge of DSU students,” Boehm concluded.



MANUFACTURING WEEK



GOED LAUNCHES ENHANCED MANUFACTURERS DATABASE

With one more additional nod to the state's manufacturers, the GOED launched its new and improved Manufacturers Directory in conjunction with South Dakota Manufacturing Week.

Available online, the enhanced database offers users an array of new search options. Previous searches were limited to city, company name, products and employee range. Now, when a company needs to find a manufacturer that produces a specific part, they can use the directory. Or, when companies are looking to expand or relocate to South Dakota and need assurances that they can get the parts and services they need, they can use the directory.

New search fields include keywords, parent company, contact person, county and export capability.



MANUFACTURING WEEK WAS BIGGER, MORE INCLUSIVE

The third annual South Dakota Manufacturing Week took place in 2015, Sept. 28 - Oct. 2, and was bigger and more inclusive than ever.

"Our staff really dug in and collectively, we visited more than 25 companies," said Commissioner Pat Costello. "We visited Larson Manufacturing in Brookings, Toshiba in Mitchell — we joined Lt. Gov. Matt Michels on his visit there—RPM in Rapid City, Applied Engineering in Yankton and Hi Roller Conveyors in Sioux Falls, among many others."

The GOED also increased its public relations efforts during Manufacturing Week and released feature stories related to manufacturing in South Dakota each day. Visit the Media Center on www.sdreadytowork.com to read them.

Communities and companies took a more active role as well. One such example was the Manufacturing Olympics. Yankton and Huron gathered their manufacturers and competed in various stunts and activities. The two communities took their best contestants and faced off during Manufacturing Week.

"We are absolutely thrilled to see Manufacturing Week grow as it has," said Commissioner Costello. "Our manufacturers play such a vital role in our state and regional economies. Manufacturing Week is just a wonderful opportunity to thank them for all they do, as well as educate the public and shine the light on these South Dakota companies."

The fourth annual South Dakota Manufacturing Week will be Oct. 3-7, 2016.

“ Our **MANUFACTURERS**
play such a **VITAL ROLE**
in our **STATE** and
REGIONAL economies.


MANUFACTURING WEEK
is just a wonderful opportunity
to thank them for all they do.

PAT COSTELLO
GOED COMMISSIONER

THAT THE
WORK
FOR
WITH

GOED

CONFERENCE



THE (WORK)FORCE WAS WITH US AT THE GOVERNOR'S ECONOMIC DEVELOPMENT CONFERENCE

Lightsabers may have been scarce, but (work) force issues were a hot topic at the 2015 Governor's Economic Development Conference, themed "May the Workforce Be With You."

"Workforce development is a topic that our local economic development organizations and other partners continue to address," said Mary Lehecka Nelson, GOED's Marketing and PR Director. "So, this year, we dedicated our entire conference to it and really were able to dig in."

The conference offered sessions on addressing workforce shortages, the next generation of workers and workforce development financing. Commissioner Pat Costello also announced the state's new workforce development campaign (Read more on page 22).

The conference was held in conjunction with the Governor's Giant Vision Competition, which was co-sponsored by the South Dakota Chamber of Commerce and Industry. Both events concluded with a banquet at which Governor Dennis Daugaard awarded economic development and entrepreneurial honors.



GIANT VISION BUSINESS WINNER, EQUINOX



GIANT VISION BUSINESS WINNER, VRC METAL SYSTEMS



GIANT VISION STUDENT WINNERS



AWARD WINNERS

EXCELLENCE IN ECONOMIC DEVELOPMENT

*Jim Doolittle
of Belle Fourche*

ENTREPRENEUR OF THE YEAR

*Dr. Ron Utecht
of Sioux Falls*

COMMUNITY OF THE YEAR

Gregory

GIANT VISION BUSINESS COMPETITION

*First Place Tie:
John Berdahl and Jamie
Beckman of Equinox
in Sioux Falls; and,
Robert Hrabe and
Christian Widener of
VRC Metal Systems
in Rapid City*

GIANT VISION STUDENT COMPETITION

*Conrad Farnsworth and
Siouxzanna Downs,
Farnsworth Downs
Technology,
South Dakota School of
Mines and Technology*



EXCELLENCE IN ECONOMIC DEVELOPMENT



ENTREPRENEUR OF THE YEAR



COMMUNITY OF THE YEAR, GREGORY





MEET



OUR TEAM

Commissioner Pat Costello and Deputy Commissioner Aaron Scheibe are responsible for economic development efforts across South Dakota. They provide direction and supervise the day-to-day operations of the GOED, as well as oversee all legislative issues affecting the office.

LEADERSHIP



◀ Pat Costello
COMMISSIONER



▲ Aaron Scheibe
DEPUTY COMMISSIONER

FINANCE



◀ Cassie Stoesser
FINANCE DIRECTOR



▲ Ann Gesick Johnson
WORKFORCE
DEVELOPMENT
COORDINATOR



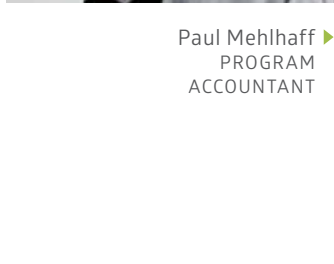
LaJena Gruis ▶
LOAN OFFICER - SBA
504, APEX, SOUTH
DAKOTA WORKS



Katelyn Hump ▶
GRANT
ADMINISTRATOR



Dale Knapp ▶
LOAN/FINANCE
SPECIALIST



Paul Mehlhaff ▶
PROGRAM
ACCOUNTANT



◀ Ashley Moore
LOAN SERVICING
AGENT



▲ Charlie Van Gerpen
LOAN OFFICER

The GOED's finance division works directly with the state's economic development boards to manage the various loan programs available for economic development projects. They work with in-state, expanding and relocating companies to ensure each new venture has adequate financing in place.

BUSINESS & COMMUNITY DEVELOPMENT

Steve Watson ►
BUSINESS &
COMMUNITY
DEVELOPMENT
DIRECTOR



◀ Dave Anderson
COMMUNITY
DEVELOPMENT
REPRESENTATIVE



◀ Joe Fiala
BUSINESS
DEVELOPMENT
REPRESENTATIVE



◀ Eric Fosheim
BUSINESS
DEVELOPMENT
REPRESENTATIVE



◀ Jeff Haverly
BUSINESS
DEVELOPMENT
REPRESENTATIVE



Alissa Matt ►
BUSINESS
DEVELOPMENT
REPRESENTATIVE



Alex Smith ►
BUSINESS
DEVELOPMENT
REPRESENTATIVE



◀ Mike Turnwall
BUSINESS
DEVELOPMENT
REPRESENTATIVE



The business and community development division works to attract and retain both new and existing companies in South Dakota. They also work directly with communities across the state to ensure economic development readiness and assist them in moving their communities forward.

RESEARCH



◀ Mary Cerney
RESEARCH DIRECTOR



◀ Mark Boehm
TAX & INDUSTRY
ANALYST



◀ Amy Gabriel
INFORMATION
SPECIALIST



▲ Jenny Ondell
DATA COORDINATOR

The GOED's research division is responsible for conducting analytical research, overseeing databases, and coordinating industry studies that the office uses for various requests for information, proposals and website content. They also supply the statistics and research used in department publications.

OFFICE OF COMMER- CIALIZATION

Mel Ustad ►
DIRECTOR OF
COMMERCIALIZATION



The Office of Commercialization works directly with the Board of Regents, universities, research centers and South Dakota Experimental Program to Stimulate Competitive Research (EPSCoR) to assist in bringing emerging technologies into the marketplace. The office serves as a liaison between higher education and economic development.



▲ Marcy Olsen
ADMINISTRATIVE
ASSISTANT

MARKETING & PUBLIC RELATIONS



◀ Mary Lehecka Nelson
MARKETING AND
PUBLIC RELATIONS
DIRECTOR



◀ Mackenzie Decker
WEB AND DIGITAL
MARKETING
COORDINATOR



◀ Jen Lambley
MARKETING AND
PUBLIC RELATIONS
COORDINATOR



◀ Natalie Likness
MEDIA RELATIONS
COORDINATOR

This team spearheads the GOED's marketing and public relations efforts by planning trade shows, special events and conferences; producing and maintaining website and social media content; and creating reports, newsletters and printed pieces. They work closely with media, advertising agencies, development directors and creative staff to ensure effective communications.

CREATIVE

The creative division – which is shared with the Department of Tourism – designs many of the brochures, reports, and other printed materials for the GOED.



◀ Thad Friedeman
CREATIVE
STRATEGIES
MANAGER

Michele Ganschow
PROJECT MANAGER
▼



◀ Tara Berg
GRAPHIC
DESIGNER



◀ Chad Coppess
PHOTOGRAPHER



◀ Angela Hofmeister
GRAPHIC DESIGNER



◀ Scott Howard
VIDEOGRAPHER



▲ Ashley McCloud
GRAPHIC DESIGNER

ADMINISTRATION

The GOED's administration division – which is shared with the Department of Tourism – performs all administrative functions for the GOED, including directing phone calls, scheduling, accounting, database maintenance, mailings, and other assigned duties.



◀ Travis Dovre
DIRECTOR OF
ADMINISTRATION



◀ Rachel Graves
EXECUTIVE
ASSISTANT



◀ Brenda Badger
SUPPORT
COORDINATOR/
ACCOUNTING
ASSISTANT



◀ Karen Hirsch
TRAVEL
COORDINATOR



◀ Lorie Jirschele
RECEPTIONIST



◀ Amber Leyendecker
PROJECT SPECIALIST



Shalina McClelland ▶
RECEPTIONIST

BOARD OF ECONOMIC DEVELOPMENT

Jeff Erickson, Chairman

Tim Kessler, Vice Chairman

Dr. Dale Clement, Secretary

Tony Klein, Treasurer

Sharon Casey

John Calvin

Greg Heineman

Ted Hustead

Tom Jones

Don Kettering

Michael V. Luken

Pat L. Prostrullo

Norbert Sebade

Non-Voting Legislative Members

Sen. Scott Parsley

Sen. Bruce Rampelberg

Rep. Brian Gosch

Rep. Spencer Hawley

ECONOMIC DEVELOPMENT FINANCE AUTHORITY

Terry G. Nelson, Chairman

Gerrit Juffer, Vice-Chairman

Ronald Wagner, Secretary

Casey Derflinger

Stephen F. Jones

Mike Keller

Jody Sperlich

Trustees

Bert Olson

Kristie Wiederrich

Elizabeth Woodsend

SOUTH DAKOTA WORKS

Ronald Wagner, Chairman

Pat Costello

Tony Klein

Loren Koepsell

Robert H. Miller

Randy Snyders

Michael J. Youngberg

SOUTH DAKOTA DEVELOPMENT CORPORATION

Robert J. Fouberg, Chairman

David Munson, Vice Chairman

Matt Judson, Treasurer

Fred Romkema, Secretary

Jody Bender, Director at Large

Robert H. Miller, Director at Large

H. Douglas Knust, Director At Large

Russell Olson, Director at Large

Robert O. Thoen, Director at Large

Ted Bangert

Paul Bisson

James Borszich

Bennett L. Kyte

Terry Sabers

John Schramm



3,000 annual reports were printed on recycled paper at a cost of \$2.58 per piece.

SOUTH DAKOTA

GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT

711 EAST WELLS AVENUE, PIERRE, SOUTH DAKOTA 57501

800-872-6190 • WWW.SDREADYTOWORK.COM

