

Goal

Promote proactive policy development and leadership.

Action Plan for Policy Leadership

- Improve legislative policy development
- Engage state and local elected officials in high performance teams
- Redesign the role of Lieutenant Governor and the focus of our Governor to become partners in leadership

South Dakota does not currently have a plan in place that makes efficient and effective use of limited resources within a strategic framework for growing the whole state. Our current approach neglects long-term planning, while simultaneously not facilitating ideal outcomes or performance measurements. To reform this process, we must utilize a new planning strategy, making full and efficient use of all offices of the executive branch as well as the legislative body through high performance teams. These teams would research and develop policy and budgets as well as measure ongoing performance, thereby making best use of the forty-day legislative session through a revised proactive model of governance.

The challenge for local and state leaders is to determine the appropriate level, quality and access of services, balanced with taxation; to deliver only what people need collectively that they cannot afford on their own. Policies should reflect a community-based development strategy influencing investment through the budget bringing relevancy to our people on the local level.

We need to create a culture, at all levels of state government, of high performance and leadership. Through policy development and a collaborative, shared leadership approach, our state can effectively build relationships with communities across the state and engage them in a development strategy and plan that will *grow the whole state*. High performance team building is essential to the success of this plan and a clear vision can carve out the path.

Presiding over the Senate during session is the primary role served by the office of Lieutenant Governor, but much more can be expected. The lieutenant governor should become the catalyst and advocate for movement of policy and budget through the legislative process. The Governor has access to forums and meetings no one else has the position to call forward for the good of the state. Using the gubernatorial position aggressively to build growth strategically on a national and international level will be important to the viability of the export business of our state's domestic and energy products. Our next governor must provide visionary leadership and communicate this vision to bring people together through working partnerships, allowing us to build new strategy for the good of South Dakota.

Goal

Strengthen the social fabric of South Dakota through the development of community at the state and local level, increasing vibrancy and quality of life.

Action Plan for Strengthening our Social and Cultural Fabric

- Invest into our local schools and expand learning options
- Build our economy through education and business partnerships
- Implement the South Dakota Hero Initiative
- Partner with Native American's through education and community of purpose plan
- Provide local communities enabling legislation to initiate their strategic plan

Growth and development of South Dakota's small communities, rural areas and Indian villages enables further growth and retail viability for South Dakota's larger municipalities. The interdependence is undeniable. The good news for smaller communities is this: in the new knowledge-based economy, you can do business anywhere in the world, from anywhere in this state. High speed internet access and technology is the infrastructure that will carry our small local communities into the new economic cycle. Entrepreneurship, knowledge and creativity must be inspired in our people once again to rekindle the pioneer spirit that has made this state so great. But we must have the right strategic plan to drive this success at the right pace for South Dakota.

Rural revitalization cannot come from state and local policies alone. The citizenry of South Dakota must become actively engaged in the promotion and development of their communities. Dr. John Miller, former professor of history at South Dakota State University, opined in his essay "The Places We Treasure and Their Contribution to Our Lives," "People cannot think only of themselves, they need to become responsible for the quality of life in their communities. They need to make places where community happens to be pleasant, inviting, and conducive to conversation, interaction, and cooperative decision making."

Even though there are strong views on the abortion subject, it is time we came together as a people around other important missions we can all agree upon to embrace. As a good friend of mine says, "it is time to move off of the extremes and make it about people not ideals". So let's focus on connecting loving parents with children through a South Dakota Hero Initiative.

A change in the way we think about the issues and challenges we face in South Dakota is imperative to creating worthwhile solutions. Albert Einstein insisted, "We can't solve problems by using the same kind of thinking we used when we created them." As South Dakotans, we must utilize this mentality to make bold transformations today that will significantly impact tomorrow.

Goal

Create community competitive advantages for a global economy.

Action Plan for the New Economy

- Facilitate assessment/planning of economic regions with working partnerships at the local level
- Develop a statewide public and private partnership corporation to assist the expansion of investment into research and economic growth strategies
- Improve the GOED's effectiveness through regional partnerships providing expertise and assistance in developing and implementing regional growth strategies
- Improve the knowledge base among children and adults through an integrated education and economic model

Economic growth requires a delicate and intricate balancing act, focused on positive end-results for a state, community, or region. New practices in economic development must be followed in order to ensure sound long-term sustainability, especially for the small communities across South Dakota in the 21st century. An integrated approach based upon public, private, state, and local partnerships is the only solution for long-term development.

The world is advancing rapidly in a technology based "super tunnel" and we are moving into a new economic age defined by artificial intelligence and bio-engineering. Currently, we are training and teaching our students for jobs that have yet to be invented, and the technologies to invent them not yet realized. We must remain at the forefront in order to realize any gain in the fast-moving knowledge economy.

South Dakota is at a crossroads and there is every indication this state is ready for a transformation in strategy to take advantage of the opportunities that will add value to our agricultural and current economic base we enjoy today. To move forward in all directions, collective action through partnerships, based on mutual trust and cooperation, is imperative. The presence of visionary leadership is crucial. Appropriate policies while at the same time creating and facilitating the right pace of growth will invigorate a new South Dakota powerhouse economy. Once we reach the top, remaining there will require a flexible economic framework built for educated individuals willing to choose imagination and creativity above all else. Imagination in education, the ability to think and create solutions, will be the driving force of purpose. Mark Twain once stated, "You can't depend on your judgment, when your imagination is out of focus." It is time to realize our potential and rededicate efforts to achieve our dreams for the future.

Goal

Build an internationally competitive education system.

Action Plan for Education

- Appoint a cross section commission to bring together an education and economic collaboration
- Adopt and implement the National Governors Association's recommendations
- Create efficiencies through regional strategies in education administration
- Recruit and retain quality teaching professionals
- Invest in technology in the classrooms
- Encourage "curriculum of place" in public schools
- Develop the Dakota Degree and Dakota Corp programs

Education is the pathway to our economic future. To recruit and retain young adults to come to South Dakota and remain here to raise their families, we must ensure our educational system is easily accessible, affordable, and among the best in the world. To get the best results with what funding we have, we must decide what is important and invest our money accordingly. The creation of efficiencies within the system and the implementation of regional strategies will help alleviate the financial strain of a tight state budget and is the initial starting point for a positive solution. Education is vital for South Dakotans and adequate funding within a new model that is geared to place us in an internationally competitive advantage, must be pursued and developed. Quality of education begins with quality teachers. To attract quality people to the teaching profession in the future, we must then pay an attractive professional wage.

Instead of cutting teachers and programs in our public schools, we should look to regional cooperation through partnerships to cut back on administrative dollars and keep the schools open. Public school facilities can also provide many venues for local community events and entrepreneurial incubation activities.

Making full use of modern technologies in classrooms along with other strategies can replace the need for consolidation. To engrain in our youth a sense of pride and ownership in this state we must allow for more "curriculum of place" in public schools. Our post-secondary institutions hold a vested interest in admitting students educated in South Dakota K-12 schools. South Dakota's K-12 schools can stand to benefit from enhancement of their curriculum through a direct collaboration with post-secondary institutions. This is a mutual partnership in the education of our youth through a vertically integrated system of cooperation and partnership with our public and private postsecondary education systems, creating a seamless approach to successful career opportunities in the economy. The new "Dakota Degree" Scholarship and "Dakota Corps" program will help us do just that.

Goal

Enhance the long-term environmental sustainability of South Dakota.

Action Plan for Protecting our Land

- Support collaboration when siting wind energy facilities
- Create financial incentives for landowners to commit to conservation and preservation efforts
- Encourage “curriculum of place” in the educational system
- Fund steps toward preservation and conservation to improve the wildlife and recreation opportunities in our state

South Dakota’s economic base is still the land from which the founders of this state derived their livelihoods. Agricultural production and usage of the land for tourism, hunting, and other non-consumptive activities is what makes South Dakota what it is today. It is our responsibility as stewards of the land to ensure long-term sustainable development with regard to our natural resources, while cultivating a respect for the natural wonders and resources of South Dakota imperative to tourism, agriculture, and private industry. Ongoing efforts to assess the environmental impact of economic development projects must be carried out through the cooperation between local and state government.

Times change and our efforts must adapt to those changes. Creativity and innovation are the keys to future success in a knowledge economy. Steve Jobs, CEO and founder of Apple Inc. stated, “Innovation distinguishes between a leader and a follower.” Let us as South Dakotans, in our efforts to foster renewable energy technology, agricultural practices and new industry work together to be leaders in the preservation and conservation of natural resources.

Goal

Become the leader in renewable energy.

Action Plan for Energy

- Maximize energy production using renewable and fossil fuel energy, for domestic use as well as for exportation
- Become a leader in the national efforts to reduce dependency on foreign sources of oil through continued efforts in developing bio-fuels

Enough value cannot be placed on the importance of energy to sustaining and securing our quality of life. South Dakota is poised to become a world leader in renewable energy development. In the United States, our economy is oil and fossil fuel dependent. Increasingly, our dependence on foreign oil is having a direct impact on our domestic economy. New markets for global oil are driving up prices and it should be in South Dakota's vision to help lead the way to energy independence for the United States. Investments in diversified ethanol production and renewable fuels from a variety of natural resources are vital to this endeavor. South Dakota must continue investment in corn-based ethanol to close the gap on alternative biomass feedstocks.

According to information from the American Wind Energy Association (AWEA), South Dakota has the wind potential to power fifty percent of the nation's electrical demands. With an abundance of wind energy, South Dakota should continue to develop transmission and storage capacities, both of which are large factors inhibiting wind energy development. South Dakota should also advocate for the extension of federal production tax credits (PTCs) which help offset the large costs of developing wind energy facilities.

It will require a public and private partnership focused on how we can get energy exported out of the state and at the same time create economic opportunities and protect the property rights of South Dakotans. What will it take to go to the next level? We must work at the regional and federal level to iron out the costs of exportation that are a blockage to getting our energy out of the state. In addition, we need an investment plan that will allow us to feasibly install transmission lines in key locations allowing for maximum development for wind energy generation. And last, we must place strong consideration towards allowing our private wind developers to extend their easement contracts past the current five year period but only after demonstrating due diligence upon achieving measurable benchmarks in their business plan, subject to Public Utility Commission approval. These are three key critical action steps that can help set the stage and truly energize our state's wind power resources.

Solar energy as well as other emerging energy technologies must be explored. South Dakota can move into a future of energy development where our independence from relying upon the resources of foreign countries can become a reality. We can address our environmental and economic concerns at the same time, within the core of energy production. And we can become the leader in renewable energy.

Goal

Develop a transportation plan funded through meaningful strategy.

Action Plan for Transportation

- Conduct an economic impact analysis of our current highway, air and rail capacity
- Develop a comprehensive transportation plan that dovetails with a statewide community-based regional economic plan
- Explore the feasibility and sustainability of allowing local funding options through the formation of Transportation Districts
- The bottom-line is this, let's figure out our priorities for travel and then make the investment towards our future.

Taking a step back and reassessing transportation as the moving of people from one point to another, from a holistic point of view, will allow us to see a clear solution. And whatever that solution may be in detail down the road, enabling legislation that allows local control within the framework of a region and statewide economic plan will be necessary to carry us forward towards continued sustainability and growth in the future. To address this as an ongoing concern will be important, starting with an analysis of the economic impact to the state of our current highway, air and rail capacity. One of the purposes of our current Statewide Intermodal Long Range Plan is to support economic development and tourism.

Developing a comprehensive transportation plan in collaboration with a statewide, community based strategic plan will be critical to establishing economic priority and thereby sustainability to growth in key areas of development. Strategic development of transportation within a game plan in concert with our economic strategy, will allow us to invest community and state dollars into infrastructure in a timely and synergistic manner. The SDDOT statewide planning must engage an economic focus and partner with the GOED and local communities and regions within a new regional strategic economic model of statewide development.

With transportation, there exists a balance between maintaining appropriate access to rural property and the necessity to invest in expansion through new construction due to urban growth. Therefore a transportation plan that balances the share of the load between property tax and sales tax must be considered. By allowing local government or districts control of funds to improve their region, a determination of a 'true local need' will force priority decisions to be made by the people locally impacted.

Depending on how the price of oil goes, mass transit could become important to not only our growing urban communities but can also be used as a tool to grow our rural communities by connecting people to their jobs in key growth areas of the state. By rolling out strategic planning in each participating community of purpose across the state, transportation can be assessed and addressed within the context of the regional planning through an economic analysis.

Goal

Achieve competitive advantage through a fixed rate of growth in healthcare cost to gross state product.

Action Plan for Healthcare

- Implement Community Healthcare Model
- Plan and fund a strategic long term care solution
- Design a proactive healthcare financial model
- Work to provide basic healthcare for all South Dakotans

Employers in our communities are not health care experts, but they do know this one thing: the current system will implode if their businesses continue to see 10-20 percent increases in health premiums each year. Free enterprise works, but sometimes key 'drivers' are necessary in a system to deliver the outcomes desired. By setting the pricing on provider fees, insurance companies and HMO payers will begin to compete on the variables involved in driving the costs of healthcare down, namely the prevention and management of disease processes.

As a state government, we have the moral and ethical duty to do what we can to improve the health of South Dakotans. We must create competitive advantages for businesses to flourish. Currently healthcare costs create a disadvantage compared to competing nations, thereby threatening opportunities in the future for our children and grandchildren.

Native American healthcare must meet the standards of a statewide strategic healthcare plan, which is community-based. A plan for a community based healthcare delivery system should include:

1. Wellness - We need to make a decision on our philosophy of healthcare, adopting a 'live until we die' mindset; and then we must invest in it.
2. Front-line Care - Front-line providers must be available to deliver primary care services and promote a new 'style of practice' that cares for the whole patient through professional collaboration.
3. Financial strategy must drive what we want- And what we want is quality. Our new financing model must also provide higher pay and benefits for our healthcare workforce as well, especially those providers delivering primary health services.

Working towards providing health care benefits in a basic coverage for all is a must. Regional continuum of care models must be developed and become viable. Two plans are proposed to supplement and provide gap coverage in the current marketplace:

- a. Medicaid Extended Plan Coverage: Privatize administration and increase patient responsibility
- b. South Dakota 'Blend': Medicaid coverage with a private payer partnership.

Innovation in healthcare is required to make the jump to a more effective system. Public and private partnerships and a redesigned delivery system that capitalizes on the talents and skills of our health care providers will create the competitive advantage for business and the improved health care outcomes we need in South Dakota.

Goal

Bring the State of South Dakota to a Position of financial strength.

Action Plan for Budgeting

- Institute fiscal leadership through budgeting for outcome and performance measurements
- Appoint a high performance budget team
- Coordinate statewide investment with community planning

Absolutely critical to our success in every other area of our plan is fiscal leadership. The growth of government cannot outpace the growth of our economy. We must determine measurable outcomes in every department and service provided by state government and budget for those outcomes. We begin this process by forming a 'High Performance Team' composed of key legislators and staff as well as citizens from the private sector commissioned to develop a plan with a timeline. The goal will be to create a high performance operation in state government as well as provide resources to local governments through the Community of Purpose plan. Developing and implementing an ongoing high performance plan will bring more efficiency and quality to the services we provide to the people of South Dakota.

This means some programs will not be funded, depending upon our priorities and their effectiveness to deliver services within our strategic plan. We must get back to the value of government only doing that which we as individuals cannot do alone. And as a result to this type of fiscal leadership, we will eliminate the structural deficit that has plagued us for years. Building strength in our financial position will enable us to make strategic investments for the future and this must be our top priority.

The most important policy tool elected leaders can use is the budget. Accurate information through analysis is vital to making good decisions. By measuring programs and services for their quality and effectiveness, we can successfully shift attention towards areas of investment in the budget that provide the best value and return. Having those discussions with measurable numbers makes not only the job to administer the budget more meaningful, it also allows for much better decisions to be made from the start. And it is important to understand it is not how many zeroes there are behind the numbers, but rather the principles of strong fiscal leadership and foresight behind the decisions.

By focusing and linking fund allocation to successful outcomes, we can produce the best results. It will also bring about a new demand for better results and in turn we will find ourselves putting more emphasis on planning, budget execution, auditing, and reporting. *What gets measured does get done right!* Budgeting should be more than just spending money, it should be a process of continuous improvements in the way South Dakota conducts business.

Goal

Develop communities of purpose, on purpose.

Action Plan for Community of Purpose

- Seek community input and develop partnerships
- Implement the Community of Purpose Plan

Communities across South Dakota can benefit from themselves more than they can benefit from any other entity. Decisions should be made locally, facilitated locally, and driven by a strong strategic plan through legislatively granted local control. This is an effective formula for community transformation of all sizes. Each community can also play an effective role within their respective regions by combining their efforts and initiatives with other communities to improve the quality of life for everyone in the region. If each community embraces responsibility for transformation, South Dakota will make meaningful progress. Leadership within state government must have the vision to drive local initiative and foster an environment strategically conducive to sustainable development under a 'New Strategy.' A ground up, grass roots approach to community revitalization is the vision for the new millennium.

The South Dakota Community of Purpose Plan brings to focus three major areas to drive successful growth:

1. Create Lifestyle Advantages for the people of South Dakota in areas of housing, food, transportation, healthcare, taxes, and childcare.
2. Establish Education and Economic Partnerships to ensure life-long learning opportunities, entrepreneurship and business development through the Dakota Degree Program, the Dakota Corp Program, and by promoting curriculum of place in schools.
3. Foster Leadership and Civic Participation to empower local initiative and increase the overall community in the everyday lives of citizens.

In order to fully realize the benefits of the Community of Purpose Plan, each community must recognize its responsibility in its ownership for the future. As part of the process, discussion among community leaders and members must take place to facilitate a consensus-driven visioning approach. South Dakota Planning Districts provide valuable assistance and are very willing to help communities plan and grow. A four point model may be used:

1. Facilitate discussion among community members
2. Elect a steering committee
3. Act on community wishes, and create the transformations necessary to take your community into the future
4. Analyze community effort, make necessary changes, and begin the process again for continued development

Local community leadership will be responsible to decide if they want to participate in this statewide strategic plan and become a 'Community of Purpose' for South Dakota.