

CITY OF RAPID CITY
TRAVEL REQUEST

Person requesting travel Matt Brandhagen Department 604 - Golf

I hereby request permission to travel for the following purpose: (Give specific nature of business and interest of the City to justify cost involved.)

National Institute of Golf Management

List all other City employees, if any, making the trip for the same purpose: _____

Place of meeting or destination: Wheeling, West Virginia

Date of meeting March 22-27

Date trip to begin March 22 Date trip will end March 27

Method of transportation requested air

Estimated transportation cost \$ 500

Meals 107

Lodging 5 days 690

Other costs - description Tuition 700

Car Rental 200

Total estimated cost of trip \$ 2197

Signed [Signature] Date 1-6-09 [Signature] Date 1-8-09
(person requesting travel) (Department Head)

When the cost of the trip will exceed \$500, per employee, this section must be signed.

In accordance with the provisions of Rapid City ordinances and travel regulations, consent is hereby given for travel as requested in the foregoing application. Maximum cost of trip authorized is \$ _____

Approved: _____ Date _____
Mayor

When the cost of the trip will exceed \$1,500, per event, Council approval is required.

Approved by Common Council on _____ (Date)

White copy - Mayor Yellow copy - Finance Gold copy - Department copy

Start search over

Rapid City, SD (RAP) to Pittsburgh, PA (PIT)

Change your search

Departure airport:
RAP (Rapid City)

Destination airport:
PIT (Pittsburgh)

Departing: (mm/dd/yy)
3/22/2009

Morning

Returning: (mm/dd/yy)
3/27/2009

Evening

Airline: More Info

No Preference

Class

Economy / Coach

Nonstop flights only

Refundable flights only

	All Results	Delta	nwa Northwest	United	US Airways	Frontier Airlines
Nonstop	---	---	---	---	---	---
1 stop	from \$414 \$463 total see below	from \$595 \$644 total	from \$414 \$463 total	from \$509 \$558 total	---	from \$720 \$769 total
2+ stops	from \$395 \$448 total see below	from \$395 \$451 total	from \$414 \$467 total	from \$463 \$516 total	from \$471 \$528 total	---

Note: The prices shown below are for the flight only; they are e-ticket prices and include all flight taxes and fees. If your itinerary requires paper tickets there will be an additional charge. Prices do not include baggage fees or other fees charged directly by the airline.

1 Choose a departing flight or view complete roundtrips

Sort by: Price Preferred departure time Duration Departure time Arrival time

from \$395.01 + \$52.99 taxes & fees = \$448.00

3 tickets left at this price! See details

3:55 pm Depart Rapid City (RAP)
Arrive Pittsburgh (PIT) 10:18 pm

Sun 22-Mar
Duration: 4hr 23mn

nwa Northwest ~~3630~~ / ~~3273~~
Connect in Minneapolis (Minneapolis-St. Paul Intl.)

Preview seat availability

Choose this departure

from \$395.01 + \$56.60 taxes & fees = \$451.61

6:40 am Depart Rapid City (RAP)
Arrive Pittsburgh (PIT) 2:34 pm

Sun 22-Mar
Duration: 5hr 54mn

nwa Northwest ~~3676~~ / 1468 / ~~1823~~
Connect in Minneapolis (Minneapolis-St. Paul Intl.), Detroit (DTW)

Preview seat availability

Choose this departure

from \$395.01 + \$56.60 taxes & fees = \$451.61

1 ticket left at this price! See details

11:15 am Depart Rapid City (RAP)
Arrive Pittsburgh (PIT) 11:26 pm

Sun 22-Mar
Duration: 10hr 11mn

Delta ~~3481~~ / 1655 / 1599
Connect in Minneapolis (Minneapolis-St. Paul Intl.), Atlanta (Hartsfield-Jackson Atlanta Intl.)

Preview seat availability

Choose this departure

from \$460.51 + \$52.99 taxes & fees = \$513.50

11:15 am Depart Rapid City (RAP)
Arrive Pittsburgh (PIT) 9:23 pm

Sun 22-Mar
Duration: 8hr 8mn

nwa Northwest ~~2463~~ / ~~3520~~
United 1204
Connect in Minneapolis (Minneapolis-St. Paul Intl.), Chicago (ORD)

Preview seat availability

Choose this departure

from \$463.51 + \$52.99 taxes & fees = \$516.50

7:30 am Depart Rapid City (RAP)
Arrive Pittsburgh (PIT) 5:06 pm

Sun 22-Mar
Duration: 7hr 36mn

United ~~7299~~ / 244
US Airways ~~6896~~
Connect in Denver (Denver Intl.), Chicago (ORD)

Preview seat availability

Choose this departure

from \$463.51 + \$52.99 taxes & fees = \$516.50

11:15 am Depart Rapid City (RAP)
Arrive Pittsburgh (PIT) 9:23 pm

Sun 22-Mar
Duration: 8hr 8mn

nwa Northwest ~~2463~~ / ~~3520~~
US Airways ~~6898~~
Connect in Minneapolis (Minneapolis-St. Paul Intl.), Chicago (ORD)

Preview seat availability

Choose this departure

from \$474.00 + \$53.00 taxes & fees = \$527.00

6:07 am Depart Rapid City (RAP)
Arrive Pittsburgh (PIT) 5:21 pm

Sun 22-Mar
Duration: 9hr 14mn

United ~~6749~~ / 358 / ~~2528~~
Connect in Denver (Denver Intl.), New York (LGA)

Preview seat availability

Choose this departure

from \$490.01 + \$52.99 taxes & fees = \$543.00

6:40 am Depart Rapid City (RAP)
Arrive Pittsburgh (PIT) 1:28 pm

Sun 22-Mar
Duration: 4hr 48mn

nwa Northwest ~~3676~~ / ~~2478~~

✈ - Indicates flight is operated by another airline. Move your mouse over the icon for details.

PRICE NOTE

For your convenience, we've added estimated price hints to some of these flights. Prices may vary and will be verified prior to purchase.

QUESTIONS?

- Can I use a credit card with a billing address outside the U.S.?
- Is it safe to buy online?
- Need help with this page?
- Other FAQs

Curriculum

[Academy of Operation Solutions](#) | [Academy of Strategic Management Practices](#) | [Academy of Higher Learning](#)

Academy of Operations Solutions

Participants will be exposed to a variety of thought provoking and timely class discussions. The curriculum includes fundamentals helpful to those individuals with goals of reaching maximum success in the golf industry.

Topics for the Academy of Operations Solutions include the following:

- Proven Practices for Great Pace of Play
- Food, Beverage & Hospitality
- Greenside Up
- Liability and Risk Management
- Tournaments, Leagues, Outings and Special Events
- Making Money Through Marketing
- Putting the WOW in Customer Service
- Creating an Effective Policies and Procedures Manual
- Golf Industry Overview & Player Development Programs
- Right Person-Right Job – Hiring Smart
- Leadership/Team Building and Customer Service
- Golf Shop Operations
- Cash & Fiscal Controls
- Management Fundamentals

Scroll down to read descriptions of all topics or click on one of the course names listed above to read it's specific description.

Proven Practices for Great Pace of Play

With the popularity of golf comes pace of play challenges for both management and golfers. This class will offer students opportunities to share their experiences with colleagues and quiz a panel of golf professionals about their creative solutions to address this all-important course issue.



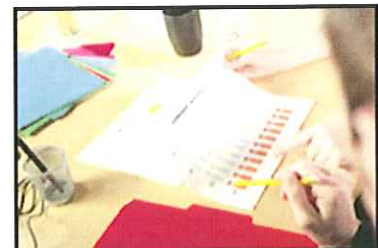
Food, Beverage & Hospitality

Food and Beverage services can create and define the "personality" of your course. This program will provide you with the tools necessary to effectively choose the right food and beverage services for your facility. You will learn how to offer a customer experience that will keep your customers coming back. Students will explore the benefits of having value based pricing strategies for all products skid at at your facilities in addition to learning the importance and impact of effective cost control procedures. To ensure that you can deliver an exceptional guest experience, time will be committed

to a review of best practices relating to quality training and delivery principles.

Greenside Up

Superintendents play a critical role in the overall success of any golf facility. Managing the largest asset (the course itself) and often the largest budget and staff is an indication of the skills superintendents bring to the management team. A partner in delivering economic viability and enjoyment of the game for golfers, use this class to integrate the superintendent into additional facets of golf operations.



Liability and Risk Management

Understanding some of the legal responsibilities inherent to the game of golf and how to deal with them can help you avoid future court dates and time-consuming legal issues. Learn how to conduct a risk assessment for your operation and manage risks that are inherent to the golf business.

Tournaments, Leagues, Outings and Special Events

Tournaments, leagues, outings and special events when executed correctly can be highly profitable for any organization. This program will provide you with some tools and resources to increase your knowledge and drive additional revenue opportunities. You will learn ways to market your facility for events with little or no marketing dollars. We will show you how to leverage your resources to full capacity and provide your golfers/guests an exceptional experience.



Making Money Through Marketing

Applying marketing practices to golf course operations is a new responsibility for many managers. However, it is a process that can be learned and shared, as ultimately all staff are key to the delivery of a sound marketing plan and a golfer experience that delivers the distinctive qualities of your course. Class discussion will center on building a meaningful plan with an overview of tools, tips and programs to both attract new golfers and help retain them for the long term.

Putting the WOW in Customer Service

Description not yet available. Please check back later for more information.

Creating an Effective Policies and Procedures Manual

A sound Policy and Procedures Manual can make an enormous difference to both internal and external perceptions and operations. Become skilled at creating and maintaining an operations manual that will give life and structure to your staff and course. This is yet another extremely useful class that has proven to be immensely valuable to students due to its overall approach your entire golf facility.

Golf Industry Overview & Player Development Programs

Provides a summary of recent trends in golf participation, rounds played, golf course development and equipment sales. The class will also focus on strategic initiatives that cultivate the growth of participation and interest in the game, and ways to create new avenues of access to golf.

Right Person-Right Job – Hiring Smart

This program will provide you with insight into staffing a golf course operation effectively. This interactive class will take a team approach to forecasting and identifying the resources required to properly staff a predetermined golf course. The topics covered during this session will include: organization charts, job descriptions, staffing levels, and performance expectations.



Leadership/Team Building and Customer Service

In order to provide outstanding customer service, you, as the leader of your organization, must be able to inspire and motivate your staff. It is only through your direction, and a team committed to customer service excellence, that will enable your organization to differentiate itself from its competitors. This seminar focuses on the principles of leadership and what it means to be a leader, how to build an energetic, committed team, and how to translate your organization's vision into an unsurpassed experience for your customers. Throughout this interactive session students will be asked to offer and develop leadership, team building and customer service strategies they can readily implement at their home course.



Golf Shop Operations

Opportunity knocks for those who implement sound retail practices. Examine the golf shop policies, procedures and practices of successful golf shops – such as developing a purchasing plan, setting a pricing philosophy, characteristics of effective displays, proven selling techniques, and establishing profit-centered inventory control.

Cash & Fiscal Controls

So often the numbers say it all! Learn how to develop and present the financial plan: establishing the budget...using the budget as a financial monitoring tool...selecting unobtrusive but effective cash controls and tracking inventory. Attention will be given to meaningful interpretation of the numbers to aid your decision making process.

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Academy of Strategic Management Practices

Students who have completed the Academy of Operations Solutions will find that the Academy of Strategic Management Practices offers a targeted dynamic process that delves into issues and challenges via facilitated case studies, panels, small group discussions and presentations.

Topics for year the Academy of Strategic Management Practices include the following:

- Self & Staff Management
- Motivating Staff Year Round
- Internal Quality Assurance Strategies
- Emerging Trends in Human Resources
- Tools to Attract and Retain Customers
- Using Technology & E-Marketing
- Building Your Brand
- Strategies for Environmental Stewardship
- Strategic Planning
- Renovating/Re-modeling your Course
- Securing Funding through Sponsorships and Grants
- Operations Solutions through Analysis

Scroll down to read descriptions of all topics or click on one of the course names listed above to read it's specific description.

Self & Staff Management

The demands on time and energy in this industry are increasing at record pace. Doing more with less is a common theme while competition for business is stiffer than ever. Customer expectations are at an all time high but quality employees who understand and commit themselves to consistent service are harder than ever to find. Whether you work in a one person shop or a multi course operation, there's simply more work for most of us than we can possibly accomplish and a healthy work / life balance seems further and further out of reach.

This class provides effective concepts for coping with the world of modern day influences on your time and energy and offers tried and true methods for successfully managing staff. You will leave with a better sense of your own core values, tools to determine priorities in life and work, an understanding of leadership competencies, and a new perspective on managing yourself and your staff.

Motivating Staff Year Round

Employees are the number one asset in all of our operations, regardless of size with immediate and direct impact on customer experiences. Given the broad implications of the changing population and work force for golf facility managers and supervisors, this class will focus on identification of the characteristics found in this work force and the implications for recruitment and retention of quality employees.



This program will highlight motivational tools that are inexpensive, have a proven track record and are easy to administer regardless of the size and scope of your operation. As we enter into a time in society where becoming the "employer of choice" means more today than it ever has, we cannot afford to miss employee engagement opportunities. Hiring the right talent and retaining that talent through motivating and leadership best practices will provide your operation with a competitive advantage.

Internal Quality Assurance Strategies

The "How To's" of planning, implementing and evaluating a Secret Shopper program! This is a valuable program that can be readily adapted for use at your course and when established, will provide performance incentives to enhance quality services, through the establishment of measurable standards for any type of golf course operation. Past students have ranked this as a valuable "take away" for immediate implementation at their home courses.

Emerging Trends in Human Resources

This two hour program provides you with leading edge human resource trends which are, or about to, emerge. By being one step ahead of these rapidly progressing trends, we can properly and comfortably plan and manage business and employee expectations.



Tools to Attract and Retain Customers

The pressure to be responsive and competitive is immense in the current golf marketplace. The economics of this business demand that you embrace initiatives that will meet revenue targets. How do you not only attract new customers, but also keep them coming back? Through class discussions relative to delivery of innovative and creative programs, services and facility designs, students will develop a lengthy list of effective tools and ideas for on-going use.

Using Technology & E-Marketing

The opportunities to provide "cutting edge" service by utilizing technology continue to change almost daily. Whether it is the installation of GPS systems on golf carts, the development and enhancement of web sites, computerized tee times, virtual reality or point of sale systems, most golf courses today continue to grapple with how to best take advantage of current technology in the most cost effective and efficient manner. This session will explore how technology opportunities are impacting every area of golf course operations and how they should be used to make a difference in your operation's bottom line.

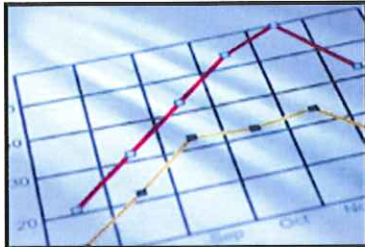


Building Your Brand

Brand awareness can be a more complex process than most people anticipate. Join instructors with experience in research, the basis of all brand planning, and customized golf course marketing experience to learn what steps should be taken to create a readily identifiable brand in a busy golf marketplace. Often the direction needed to establish a course identity that nets results in a niche market is easily accessible through your golfing customers, members, staff, affiliated organizations and the broader community. Applying your information gathering exercise to develop strategies and creative messaging offers the path to success and is an essential ingredient in business planning for any golf operation today.

Strategies for Environmental Stewardship

The heightened awareness surrounding environmental issues demands that golf industry personnel monitor and manage environmental concerns as they evolve and change. This class includes a brief review of environmental legislation and regulations with significant focus on the impact these laws and regulations have on our operations and facilities. It's knowledge that is important enough for all to know. Additional content will cover practical approaches to ensuring environmentally friendly courses and development of partnerships for mutual understanding between those involved in golf course development and environmentalists.



Strategic Planning

One of the most important responsibilities of a manager is to lead their organization to higher achievement. This is done most efficiently through a strategic planning process that examines the organizations core values, sets a clear vision and articulates the mission of the business. This session will help golf managers to develop a strategic plan based on this framework and more. With a well developed strategic plan in place, the task of forecasting and budgeting to accomplish organizational goals will be more meaningful and achievable.

Renovating/Re-modeling your Course

A plan is the essential ingredient of success in any project. Whether it's rebuilding a few bunkers or a complete renovation, a Golf Course Master Plan will insure aesthetic and structural continuity. *Renovating Your Course* will discuss the process of a master plan from gathering simple ideas, forming a team of experts, developing the plan, presenting the plan for funding, the bid process and project oversight.

Securing Funding through Sponsorships and Grants

A comprehensive review of funding vehicles & strategies that may assist Golf Agencies in the pursuit of Alternative Funds for capital improvements, capital maintenance projects, & programming. The session will feature the successes of The Oglebay Foundation as they relate to the Golf Sector. It will feature strategies for naming rights, sponsorships, legacy gifts, private foundation grants & specialty funding opportunities...such as cell tower leasing. Ample time will be allowed for questions & creative thinking & interaction with the presenters.

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Academy of Higher Learning

Registrants must have attended the Academy of Operations Solutions and the Academy of Strategic Management to be eligible to participate in the Academy of Higher Learning.

Topics for the Academy of Higher Learning include the following:

- Are You Maximizing the Capabilities of Your Course?
- Are you Really Maximizing Your Resources to Get the Most from Your Staff, Your Equipment and Your Scheduling?
- Hot Topics
- Developing a Master Plan for Your Facility
- Creative Ways to Drive Revenues
- The U.S. Open
- The Future of the Game
- Green with envy
- Building your Brand
- The Quality of the Experience – Standardizing, Strengthening and Measuring your Services
- Managing People in Today's Multi Generational Workforce
- Building your Revenue
- When Things go Wrong

Scroll down to read descriptions of all topics or click on one of the course names listed above to read it's specific description.



Are You Really Maximizing the Capabilities of Your Golf Course?

The golf course is often times viewed as a cost center for many golf facilities. Many would suggest that is a short sighted and potentially costly way to look at your facility's number one asset: the course itself. Learn how your course can yield more rounds and more players by working closely with your golf course superintendent to maximize the amount of play, while also maintaining the appropriate level of required conditioning. Listen to real life examples and learn about creative means to expand utilization of your golf course. Facilitator: Steve Mona

Are you Really Maximizing Your Resources to Get the Most from Your Staff, Your Equipment and Your Scheduling?

Whether you are performing daily operations/maintenance at your golf course or preparing for a major golf event, it is important to get the most out of everything that is available to your facility's operations. This concept applies to all types of golf course facilities, any size of golf course and golf courses with large or small budgets. As a person with management responsibilities, it is imperative that you obtain the most from your resources to maximize efficiency and productivity, particularly in light of budget constraints and competition. Facilitator: Mark Woodward



Hot Topics

Hot Topic Sessions are a unique feature of the Academy of Higher Learning. As a segment of the daily program, you will hear from, and share with, fellow students about challenges, concerns, and solutions in and around their facilities. Topics are identified by students and prioritized for discussion throughout the Academy's duration. Discussions always prove to be lively and useful. Exchange ideas, solve problems and hear real life success stories that can make a difference for your facility. Facilitators: Ted Brodeur, Superintendent of Revenue Facilities and Golf Operations, and Higher Learning Academy participants.

Developing a Master Plan for Your Facility

In this interactive session, you will learn what a Master Plan is and its essential value to your facility. Time and discussion will be devoted to why a master plan should be prepared, who needs to participate in its preparation, as well as addressing issues of timing, approach and getting your






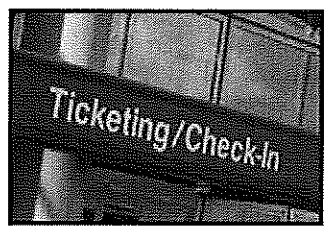
facility's plan underway. Facilitator: Greg Martin

Creative Ways to Drive Revenues

During this session you will learn creative ways to generate additional revenues from your current customers. You will also learn proven marketing strategies that will help drive the bottom line. Revenue generation should be the responsibility of everyone at your club. We will discuss ways to get your entire staff involved in the process.

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NATIONAL INSTITUTE OF GOLF MANAGEMENT DEVELOPING EXCELLENCE IN GOLF INDUSTRY LEADERS FOR OVER 25 YEARS	
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Facilities & Dates	
<p>The 2009 National Institute of Golf Management will be held at Oglebay Resort & Conference Center March 22-27.</p>	
<p>About Oglebay Oglebay is a unique, 1700-acre, year-round resort with exceptional beauty and abundant recreational activities. Wilson Lodge at Oglebay has just undergone a \$15 million transformation, adding 53 deluxe rooms and remodeling the existing 212 rooms. The new addition to the lodge includes a deluxe king suite, 2 king suites and 2 double queen suites. All the suites have fireplaces. The addition also includes 24 king rooms with fireplaces, and 24 double queen rooms. Wilson Lodge offers fine and casual dining, an indoor pool, jacuzzi, massage therapy and fitness room.</p>	
<p>Oglebay Resort features two championship golf courses - one classic design by the legendary Robert Trent Jones, Sr., and the newest course designed by Arnold Palmer. Golfing amenities also include an 18-hole regulation course, Par III course, pro shop, driving range and practice facility. The resort has seven specialty shops, a zoo, gardens, museums, fishing, tennis, stables, skiing and miles of walking trails.</p>	
<p>The resort has been in the management school business for over 30 years and currently operates and hosts over ten major schools in the leisure industry. Oglebay is located 55 miles from Pittsburgh International Airport.</p>	
<p>Learn more about Oglebay-Resort</p>	
Accommodations & Meals	Prices
<ul style="list-style-type: none"> ● Sunday social and entertainment ● 4 country breakfast buffets ● 4 luncheon buffets Monday through Thursday ● 5 beverage tickets ● Thursday night social and banquet ● Lobby continental buffet will be available Friday morning 	<ul style="list-style-type: none"> ● Tuition \$700 ● Single Premium Package \$840 (5 nights) ● Single Standard Package \$690 (5 nights) ● Double Standard Package \$550 (5 nights)
<p><i>Early arrivals on Saturday are available. Pricing is in US \$. All lodging packages are plus 12% tax.</i></p>	
Travel Arrangements	
<p>Shuttle service is available to and from the Pittsburgh airport. Information will be provided upon registration.</p>	
<p>Home About Us Facilities & Dates Curriculum FAQ Board Members Scholarship Info Sponsorship Testimonials Contact Us</p>	
National Training Center at Oglebay Resort	Phone: 800-624-6988, ext 4126
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