



CITY OF RAPID CITY

Growth Management Department
300 Sixth Street
Rapid City, South Dakota 57701-2724

MEMORANDUM

TO: Mayor Shaw and City Council

FROM: Marcia Elkins, Director
Growth Management Department

DATE: February 28, 2005

RE: Travel Request for Marcia Elkins, Growth Management Director

Staff requests City Council approval of the travel request for Marcia Elkins, Growth Management Director, to attend the Rapid City Chamber of Commerce Board Retreat to be held in Las Vegas, NV May 11, 2005 through May 15, 2005. This retreat will focus on problems associated with the impacts of fast community growth.

The total cost of the requested travel is estimated at \$1,853.00 and includes the following expenses:

\$400.00	Air Fare (depart 5/11/05; return 5/15/05) (14 day advance book)
\$33.00	2 breakfast / 1 dinner
\$150.00	3 dinner chamber events (to be billed)*
\$160.00	2 breakfast/ 3 lunch chamber events (to be billed)*
\$700.00	Lodging for four days**
\$0.00	Registration
\$260.00	Rental Car
\$50.00	gas for rental car
\$100.00	Parking fees
<u>\$1,853.00</u>	Total estimated cost of travel request

* The Rapid City Chamber of Commerce will be hosting group events during 2 breakfasts, 3 lunches, and 3 dinners. The cost of these events will be billed to the City of Rapid City following the retreat. The amounts reflected are based on the estimates provided by the Chamber of Commerce.

** Special lodging rates have been arranged by the Rapid City Chamber of Commerce through Harrah's.

Staff Recommendation: Staff requests approval of the travel request for Marcia Elkins, Growth Management Director, to attend the Rapid City Chamber of Commerce Board Retreat in Las Vegas, NV from May 11, 2005 to May 15, 2005 in an estimated amount of \$1,853.00.



EQUAL OPPORTUNITY EMPLOYER

**CITY OF RAPID CITY
TRAVEL REQUEST**

Person requesting travel Marcia Elkins Department 207 Growth Management

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

Rapid City Area Chamber of Commerce Board Retreat

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

Place of meeting or destination: Las Vegas NV

Date of meeting May 11-14, 2005

Date trip to begin May 11, 2005 Date trip will end May 15, 2005

Method of transportation requested air / rental vehicle

Estimated transportation cost	air	\$	<u>400.00</u>
Meals	per diem		<u>33.00</u>
Lodging	<u>4</u> days		<u>700.00</u>
Other costs - description	<u>Chamber Events</u>		<u>310.00</u>
	<u>Rental car / gas / parking fees</u>		<u>410.00</u>
Total estimated cost of trip		\$	<u>1853.00</u>

Signed _____ Date Marcia Elkins Date 3/8/05
(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)

Expert advice helps chamber plan for future

By Qusi Al-Haj
Chairman of the Board



Al-Haj

The business of business is cyclical. Just look at the calendar: January 1, April 15, December 31. Each date has a special meaning: new year, tax filing deadline, end of year. As with for-profit counterparts, the Chamber also runs on an annual cycle that begins September 1 — making February the midpoint of the Chamber's year.

A number of things happen during this time of year. For example, this month the board, community leaders and members receive status reports from committee chairs recapping their activities of the first half-year. Also during this Mid-Year Reports meeting, the board and committees review projections for the next six months. This ensures we all stay focused on the same goals. Concurrently, we review our public policies in an attempt to anticipate issues that may be brought to the board in the future. Preparations for the Chamber's annual board retreat also begin.

A year ago, my goal as incoming chairman of the board was to have a retreat that created an environment and tone that encouraged our board members to think outside the box. I wanted to provide them with presentations by a number of experts in the business and economic development field, and engage them in a "future-focused" dialogue. Although I knew it would be a challenging task, I sincerely believed we must move in that direction and remain evermore convinced we must do so — rather than to be driven there at a later date.

As I considered the challenges (and opportunities) facing our board, it occurred to me one of the missing components was the ability to tap into the experiences of groups that have already been through the business growth issues we were, and are now, tackling.

So last year, we used our contacts with SunMicro Systems and Intel to arrange speakers and presenters from the Denver area.

See **Retreat**, Page 4

On the cover

This month's cover depicts planners preparing for our future. The importance of planning cannot be overstated. Without plans, nothing can be built. On the cover, we use roads and houses as examples of the planners' results, but we all know that plans happen on the macro and micro level. On the macro level, we must plan for the entire Black Hills if we are to maintain and improve our quality of life. Each community has some type of planning. This micro planning is important and must continue but we should also coordinate and plan for the total Black Hills. We thank the planners from Wyss & Associates who posed for the picture: (from left) Mikes Bender, Ariette Wiege and Pat Wyss.

Photo by Steve McEnroe/Rapid City Journal

Published monthly by the Rapid City Chamber of Commerce, P.O. Box 747, Rushmore Plaza Civic Center, Rapid City, SD 57709. Phone 343-1744. Periodical postage rates have been paid at Rapid City, South Dakota 57709. Membership includes \$12 a year subscription to INVESTMENT REPORT. Postmaster send change of address orders to Rapid City Area Chamber of Commerce, Box 747, Rapid City, SD 57709. Volume 29, No. 2.

USPS 918-080



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Qusi Al-Haj	Chair of the Board
Pat Wyss	First Vice Chair
John Carlson	Treasurer
Sam Brannan	Vice Chair
Malcom Chapman	Vice Chair
Kitty Kinsman	Vice Chair
Bill Masterson	Vice Chair
Jim Sughrie	Vice Chair
Jim McKeon	President
Pete Cappa	Past Chair

Directors

▼ Term expires 8-31-2005

Sam Brannan	Pete Lien and Sons, Inc
John Carlson	Highmark Federal Credit Union
Tim Sughrie	Rapid City Regional Hospital
Jeff Henderson	B.H. Center for American Indian Health
Nancy Trautman	First Western Bank-Southside

▼ Term expires 8-31-2006

Malcom Chapman	The Chapman Group
Pat Burchill	US Bank
Bill Masterson	Rapid City Journal
Richard Wahlstrom	Edward Jones & Company
Joe Norman	Black Hills Stock Show Foundation

▼ Term expires 8-31-2007

Sandy Diegel	Behavior Management Systems
David Emery	Black Hills Corporation
Matt Filling	H & R Block
David Lust	Gunderson, Palmer, Goodsell & Nelson, LLP
Jo Prang	Medicap Pharmacy

EX-OFFICIO

Mayor Jim Shaw	City of Rapid City
Col Joe Brown	Commander - Ellsworth Air Force Base
Dr Peter Wharton Superintendent	Rapid City School District
Ken Davis	Pennington County Commission
MG Mike Gorman	South Dakota National Guard
Dr Chuck Ruch	S.D. School of Mines & Technology
Marnie Herrmann	R C Convention & Visitors Bureau
Steve Flanery	R C Economic Development Partnership

COMMITTEES & CHAIRS

Public Affairs Division	Katherine (Kitty) Kinsman
Governmental Affairs	Tom Morrison
Military Affairs	Chris Lien
Ellsworth Task Force	Bruce Rampelberg
Cultural Diversity	Suzi Aadland
Transportation	Robert Dominick
Air Service Task Force	Larry Thompson
Organizational Dev. Div.	John Carlson
Budget & Finance	John Carlson
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Long Range Planning	Pat Wyss
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Cultural Affairs	Karen Gundersen Olson
Catalyst Club	Joan Sutton
Public Relations Division	Malcom Chapman
Ambassadors	Jennifer Baloun
Education & Business Services	Deb Reynolds
Officials	Dick James
Membership Task Force	Jon Fisher/Spencer Miller
Visitor Development Div.	Bill Masterson
Convention & Visitors Bureau	Marnie Herrmann
Convention Marketing	Lois Davis
Tourism Marketing	Carmen Derby
Long Range Planning	Alan Hanks
Economic Development Div.	Sam Brannan
Economic Development Partnership	Steve Flanery

▼ General Chamber

Jim McKeon, Ext. 8474	President & CEO
Linda Rabe, Ext. 8466	Vice President
Scott Seifert, Ext. 8473	Finance Director
Pat McElgunn, Ext. 8477	Public Affairs Dir.
Darla Crown, Ext. 8455	Membership Director
Heather Hermanson, Ext. 8454	Membership Dev.
Barbara Ulmer, Ext. 8480	Project Director
M Louise Walters, Ext. 8464	Executive Asst/Web site
Debbie Leber, Ext. 8450	Office Manager
Suzanne Hamilton Ext. 8460	Admin. Asst.
Deb Reub, Ext. 8479	Staff Assistant

▼ Convention & Visitors Bureau

Michelle Lintz, Ext. 8485	Executive Director
Sandy Heintz, Ext. 8486	Assistant Director
Lisa Lang-Storms, Ext. 8487	Sales Manager
Sallie Cunny, Ext. 8488	Sales/Events Director
Michelle Thomson, Ext. 8489	Tourism Sales Director
Stacy Linn, Ext. 8484	Admin Assistant
Shelly Weisgram, Ext. 8482	Receptionist

▼ Economic Development Partnership

Bob DeMersseman	President
Terri Haverly	Vice President
Lon Reichert	Office Manager

▼ Frontiers — Forging Our Future

M Louise Walters, Ext. 8464	Ex Director
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President's message

Preparing for a future of growth

By Jim McKeon
Chamber President and CEO

We all know of some town that grew, "out of control." Three that come to mind are Colorado Springs, Jackson Hole and Las Vegas. Each experienced a growth spurt that quickly surpassed infrastructure capacity. The results were years of chaos as they tried to regain control.

Regaining control generated "catch up" solutions, which were fraught with inefficiency. Quick decisions to put a band-aid on problems were much more costly than they would have been if the growth spurt had been anticipated and planned for.

We are approaching a point where the Black Hills could experience that type of growth. It is similar to the weather patterns in the movie "The Perfect Storm." The individual storms could be weathered but, when combined, the "Perfect Storm" was too much to handle.

Completion of the Heartland Expressway in 2010; success of the Air Service Task Force, 500,000 attending the Sturgis rally and millions visiting Mount Rushmore and Crazy Horse each year will expose more

and more people to our wonderful area. These people over time will tend to migrate to the Black Hills (some already have).

When Ellsworth Air Force Base successfully weathers the Base Realignment and Closure Commission in the autumn of 2005, it will be in a position to become a "receiver base." The missions from those closed bases will have to be relocated to other bases. Ellsworth could be one of the bases experiencing growth.

Black Hills Vision successfully raised millions of dollars to develop a technology corridor. They are also helping the South Dakota Mine Authority convert old Homestake Gold Mine into a National Deep Underground Science and Engineering Laboratory. One result will be an increased wage structure throughout the Hills. This means that our children, who moved away for higher paying jobs, can return. But along with them could come many more people.

The completion of the DM&E railroad, movies such as "Hildago" and the HBO se-



McKeon

ries "Deadwood" are other factors that will cause our area to grow. Combine these factors, and we could experience the "Perfect Storm" or out-of-control growth unless we take steps to avoid it.

Leaders have to take the risk if change is to happen. Dr. Jeff Magee, PDM, CSP, CMC summarizes it very well in his January 2005 newsletter in the article "Leadership Moment." He states, "Understanding that to lead any organization or others to levels of greatness, it starts with the mindset of the leader and the leader's propensity to make willing mind shifts in how one scrutinizes oneself and the things around them!"

We have board members who fit into that category. They realize some might criticize the decision to hold a retreat in Las Vegas. But they also know that is where we can learn the most to help the Black Hills. They are willing to risk criticism from a few to prepare our community for the future.

These leaders, who are paying their own way, taking time from their businesses and families, should be recognized for their leadership. When you get a chance, take the time to thank these volunteers for daring to risk while striving to make our chamber and community better.

Retreat: Time to plan, think

From Page 3

Denver was chosen because it was experiencing an influx of out-of-state workers and a significant loss of area jobs. We needed to learn how they were solving or planning to solve those and associated problems.

The retreat was held in Golden, Colo., and we learned that Colorado Front Range problems with economic development are quite similar to what could happen in the Black Hills. It was great to learn about these issues from someone else. Now, hopefully we can plan accordingly to avoid the problems.

This year, the board will focus on the possibility of a growth spurt in the Black Hills (see McKeon's article above). Through research, it was determined that Las Vegas has

been among the fastest growing communities in the nation during the last five years.

Growth like that generates numerous problems. We want to find out what those problems are and how they are solving them. McKeon's colleague at the Las Vegas Chamber is helping to arrange Las Vegas government and community leaders as presenters during our retreat, which is scheduled for May 12-14.

By learning firsthand about their problems, we can develop plans to avoid similar situations, control growth and continue to improve our quality of life. With this approach in mind, as you come in contact with board members, please share with them your thoughts on the future challenges you believe we will be facing. As we heard in Colorado, business and communi-

ty leaders were often surprised by the business and growth trends they experienced and the lessons they "had to learn" from not anticipating where their community was headed.

One final note — please thank the board members for their commitment of time and personal resources to the Chamber. Specifically in the case of such trips, the Chamber does not cover the cost of retreats or other travels such as to Pierre or Washington, D.C. Rather, board members pay their own expenses and donate a significant amount of time away from their businesses and families in order to help us focus on our future. I know how deeply I appreciate the commitment of our board and hope you share my opinion.

Retreat agenda

Mike Varney, president of the Las Vegas Chamber of Commerce, is helping with the agenda for our board retreat. He asked what we hoped to accomplish at the retreat. The following was the answer we provided:

At our last retreat, we focused on problems associated with fast growth in the economic arena and held the 2004 retreat at a location in Colorado's Front Range, which has experienced similar challenges. We had informative and valuable discussions with area leaders on how they identified and have solved or are solving

See **Agenda**, Page 6

Agenda: For retreat

From Page 4

problems. Because Las Vegas has experienced rapid growth and many similar challenges, we'd like to meet with some of the people that had to cope with these issues and learn from their experiences.

You've asked what kind of information we want to bring back to Rapid City. In general, we would like to know about any problems you (Las Vegas) had to confront as a result of fast growth — particularly the ones which caught you by surprise (if any). Tell us about the impact on infrastructure, zoning, planning, transportation and funding. What public safety issues did you confront (crowd, homeless, crime, gangs, etc.)? What was the impact on your education and medical systems? How did your local governments cooperate and what did you have to do to develop teamwork?

What was the impact on your workforce? Did you have workforce development processes in place, were you able to take advantage of cultural diversity and was language a problem? Were there any environmental problems (noise, air, water, etc.)? What problems did the construction industry experience? Were social services and local government able to keep up? How has your quality of life been affected?

Mike, we are not even sure what questions to ask. We need you to think about your problems and basically share them with us. The real benefit will come from the dialogue between our board members and your leaders during the retreat.

We will continue to talk and refine this process. Thanks for taking the time and putting forth the effort to help us protect our beautiful Black Hills.

LRC Alumni Social



The LRC Alumni Social (luau) was held last month at Quality Inn. LRC alumni caught up with fellow class members and met new friends from other classes. The prestigious traveling trophy was retained for the second year in a row by the Class of 2003 pictured in photo above. This trophy goes to the class with the most class members in attendance. Watch for information on a LRC recruitment mixer in May. Deadline for LRC applications for the Class of 2005 is June 30.



Chris Doyle
343-8220



Ben H. Boyett
343-2022



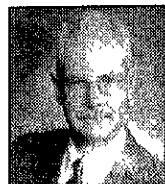
Terri
Silver-Wetsch
388-0050



Barry D. Sykora
394-8946



Kevin R. Wolfe
342-6646



Richard
Wahlstrom
342-5282



Brad Bargmann
341-4057

The Future of Social Security

Social Security and the clamor to reform it has dominated the headlines. With the Baby Boomers starting to retire and people living longer, many fear that Social Security will fail in the near future. To learn more about what the future of Social Security may hold, please join us for a special video presentation, which will discuss:

- The factors driving Social Security reform
- Possible solutions to reform Social Security
- How these solutions may affect you

To reserve a seat for yourself and a relative or friend, please call or stop by. If you are unable to join us, please contact our office for other viewing opportunities.

**Tuesday,
February 8, 2005
4:30 p.m.**

www.edwardjones.com/ssecurity

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Chairman's Column

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Chairman of the Board

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