

City of Brainerd
Economic Development Authority
Meeting Agenda

Council Chambers
July 11, 2019
7:30 A.M.

- I. Call to order
- II. Roll call
- III. Approval/Amendment of Agenda
- IV. Approval of Minutes from June 6, 2019
- V. Financial Report
- VI. Updates
 - a) HRA
 - a. Revolving Loan Fund (RLF)
 - b. Small Cities Development Program (SCDP)
 - c. Housing Updates
 - d. Other
 - b) BLAEDC
 - a. Unified Fund
 - b. Other
- VII. New business
 - a) Industrial Lot Update
 - b) Fund Allocation / Budget
- VIII. Old Business
 - a. Strategic Planning
 - b. Call for applicants
- IX. Commissioners' Comments/Questions
 - a) Other items of business
- X. Informational
 - a) August Meeting – Future Development Opportunities, Accept Final Audit Statement, Budget Discussion & Annual Report to Council (due by September 18)
 - b) October Meeting – Budget Discussion, Other
- XI. Adjournment

BRAINERD ECONOMIC DEVELOPMENT AUTHORITY

Thursday, June 6, 2019

Official Minutes

Pursuant to the call and notice thereof, President Menk called the meeting of the Brainerd Economic Development Authority to order at 7:30 a.m.

Present were Commissioners Ed Menk, Kelly Bevans, Jerry Sinner, Matt Mallie and Gabe Johnson. Commissioners Dale Parks and Wayne Erickson was noted as absent. Also present were City Administrator Torstenson, Community Development Director Chanski, Finance Director Hillman, Tyler Glenn, BLAEDC economic development officer and Jennifer Bergman, HRA executive director.

Approval/Amendment of Agenda

MOVED AND SECONDED BY COMMISSIONERS BEVANS AND JOHNSON, DULY CARRIED, TO APPROVE THE AGENDA.

Approval of Minutes

MOVED AND SECONDED BY COMMISSIONERS BEVANS AND MALLIE, DULY CARRIED, TO APPROVE THE MINUTES FROM THE APRIL 4, 2019 EDA MEETING AS PRESENTED.

Approval of Financial Report

MOVED AND SECONDED BY COMMISSIONERS BEVANS AND MALLIE, DULY CARRIED, TO APPROVE THE FINANCIAL REPORT AS PRESENTED.

Update from HRA

Ms. Jennifer Bergman, HRA executive director distributed a handout of the Rehab Programs Report.

Revolving Loan Fund

Ms. Bergman stated there is one interested property owner at this time.

Small Cities Development Program (SCDP)

Ms. Bergman explained there are 10 commercial and 44 residential units for the downtown Brainerd SCDP. The northeast Brainerd projects consist of one commercial, nine mixed use units, one owner occupied and one application in process.

Housing Updates

Ms. Bergman gave an update to the Brainerd Oaks, Serene Pines and Dalmar Estates developments.

Update from BLAEDC

Mr. Tyler Glynn, BLAEDC economic development officer stated there is one project in progress with a few more applications being submitted. There is a potential of thirteen loans by the end of the summer. He stated Sheila Haverkamp will be in New York at a marketing convention and will update the EDA at the August meeting.

New Business

Industrial Lots Update

City Administrator Torstenson explained if the City holds the lots and are the owner of the lots, they do not pay taxes since the City is tax exempt. If the EDA holds the lots and is the owner of the lots, after seven years the EDA must begin paying taxes. She indicated the City is currently the holder of the lots and can transfer lots back to the EDA at any time. It was a recommendation that you transfer back only the lots as they are desired to be purchased or transferred to a new private owner. The EDA has more protections on what they can and cannot do with the lots – clawback provision. If the EDA sells a lot and the developer did not follow through with their end of the deal, the EDA has a clawback provision to recoup the costs of the land or regain the land. The City does not have the same protections.

Commissioner Menk stated a TIF needs to be for an industrial type operation, but a different type of funding would allow other commercial uses.

Finance Director Hillman stated a TIF would want to be a TIF District to recoup some of the costs if it is sold at a reduced value. The TIF would allow the City to recapture some of the City and EDA costs that were invested in the infrastructure. The TIF should only be set up for each lot or business as it sells and is deemed financially warranted as the TIF is only valid for 9 years if it is bare land.

City Administrator Torstenson indicated a TIF should not cover more than one lot at a time and should only be on a project to project basis.

Financial Advisor

City Administrator Torstenson stated she and Finance Director Hillman and a subcommittee of the EDA recently met with Martha Ingram from Kennedy & Graven Chartered and they talked briefly about hiring a financial advisor to assist in selling the lots. She said the first step is to determine the market value to know if there is a business subsidy or not. She explained the market value in this case is not the same as the real estate value - it is the actual amount of dollars that are put into it for development. Ms. Ingram recommended a financial advisor to work with us to determine what that market value is of those lots which would also help determine what the subsidy would be and what you could recoup in TIF.

City Administrator Torstenson will be working with Mr. Tyler Glynn, BLAEDC on a marketing package for these lots.

Mr. Glynn stated the industrial lots are listed on the BLAEDC website and the City website, as they currently do not have a realtor listing the properties. He said they have been showing these on social media. He indicated the need to mark these lots with signs for sale or create ads, billboards or enlist a real estate agent. He said discussion needs to take place regarding the options available. He stated these are shovel ready sites at \$62,999 per lot; do price adjustments need to be discussed?

City Administrator Torstenson stated flexibility will be important in the ability to market and sell these lots. Also, she encourages everyone to share the social media posts from BLAEDC to expand the area these posts are seen. She said we could bring in a group of realtors and try to work with them to market these lots, and possibly bring in a builder to consult with.

Commissioner Menk stated we need to discuss how to pay a realtor, whether it be a finder's fee or percentage basis and tie in with the industry that is motivating people to buy here.

Commissioner Gabe Johnson stated it is difficult to find the workforce to run these manufacturing companies. Commissioner Sinner indicated there are many factors to consider and workforce is just one factor. Ms. Bergman added workforce housing is a main concern and a study will be taking place next week with the businesses in Crow Wing County to identify the need. She stated she will report back with the results at the end of the year.

City Administrator Torstenson said she consulted with both Baker Tilly (formerly Springsted) and Ehlers regarding providing financial advisor services to the EDA. She indicated that Baker Tilly is currently the City's municipal financial advisor and is more affordable than Ehlers in every respect. She said that Baker Tilly has Mr. Paul Steinman, who excels at bonds and recently added Ms. Mikaela Huot to the team who is an expert in economic development.

Commissioner Sinner asked about the costs of using Baker Tilly. City Administrator stated there will be no costs until you work with a developer, in which the fee collected would pay the financial advisor.

MOVED AND SECONDED BY COMMISSIONERS BEVANS AND SINNER, DULY CARRIED, TO UTILIZE THE SERVICES OF BAKER TILLEY.

Strategic Planning

City Administrator Torstenson indicated direction is needed to identify the vision of the EDA and what type of businesses to recruit. We also need direction regarding the EDA mission statement and the goals of the board.

Ms. Bergman stated the HRA recruited Bruce Miles initially to create a roadmap for staff by having goals and visions. She said from a staff perspective, it was incredibly helpful.

Further discussion took place.

Commissioner Menk indicated the strategic plan relates to the comprehensive plan and it should be put on hold until the August meeting.

Fund Allocation

Commissioner Menk stated direction is needed as to how to spend the EDA funds and it is part of the budget process which starts in a few weeks.

Commissioner Johnson states we need to operate as a proper EDA and need a staff agreement to be approved by the City Council.

City Administrator Torstenson suggested to add a July meeting to accept the agreement and prepare a budget to present to the City Council along with an annual report due by September 18th. She indicated we may need an additional meeting, in which July 11th at 7:30 a.m. was agreed upon.

Old Business

Commissioner Johnson nominated Kelly Bevans as Treasurer of the Authority for a 2-year period. On motion of Johnson, seconded by Sinner and unanimously carried, the Authority elected Kelly Bevans as Treasurer for 2019 and 2020.

Commissioner Johnson nominated Connie Hillman as Assistant Treasurer/Secretary of the Authority for a 2-year period. On motion of Johnson, seconded by Bevans and unanimously carried, the Authority elected Connie Hillman as Assistant Treasurer/Secretary for 2019 and 2020.

MOVED AND SECONDED BY COMMISSIONERS JOHNSON AND BEVANS, DULY CARRIED, TO APPROVE THE CITY SEAL AS PROVIDED TO BE USED BY THE EDA.

Informational

Commissioner Mallie thanked the members of the EDA for the opportunity to work with them on the EDA.

Commissioner Menk indicated the following are suggested topics for the meetings taking place in August and October will be as follows:

- August – Future Development Opportunities
- October – Budget discussion, Other

Commissioners' Comments/Questions and Other Business

None

Adjournment

The Authority adjourned at 8:22 a.m.

Secretary/Treasurer

Financial Report for EDA - PRELIMINARY

As of June 30, 2019

	<u>Cash & Investments</u>	<u>Receivable Balance</u>	<u>Deferred Loans (as of 12/31/18) **</u>	<u>Awarded Grants</u>
General Funds:				
EDA Fund - #295	\$ 11,251	\$ -	\$ -	\$ -
Total	\$ 11,251	\$ -	\$ -	\$ -
CDBG (Housing/Commerical (Slum & Blight/Federal Objective)):				
Downtown - #298	\$ 4,658	\$ 36,754	\$ 11,020	\$ 119,786
SE Brainerd - #215	25,057	-	439,852	-
Willows Project - #209	6,189	-	87,150	-
Old Housing - #209	43,602	-	65,475	-
Local Income - #275	4,241	25,756	26,489	-
Total	\$ 83,746	\$ 62,510	\$ 629,985	\$ 119,786
Federal & State MIF (Commerical (Jobs)):				
Commerical - #210 ^^	\$ 6,501	\$ 646,427	\$ -	\$ -
Federal MIF - #296	15,181	2,677	-	-
Total	\$ 21,683	\$ 649,104	\$ -	\$ -
Grand Total	\$ 116,680	\$ 711,614	\$ 629,985	\$ 119,786

** Portion of the loan that is forgivable with the passage of time

^^ The Receivable Balance **DOES** include the \$646,427 borrowed to pay for the industrial park land.

BALANCE SHEET

AS OF: JUNE 30TH, 2019

295-EDA FUND

Part of the tax payment was received the end of June. It is not reflected in the financials

ACCOUNT#	TITLE		
ASSETS			
=====			
10100	CASH	11,250.82	
10700	DELINQUENT TAX RECEIVABLE	6,625.40	
10800	ALLOWANCE FOR UNCOLLECT	(4,771.17)	
16160	FA-LAND HELD FOR RESALE	488,252.22	
			501,357.27

TOTAL ASSETS			501,357.27
			=====
LIABILITIES			
=====			
21701	FEDERAL WITHHOLDING	76.45	
21702	STATE WITHHOLDING	43.10	
21703	FICA WITHHOLDING	54.20	
21704	PERA	65.94	
21705	DENTAL INSURANCE	14.23	
21706	MEDICAL INSURANCE	54.73	
21710	LIFE & LTC INSURANCE	8.66	
21713	OTHER WITHHOLDING	15.20	
21714	MEDICARE	12.68	
21715	SECTION 125 DEDUCTION	69.54	
22200	DEFERRED REVENUE	488,252.22	
			488,666.95

TOTAL LIABILITIES			488,666.95
EQUITY			
=====			
28900	FUND BALANCE/EQUITY ACCT	33,987.52	
			33,987.52

TOTAL BEGINNING EQUITY			33,987.52
TOTAL REVENUE			1,854.23
TOTAL EXPENSES			23,151.43
TOTAL SURPLUS/(DEFICIT)			(21,297.20)
TOTAL EQUITY & SURPLUS/(DEFICIT)			12,690.32

TOTAL LIABILITIES, EQUITY & SURPLUS/DEFICIT			501,357.27
			=====

CITY OF BRAINERD
 INCOME STATEMENT BUDGET TO ACTUAL
 AS OF: JUNE 30TH, 2019

295-EDA FUND
 REVENUES

	CURRENT BUDGET	CURRENT PERIOD	Y-T-D ACTUAL	BUDGET BALANCE	% OF BUDGET
<u>TAXES AND PENALTIES</u>					
295-31010 CURRENT AD VALOREM	124,351.00	0.00	1,734.36	122,616.64	1.39
295-31020 DELINQUENT AD VALOREM	0.00	0.00	119.87 (119.87)	0.00
TOTAL TAXES AND PENALTIES	124,351.00	0.00	1,854.23	122,496.77	1.49
<u>PROGRAM INCOME</u>					
<u>STATE GRANTS & AIDS</u>					
<u>PRINCIPAL & INTEREST</u>					
<u>OTHER REVENUE</u>					
295-36210 INTEREST INCOME	100.00	0.00	0.00	100.00	0.00
TOTAL OTHER REVENUE	100.00	0.00	0.00	100.00	0.00
TOTAL REVENUE	124,451.00	0.00	1,854.23	122,596.77	1.49
=====					
<u>OTHER FINANCING SOURCES</u>					
TOTAL REVENUE & OTHER FINANCING SOURCES	124,451.00	0.00	1,854.23	122,596.77	1.49
=====					

CITY OF BRAINERD
 INCOME STATEMENT BUDGET TO ACTUAL
 AS OF: JUNE 30TH, 2019

295-EDA FUND
 ECONOMIC DEVELOPMENT AUTH
 DEPARTMENTAL EXPENDITURES

	CURRENT BUDGET	CURRENT PERIOD	Y-T-D ACTUAL	BUDGET BALANCE	% OF BUDGET
<u>PERSONAL SERVICES</u>					
295-46510-1101 SALARY	28,066.00	2,029.65	12,541.16	15,524.84	44.68
295-46510-1121 PERA	2,105.00	76.14	864.48	1,240.52	41.07
295-46510-1122 FICA	1,740.00	54.22	620.32	1,119.68	35.65
295-46510-1123 MEDICARE	407.00	12.68	145.07	261.93	35.64
295-46510-1131 HEALTH INSURANCE	4,892.00	165.72	2,220.44	2,671.56	45.39
295-46510-1133 LIFE INSURANCE	48.00	0.00	1.92	46.08	4.00
295-46510-1134 LTD INSURANCE	47.00	0.00	2.19	44.81	4.66
TOTAL PERSONAL SERVICES	37,305.00	2,338.41	16,395.58	20,909.42	43.95
<u>SUPPLIES</u>					
<u>SERVICES</u>					
295-46510-3300 PROFESSIONAL SERVICES	0.00	1,316.74	1,316.74	(1,316.74)	0.00
295-46510-3330 PROFESSIONAL DEVELOPMENT	78,500.00	0.00	0.00	78,500.00	0.00
295-46510-3361 INS - GENERAL LIABILITY	125.00	0.00	89.11	35.89	71.29
295-46510-3430 MISCELLANEOUS	500.00	0.00	0.00	500.00	0.00
295-46510-3433 COALITION ASSMT	5,350.00	0.00	5,350.00	0.00	100.00
TOTAL SERVICES	84,475.00	1,316.74	6,755.85	77,719.15	8.00
<u>CAPITAL OUTLAY</u>					
<u>DEBT PAYMENTS</u>					
TOTAL ECONOMIC DEVELOPMENT AUTH	121,780.00	3,655.15	23,151.43	98,628.57	19.01
=====					
TOTAL EXPENDITURES	121,780.00	3,655.15	23,151.43	98,628.57	19.01
=====					
<u>OTHER FINANCING USES</u>					
TOTAL EXPENDITURES & OTHER FINANCING (USES)	121,780.00	3,655.15	23,151.43	98,628.57	19.01
=====					
REVENUE & OTHER SOURCES IN EXCESS (DEFICIT) OF EXPENDITURES & OTHER (USES)	2,671.00	(3,655.15)	(21,297.20)	23,968.20	797.35-
=====					

City Attorney
 Presentation

*** END OF REPORT ***



Brainerd Lakes Area
ECONOMIC DEVELOPMENT
Corporation

We're ready. Let's grow!

**AGREEMENT FOR PROFESSIONAL SERVICES
BY AND BETWEEN THE BRAINERD EDA
AND
THE BRAINERD LAKES AREA
ECONOMIC DEVELOPMENT CORPORATION**

FOR CALENDAR YEAR 2019

Whereas, the Brainerd EDA desires to actively implement an ongoing program to assist in the retention and support of its existing business community, promote the location of new businesses in the community, and support economic development in Crow Wing County; and

Whereas, the Brainerd Lakes Area Economic Development Corporation (BLAEDC), a private non-profit organization created "To Expand Business, Build Community, and Grow Jobs in Crow Wing County", has established a comprehensive program to accomplish this mission;

Therefore, the Brainerd EDA does hereby enter into this agreement with the Brainerd Lakes Area Economic Development Corporation.

I. SERVICES

BLAEDC does hereby agree to provide the following services on behalf of the Brainerd EDA:

- a) BLAEDC agrees to provide a focal point for economic development in the Brainerd area, to assist businesses and industry with their site location needs, provide financial packaging services, and business planning assistance. BLAEDC will provide these services in cooperation with others such as the Brainerd office of the Small Business Development Center.
- b) BLAEDC will provide community services and marketing programs throughout the year to fulfill its mission to expand the tax base and increase employment.

- c) With respect to the BLAEDC funds spent on activities and projects within or related to Brainerd, BLAEDC agrees to prioritize its expenditures by focusing primarily on the revitalization of Brainerd's central business district, and secondarily on Brainerd's industrial lots as well as enhancing existing and attracting new commercial, industrial and health care partners to the City.
- e) BLAEDC does hereby agree to maintain an office within the Brainerd Lakes area to conduct its services under this contract.
- f) BLAEDC will provide reports every other month to the Brainerd EDA and Brainerd City Council on the activities and progress to fulfill the services identified above. The reports shall contain sufficient detail concerning BLAEDC's activities for the Brainerd EDA to understand and assess the nature, extent and success of BLAEDC's efforts undertaken pursuant to this contract. The specific data to be included in the reports shall be determined by agreement between the BLAEDC Representative and the City Administrator.
- g) A BLAEDC representative will attend all Brainerd EDA meetings except as otherwise requested by the Brainerd EDA.

II. TERM OF CONTRACT

The term of this contract shall be one year, commencing January 1, 2019, and terminating on December 31, 2019.

This contract may be modified, amended or terminated upon the mutual agreement of the parties in writing and fully executed by both parties. If either party desires to modify, amend or terminate this contract, it shall give written notice of such intent to the other party not less than 30 days prior to the date such modification, amendment or termination shall take effect.

III. COMPENSATION

Services Relating to Accomplishing Our Mission

The Brainerd EDA agrees to pay BLAEDC **\$47,200** for these services, payable in payments of **\$23,600** on or about **July 1, 2019** and **December 1, 2019**.

Additional Services Including Retail Related projects

The Brainerd EDA agrees to pay BLAEDC **\$11,950** for these services, payable in payments of **\$5,975** on or about **July 1, 2019** and **December 1, 2019**.

IV. REPRESENTATION

- a) The Brainerd EDA does hereby acknowledge that BLAEDC will be conducting similar and complimentary services throughout the 1,000 square miles of Crow Wing County. This acknowledgment recognizes that when BLAEDC successfully helps a company expand or locate in Crow Wing County, it ultimately helps the community of Brainerd. Depending on the locality of the business, there could be employment opportunities for residents in your area and increased spending with local businesses. With the expansion of the economic base of Crow Wing County, it enables the community to stabilize and hopefully lower property taxes, and allow an expansion and enrichment of community amenities such as parks, service programs and the like.
- b) Each party to this agreement binds himself and his partners, successors, executors, administrators, and assigns to the other party of this agreement and to the partners, successors, executors, administrators, and assigns of such other party, in respect to all covenants of this agreement. Except as above, neither party shall assign, sublet, or transfer his interest in this agreement without the written consent of the other. Nothing herein shall be construed as creating any personal liability on the part of any officer or agent of any public body which may be party hereto, nor shall it be construed as giving any rights or benefits hereunder to anyone other than the parties to this agreement.

IN WITNESS WHEREOF, the parties have executed this agreement in the Brainerd EDA, Minnesota on this 6th day of December 2018.

BRAINERD EDA

BRAINERD LAKES AREA
ECONOMIC DEVELOPMENT
CORPORATION

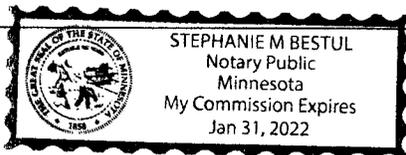
[Signature]
By Its Mayor

[Signature]
By Its President
Janelle Riley

ATTEST:

[Signature]
Its

[Signature]
BLAEDC Representative
Sheila Wasnie Haverkamp



AGREEMENT TO SUPPORT ENHANCED ECONOMIC
DEVELOPMENT MARKETING ENDEAVORS (20/20)

FOR CALENDAR YEAR 2019

Whereas, the Brainerd Lakes Area Economic Development Corporation (BLAEDC), has established a comprehensive work plan guided by community and industry representatives, to enhance its economic development program. This enhanced effort will require community wide support plus additional financial resources to implement. BLAEDC will secure additional funding from business and industry, as well as requesting local units of government to support this program, and

Whereas, the Brainerd EDA desires BLAEDC to continue this enhanced economic development program and will provide funding in 2019, as well as consider funding in future years,

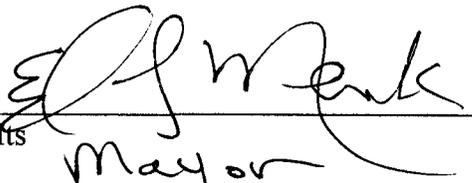
Enhanced Economic Development Marketing Endeavors (20/20)

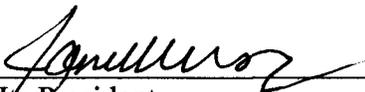
Therefore, the Brainerd EDA agrees to pay BLAEDC **\$19,350** for these services in 2019, payable in payments of **\$9,675** on or about **July 1, 2019** and **December 1, 2019**.

IN WITNESS WHEREOF, the parties have executed this agreement in the Brainerd EDA, Minnesota on this 6th day of December, 2018.

BRAINERD EDA

BRAINERD LAKES AREA
ECONOMIC DEVELOPMENT
CORPORATION

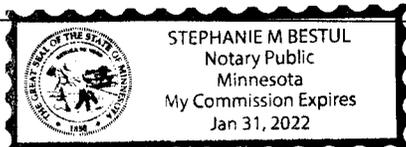

By Its
Mayor


By Its President
Janelle Riley

ATTEST:


Its


BLAEDC Representative
Sheila Wasnie Haverkamp



Addendum to 2019 BLAEDC and Brainerd Contract

1. Provide a Focal Point for Economic Development:

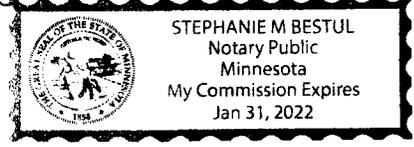
BLAEDC, during the one-year term of this agreement, will:

- a. Document and provide to the City notation of all contacts with developers or individuals through e-mail, phone contact, personal visits and correspondence, any of which BLAEDC determines to be intentions to bring to, or expand a business/manufacturing firm/processing facility/storage space/hospitality industry/medical facility within the Brainerd EDA and throughout Crow Wing County; the City recognizes, until such time that public announcement is appropriate and/or legal, that contact information will remain confidential in order to protect the identities of prospective investors
 - b. Document the number of requests for assistance to plan, seek financing, acquire property or seek any publicly-offered financing assistance for retail projects in the City
- 2.
- a. Provide to the City a sample financing proposal to indicate the manner and method of offering a financing mechanism for applicants
 - b. Document "major business planning assistance" efforts provided to individuals or firms which require attention beyond a nominal inquiry regarding opportunities to invest in Brainerd and Crow Wing County
- 3.
- a. Provide access to the City to use any BLAEDC marketing materials and efforts
 - b. Provide to the city a report of the past year's marketing efforts

Ed Mark
Brainerd Mayor

J.B. J.
BLAEDC

Stephanie M Bestul



City Staff time spent on EDA topics since January 1

Administrative Support – 1.5 to 2.5 hours per meeting for minutes plus meetings = estimated at 6 hours since January

Finance Director – 2 hours per month for bookkeeping type activities and 2 hours for meetings every other month.

City Administrator – averages 6-8 hours per week, some weeks more and some less.

Total approximate hours of 210 hours

City Engineer – less than 20 hours

Community Development Director – Approximately 65 hours (averages around 1-2 hours per week)

Building Official – Approximately 40 hours (project specific – variable)



City of Brainerd Economic Development Authority Proposal for Planning Retreat • (draft v1)

Purpose

The purpose of this proposal text is to describe a process designed to guide and assist the City of Brainerd EDA through the analysis and problem-solving necessary to build on current successes, refine vision, mission, identify priorities & detail necessary for goals.

Proposal Design & Plan

This proposal has been developed to provide a systematic method for the City of Brainerd EDA through the refinement of the organizational strengths & issues, vision, and development of priorities with detail necessary for city leadership staff.

The retreat proposed has been used extensively with public & private organizations, including governmental, business & educational entities. This retreat system will allow participants to quickly examine & refine the organizational vision, mission priorities and develop workplans where needed.

Development & Delivery of Retreat Project

1) Pre-Retreat Activities

- A) Telephone calls with all participants in advance
- B) Draft agenda developed & presented to EDA representative(s) for edits and/or approval prior to session

2) Retreat Sessions

The session agendas may be refined, but are expected to be developed with the following items:

- **Retreat Session**

- A) Briefly review calls, meetings & pertinent EDA history
- B) Briefly review outcomes & products from recent initiatives
- C) ID recent successes & issues
- D) ID vision & mission
- E) ID & specifically discuss near-term priorities

- F) Benchmark each priority
- G) ID next steps: roles, responsibilities & deadlines
- H) Evaluate the session

3) Post-Session Work

- A) We prepare & e-mail all products from the sessions
- B) Follow-up Planning Videos e-mailed at:
 - one week
 - one month
 - two months
 - three months
 - six months
 - one year
- C) FaceTime & phone calls as needed for follow-up

Outcomes/Products

It is anticipated that all work will be completed within the retreat and that the work products will include e-mailed copies of:

- 1) Consensus re: past successes and history to date
- 2) A refined vision & mission (if edited)
- 3) A list of organizational priorities
- 4) Benchmarks for priorities
- 5) All necessary roles, responsibilities & deadlines
- 6) All session evaluations

About the Proposer

Dr. Bruce Miles is the owner & CEO of the Big River Group, LLC. He has also been an Assistant Professor & taught Graduate & Doctoral coursework in the areas of leadership, research, planning, finance & personnel. He is a national-level presenter and trainer in the areas of strategic planning, organizational improvement, organizational conflict, & difficult employees.

Bruce has worked as a consultant for the past thirty-five years and works with more than 8,000 participants/110 organizations each year in the areas of:

- Strategic "Chainsaw" planning
- Workplace climate issues
- Leadership training
- Personnel selection & onboarding
- Resistant employees
- Differentiated coaching
- Succession Planning
- Reducing organizational conflict
- Followership training
- Hiring & firing
- Sales management / training
- 360-Feedback projects

Recent clients & organizations include:

- City, county & regional governments
- Businesses & manufacturers
- Medical practices, hospitals and related organizations
- Financial service organizations
- Law firms
- School districts, colleges and universities
- Educational Service Cooperatives
- Nonprofit agencies & service providers
- Interagency family service and mental health collaboratives
- Monks
- Hockey Teams

Bruce can be reached @ (800) 500-7017 (office) 320-260-2612 (cell), by e-mail at bruce@bigrivergroup.com, or on his website at www.bigrivergroup.com.