

**City Council Retreat Agenda
Swift County Benson Health Services Meeting Room
January 25-26, 2019**

City of Benson Mission Statement

Benson is a forward looking community that values public safety,
Quality of life and treats people with dignity and respect.

FRIDAY, JANUARY 25, 2019

- 5:00 P.M. Welcome, Review Agenda, Dinner
- 5:30 P.M. Staff Review
- 6:00 P.M. City Council Discussion

SATURDAY, JANUARY 26, 2019

- 8:00 A.M. Working Breakfast
- 8:15 A.M. Review Hospital Plan
Review School Plan
Review County Plan
- 10:00 A.M. City Council Discussion
- 10:30 A.M. Conference Call, Brightmark Energy
- 11:45 A.M. Adjourn

**CITY COUNCIL RETREAT
JANUARY 25-26, 2019
SUGGESTED TOPICS FOR DISCUSSION**

1. BME Project
 - Utility Requirements
 - Economic Development Proposal
 - Xcel Purchase
2. Gustie's Road
3. MRES Transmission Line Expansion
4. City Hall Project
5. Elevator Demolition
6. Water & Wastewater Plant Permits/Project
7. Industrial Park South Project
8. Strategic Planning Proposal & Marketing
9. Housing
10. Alumni Grant – Hospital
11. Others?

To: Rob Wolfington, City Manager
From: Glen Pederson, Director of Finance
Re: Council Retreat Info
Date: January 16, 2019



Rob,

Attached is cash and debt service information for distribution at the city council retreat to be held on the 25th and 26th of January.

Page 1 This is a cash on hand report as of the end of the year. It is divided into the appropriate classes of Funds and gives a 5 year history.

Page 2 is a copy of a page from the 2017 Management Letter received from our auditors. I've noted the debt burden note and updated it with the numbers that will be in the 2018 Management Letter. We continue to have a ratio that is less than half of what would be considered high for a city of our size.

Pages 3-11 are the active debt service schedules and highlighted payments due for payable 2019. I wanted to point out that the golf club sprinkler bonds on page 3 and the Water and Sewer bonds on page 6 have their final payments scheduled for February 1st of 2020. I bring this up now because new bonds to replace these could be issued in 2019 to take their place. The golf club sprinkler bonds were part of our 5 year capital improvement plan which includes the Armory and New City Hall proposals. Dan is aware of the Water and Sewer debt reduction and is currently thinking about whether it would be better to issue new debt or take the freed up cash flow to be used for smaller annual projects.

Page 12 is a graphical presentation of the general obligation debt service schedules.

Page 13 is a graph of the Water department debt service schedules.

Page 14 is what it might look like if we issued replacement bonds for the water department in 2020 and another issue in 2025.

Page 15 is a graph of the Sewer department debt service schedules.

Page 16 is what it might look like if we issued replacement bonds for the sewer department in 2020 and another issue in 2025.

FUND NAME	ENDING 2013	ENDING 2014	ENDING 2015	ENDING 2016	ENDING 2017	ENDING 2018
GENERAL OPERATING FUNDS						
GENERAL FUND	1,097,959.93	1,479,571.94	1,553,678.44	1,501,672.54	1,516,145.96	1,432,537.44
LIBRARY FUND	76,401.34	40,472.53	49,700.84	52,649.26	62,778.76	58,204.81
LIBRARY ENDOWMENT FUND	22,714.63	22,714.99	19,532.99	19,532.95	19,533.93	19,887.21
PERPETUAL CARE CEMETARY	83,599.53	85,089.83	86,210.06	90,000.55	91,131.48	92,679.74
GENERAL CAPITAL OUTLAY FUND	527,711.29	625,789.09	669,174.96	482,094.03	774,885.47	991,065.07
CONCRETE PROJECTS FUND	56,742.92	64,462.49	75,962.47	93,333.28	92,607.54	58,684.28
STORM WATER FUND	57,595.64	96,577.25	45,968.93	97,277.24	123,438.61	100,128.77
TOTAL GENERAL REVENUE CASH	1,922,725.28	2,414,678.12	2,500,228.69	2,336,559.85	2,680,521.75	2,753,187.32
BOND FUNDS						
G.O. BONDS 2014A (STREET/GOLF)		792,342.28	55,619.28	69,570.87	75,333.96	79,705.16
G.O. BONDS 2012A POOL REFUNDING	84,757.33	87,998.48	94,526.05	91,881.10	99,422.47	103,247.85
G.O. CAPITAL IMPROVEMENT '17B					29,323.82	11,780.91
TOTAL BOND FUNDS	84,757.33	880,340.76	150,145.33	161,451.97	204,080.25	194,733.92
ECONOMIC DEVELOPMENT						
SMALL CITIES GRANT FUND 2005	55,504.08	59,675.27	62,768.51	67,612.31	68,430.57	66,014.85
SMALL CITIES GRANT FUND 2009	23,307.59	35,232.59	40,100.40	44,411.88	48,445.20	51,782.76
SMALL CITIES GRANT FUND 2011	8,778.00	8,778.00	8,778.00	8,778.00	8,778.00	8,778.00
SMALL CITIES GRANT FUND 2013						10,163.00
DEVELOPMENT DISTRICT	788.89	788.89	788.89	788.89	788.89	788.89
ECONOMIC DEVELOPMENT AUTHORITY	231,220.63	353,949.46	314,237.67	307,250.44	187,844.22	148,750.70
REVOLVING LOAN FUND	989,098.21	907,324.50	914,809.37	836,327.79	819,176.47	819,699.71
COMMUNITY DEV REVOLVING FUND	169,858.44	157,232.02	110,525.72	34,607.06	1,813.76	188.00
XCEL GRANT FUND						3,970,956.85
TOTAL ECONOMIC DEVELOPMENT	1,478,555.84	1,522,980.73	1,452,008.56	1,299,776.37	1,135,277.11	5,077,122.76
ENTERPRISE FUNDS						
WATER FUND	594,802.87	583,581.09	639,330.62	687,877.36	693,809.47	653,058.74
SEWER COLLECTION AND DISPOSAL	142,271.64	111,091.86	15,876.44	(29,218.38)	(6,667.09)	(25,765.30)
ELECTRIC FUND	3,104,231.88	3,310,846.74	3,337,122.58	3,415,245.58	3,299,856.67	3,417,096.22
TOTAL UTILITY FUND	3,841,306.39	4,005,519.69	3,992,329.64	4,073,904.56	3,986,999.05	4,044,389.66
GARBAGE COLLECTION FUND	125,894.36	135,912.90	145,039.03	139,358.86	149,274.84	160,214.64
LIQUOR FUND	186,903.90	207,720.90	208,601.78	264,441.71	249,968.26	245,612.70
TOTAL ENTERPRISE FUNDS	4,154,104.65	4,349,153.49	4,345,970.45	4,477,705.13	4,386,242.15	4,450,217.00
GRAND TOTAL CASH BALANCES	8,324,614.95	9,720,132.14	8,992,641.54	8,807,244.58	8,406,121.26	12,475,261.00

Without Xcel Grant Dollars \$8,504,304

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CITY OF BENSON, MINNESOTA

SCHEDULE OF FINDINGS ON INTERNAL ACCOUNTING ISSUES AND INTERNAL CONTROLS
DECEMBER 31, 2017

Current Year Recommendation:

RECOMMENDATION #1

We believe that the City should examine some financial performance indicators to properly gauge its performance and to help the Council make decisions related to the City's financial resources. Some of the most important are as follows:

	2015	2016	2017
<u>Debt Burden</u>	Ratio of gross debt less bonds fully supported from enterprise fund revenues over the estimated full value of taxable property:		
Bonded Debt	\$ 2,295,000	\$ 2,100,000	\$ 2,840,000
Market Value of Property	\$ 148,411,000 = 1.546%	\$ 151,174,892 = 1.389%	\$ 145,932,632 = 1.946%

2018
2,580,000
149,259,062 = 1.729%

Generally a debt burden ratio of more than 4.0 percent is considered to be high for a City in Benson's population range.

<u>Debt per Capita</u>	Ratio of gross debt less bonds fully supported from enterprise fund revenues over the City's population:		
Bonded Debt	\$ 2,295,000	\$ 2,100,000	\$ 2,840,000
Population	3,240 = \$708	3,240 = \$648	3,240 = \$877

<u>Net Operating Revenue per Capita</u>	Ratio of General Fund revenues, over the City's population:		
Total Revenue	\$ 3,692,120	\$ 3,593,147	\$ 3,597,355
Population	3,240 = \$1,140	3,240 = \$1,109	3,240 = \$1,110

<u>Percent of Intergovernmental to Total Revenue</u>	Ratio of General Fund intergovernmental revenue to total General Fund revenue:		
Intergovernmental Revenue	\$ 1,322,899	\$ 1,264,043	\$ 1,181,502
Total Revenue	\$ 3,692,120 = 35.83%	\$ 3,593,147 = 35.18%	\$ 3,597,355 = 32.84%

G.O. EQUIPMENT (GOLF SPRINKLER) BONDS OF 2014 (\$220,000)

YEAR	RATE	PRINCIPAL	INTEREST	TOTAL	AUTO LEVY	ACTUAL LEVY
2015		0	1,391	1,391	0	0
2016	0.70%	40,000	2,233	42,233	44,706	44,706
2017	0.80%	45,000	1,913	46,913	49,447	49,447
2018	1.05%	45,000	1,496	46,496	49,069	49,069
2019	1.30%	45,000	968	45,968	48,573	48,573
2020	1.50%	45,000	338	45,338	47,959	
TOTAL		220,000	8,337	228,337	239,754	191,795
BALANCE		90,000	1,305	91,305	96,532	

G.O. REFUNDING (SWIMMING POOL) BONDS OF 2012 (\$635,000)

YEAR	RATE	PRINCIPAL	INTEREST	TOTAL	AUTO LEVY	ACTUAL LEVY
2013	0.40%	60,000	10,067	70,067	71,211	71,211
2014	0.50%	60,000	7,670	67,670	70,896	70,896
2015	0.70%	60,000	7,310	67,310	75,705	75,705
2016	0.95%	65,000	6,791	71,791	69,807	69,807
2017	1.15%	60,000	6,138	66,138	74,332	74,332
2018	1.40%	65,000	5,338	70,338	73,377	73,377
2019	1.60%	65,000	4,363	69,363	72,285	72,285
2020	1.75%	65,000	3,274	68,274	71,090	
2021	1.90%	65,000	2,088	67,088	75,044	
2022	2.10%	<u>70,000</u>	<u>735</u>	<u>70,735</u>	<u>0</u>	
TOTAL		635,000	53,774	688,774	653,747	507,613
BALANCE		265,000	10,460	275,460	218,419	

G.O. CIP (STREET GARAGE) BONDS OF 2014 (\$600,000)

YEAR	RATE	PRINCIPAL	INTEREST	TOTAL	AUTO LEVY	ACTUAL LEVY
2015		0	6,288	6,288	0	0
2016	0.70%	0	10,728	10,728	69,014	69,014
2017	0.80%	55,000	10,508	65,508	68,552	68,552
2018	1.05%	55,000	9,999	64,999	67,946	67,946
2019	1.30%	55,000	9,353	64,353	72,445	72,445
2020	1.50%	60,000	8,545	68,545	71,500	
2021	1.75%	60,000	7,570	67,570	70,397	
2022	1.95%	60,000	6,460	66,460	69,169	
2023	2.10%	60,000	5,245	65,245	73,096	
2024	2.20%	65,000	3,900	68,900	71,594	
2025	2.35%	65,000	2,421	67,421	69,990	
2026	2.55%	65,000	829	65,829	0	
TOTAL		600,000	81,844	681,844	703,702	277,957
BALANCE		490,000	44,323	534,323	498,191	

G.O. CIP (POLICE DEPT) BONDS OF 2017 (\$995,000)

YEAR	RATE	PRINCIPAL	INTEREST	TOTAL	AUTO LEVY	ACTUAL LEVY
2018		0	16,786	16,786	0	0
2019		0	25,075	25,075	89,329	89,329
2020	2.00%	60,000	24,475	84,475	88,069	
2021	2.00%	60,000	23,275	83,275	86,809	
2022	2.00%	60,000	22,075	82,075	85,549	
2023	2.00%	60,000	20,875	80,875	84,289	
2024	2.00%	60,000	19,675	79,675	83,029	
2025	2.10%	60,000	18,445	78,445	86,956	
2026	2.10%	65,000	17,133	82,133	85,523	
2027	2.50%	65,000	15,638	80,638	83,816	
2028	2.50%	65,000	14,013	79,013	87,360	
2029	3.00%	70,000	12,150	82,150	85,155	
2030	3.00%	70,000	10,050	80,050	82,950	
2031	3.00%	70,000	7,950	77,950	85,995	
2032	3.00%	75,000	5,775	80,775	83,633	
2033	3.00%	75,000	3,525	78,525	86,520	
2034	3.00%	80,000	1,200	81,200	0	
TOTAL		995,000	258,114	1,253,114	1,284,980	89,329
BALANCE		995,000	241,328	1,236,328	1,284,980	

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G.O. WATER AND SEWER REVENUE BONDS 2009A

YEAR	RATE	WATER PRINCIPAL	WATER INTEREST	WATER TOTAL	SEWER PRINCIPAL	SEWER INTEREST	SEWER TOTAL	GRAND TOTAL
2010	2.00%	60,000	13,935	73,935	0	12,007	12,007	85,942
2011	2.00%	85,000	12,900	97,900	35,000	12,000	47,000	144,900
2012	2.00%	85,000	11,200	96,200	35,000	11,300	46,300	142,500
2013	2.00%	90,000	9,450	99,450	40,000	10,550	50,550	150,000
2014	2.50%	90,000	7,425	97,425	40,000	9,650	49,650	147,075
2015	3.00%	30,000	5,850	35,850	40,000	8,550	48,550	84,400
2016	3.00%	30,000	4,950	34,950	40,000	7,350	47,350	82,300
2017	3.50%	30,000	3,975	33,975	45,000	5,963	50,963	84,938
2018	3.50%	30,000	2,925	32,925	45,000	4,388	49,388	82,313
2019	4.00%	30,000	1,800	31,800	45,000	2,700	47,700	79,500
2020	4.00%	30,000	600	30,600	45,000	900	45,900	76,500
TOTAL		590,000	75,010	665,010	410,000	85,358	495,358	1,160,368
BALANCE		60,000	2,400	62,400	90,000	3,600	93,600	156,000

G.O. WATER AND SEWER REVENUE BONDS 2014A

YEAR	RATE	WATER PRINCIPAL	WATER INTEREST	WATER TOTAL	SEWER PRINCIPAL	SEWER INTEREST	SEWER TOTAL	GRAND TOTAL
2015		0	3,384	3,384	0	4,135	4,135	7,519
2016	0.70%	15,750	5,718	21,468	19,250	6,988	26,238	47,706
2017	0.80%	18,000	5,591	23,591	22,000	6,833	28,833	52,424
2018	1.05%	18,000	5,424	23,424	22,000	6,630	28,630	52,054
2019	1.30%	18,000	5,213	23,213	22,000	6,371	28,371	51,584
2020	1.50%	18,000	4,961	22,961	22,000	6,063	28,063	51,024
2021	1.75%	18,000	4,668	22,668	22,000	5,706	27,706	50,374
2022	1.95%	18,000	4,335	22,335	22,000	5,299	27,299	49,634
2023	2.10%	18,000	3,971	21,971	22,000	4,853	26,853	48,824
2024	2.20%	18,000	3,584	21,584	22,000	4,380	26,380	47,964
2025	2.35%	20,250	3,148	23,398	24,750	3,847	28,597	51,995
2026	2.55%	20,250	2,652	22,902	24,750	3,241	27,991	50,893
2027	2.88%	20,250	2,102	22,352	24,750	2,570	27,320	49,672
2028	2.88%	20,250	1,520	21,770	24,750	1,858	26,608	48,378
2029	2.88%	20,250	938	21,188	24,750	1,146	25,896	47,084
2030	2.88%	<u>22,500</u>	<u>323</u>	<u>22,823</u>	<u>27,500</u>	<u>395</u>	<u>27,895</u>	<u>50,719</u>
TOTAL		283,500	57,531	341,031	346,500	70,315	416,815	757,846
BALANCE		231,750	37,414	269,164	283,250	45,729	328,979	598,143

G.O. PFA SEWER REVENUE NOTES

YEAR	RATE	PRINCIPAL	INTEREST	TOTAL
2006	1.98%	188,000	161,299	4,059,976
2007	1.98%	193,000	136,111	3,915,201
2008	1.98%	196,201	77,462	3,719,000
2009	1.98%	200,000	73,636	3,519,000
2010	1.98%	204,000	69,676	3,315,000
2011	1.98%	208,000	65,637	3,107,000
2012	1.98%	212,000	61,519	2,895,000
2013	1.98%	216,000	57,321	2,679,000
2014	1.98%	220,000	53,044	2,459,000
2015	1.98%	225,000	48,688	2,234,000
2016	1.98%	229,000	44,233	2,005,000
2017	1.98%	234,000	39,699	1,771,000
2018	1.98%	238,000	35,066	1,533,000
2019	1.98%	243,000	30,353	1,290,000
2020	1.98%	248,000	25,542	1,042,000
2021	1.98%	253,000	20,632	789,000
2022	1.98%	258,000	15,622	531,000
2023	1.98%	263,000	10,514	268,000
2024	1.98%	268,000	5,306	0
TOTAL		4,296,201	1,031,360	
BALANCE		1,533,000	107,969	

G.O. PFA WATER REVENUE NOTES

YEAR	RATE	PRINCIPAL	INTEREST	TOTAL
2012	1.74%	76,460	30,873	3,215,920
2013	1.74%	156,000	53,888	3,059,920
2014	1.74%	159,000	52,186	2,900,920
2015	1.74%	159,920	50,350	2,741,000
2016	1.74%	162,000	47,666	2,579,000
2017	1.74%	164,000	44,849	2,415,000
2018	1.74%	167,000	41,997	2,248,000
2019	1.74%	170,000	39,093	2,078,000
2020	1.74%	173,000	36,136	1,905,000
2021	1.74%	176,000	33,128	1,729,000
2022	1.74%	179,000	30,067	1,550,000
2023	1.74%	182,000	26,955	1,368,000
2024	1.74%	185,000	23,790	1,183,000
2025	1.74%	189,000	20,572	994,000
2026	1.74%	192,000	17,286	802,000
2027	1.74%	195,000	13,947	607,000
2028	1.74%	199,000	10,556	408,000
2029	1.74%	202,000	7,095	206,000
2030	1.74%	206,000	3,582	0
TOTAL		3,292,380	584,016	
BALANCE		2,248,000	262,206	

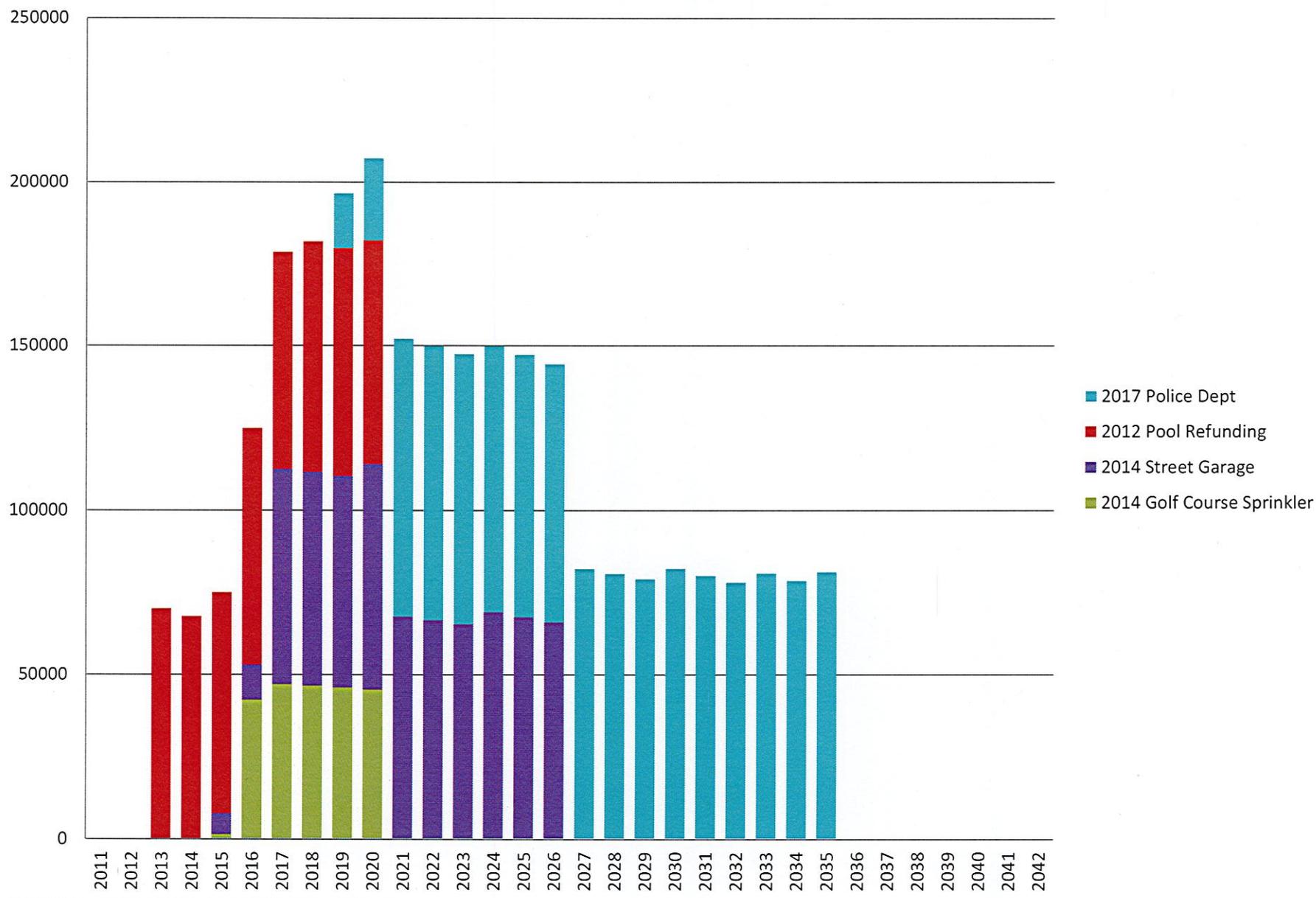
G.O. (ELECTRIC EQUIPMENT) BONDS OF 2012 (\$495,000)

YEAR	RATE	PRINCIPAL	INTEREST	TOTAL
2013	0.40%	0	8,478	8,478
2014	0.50%	50,000	6,583	56,583
2015	0.70%	55,000	6,265	61,265
2016	0.95%	55,000	5,811	60,811
2017	1.15%	55,000	5,234	60,234
2018	1.40%	55,000	4,533	59,533
2019	1.60%	55,000	3,708	58,708
2020	1.75%	55,000	2,786	57,786
2021	1.90%	55,000	1,783	56,783
2022	2.10%	60,000	630	60,630
TOTAL		495,000	45,811	540,811
BALANCE		225,000	8,907	233,907

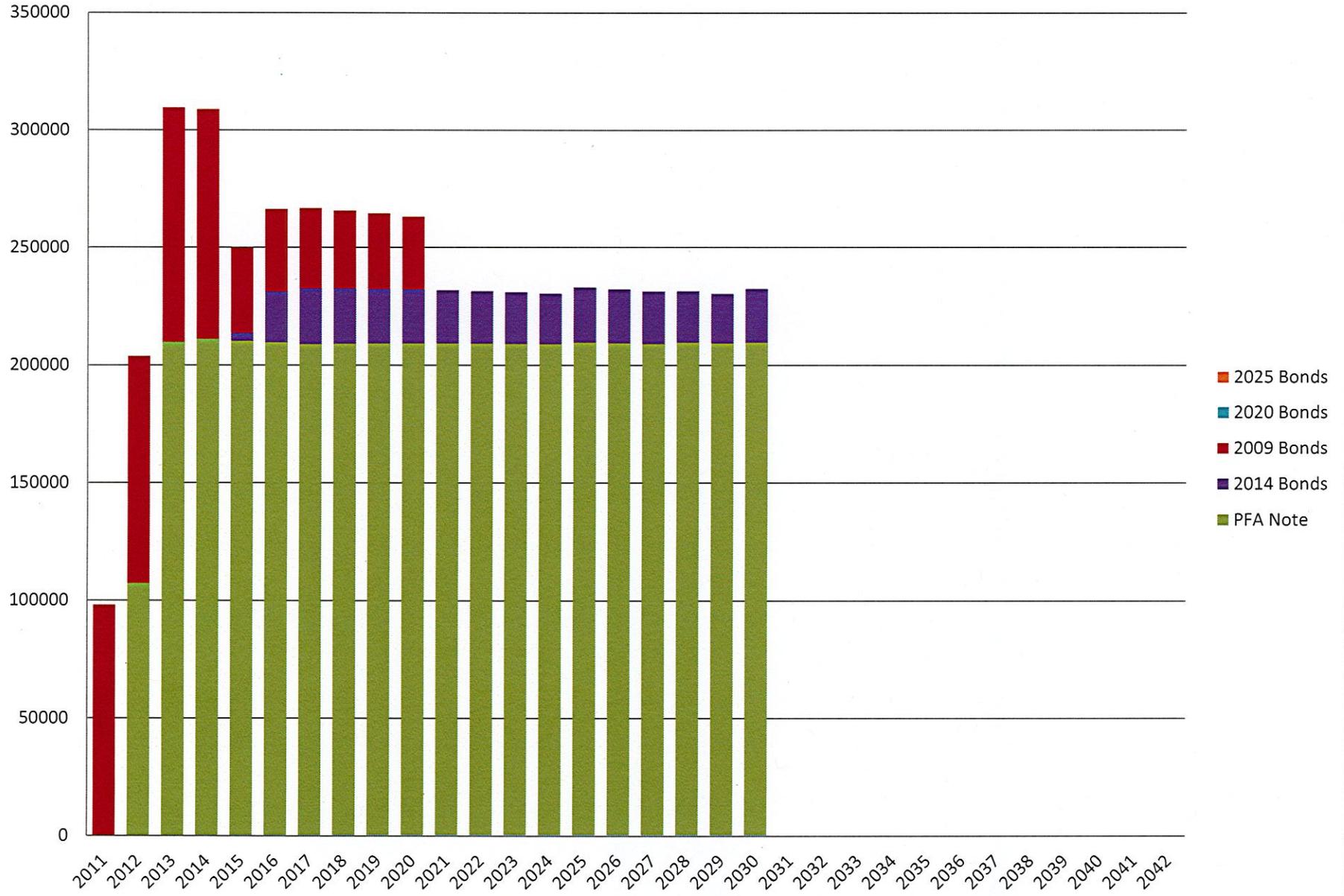
ELECTRIC REVENUE REFUNDING BONDS, SERIES 2017A

YEAR	RATE	PRINCIPAL	INTEREST	TOTAL
2018	2.39%	380,000	83,190	3,332,000
2019	2.39%	337,000	75,608	2,995,000
2020	2.39%	345,000	67,458	2,650,000
2021	2.39%	352,000	59,129	2,298,000
2022	2.39%	363,000	50,584	1,935,000
2023	2.39%	368,000	41,849	1,567,000
2024	2.39%	378,000	32,934	1,189,000
2025	2.39%	387,000	23,792	802,000
2026	2.39%	395,000	14,448	407,000
2027	2.39%	407,000	4,864	0
TOTAL		3,712,000	453,855	
BALANCE		3,332,000	370,665	

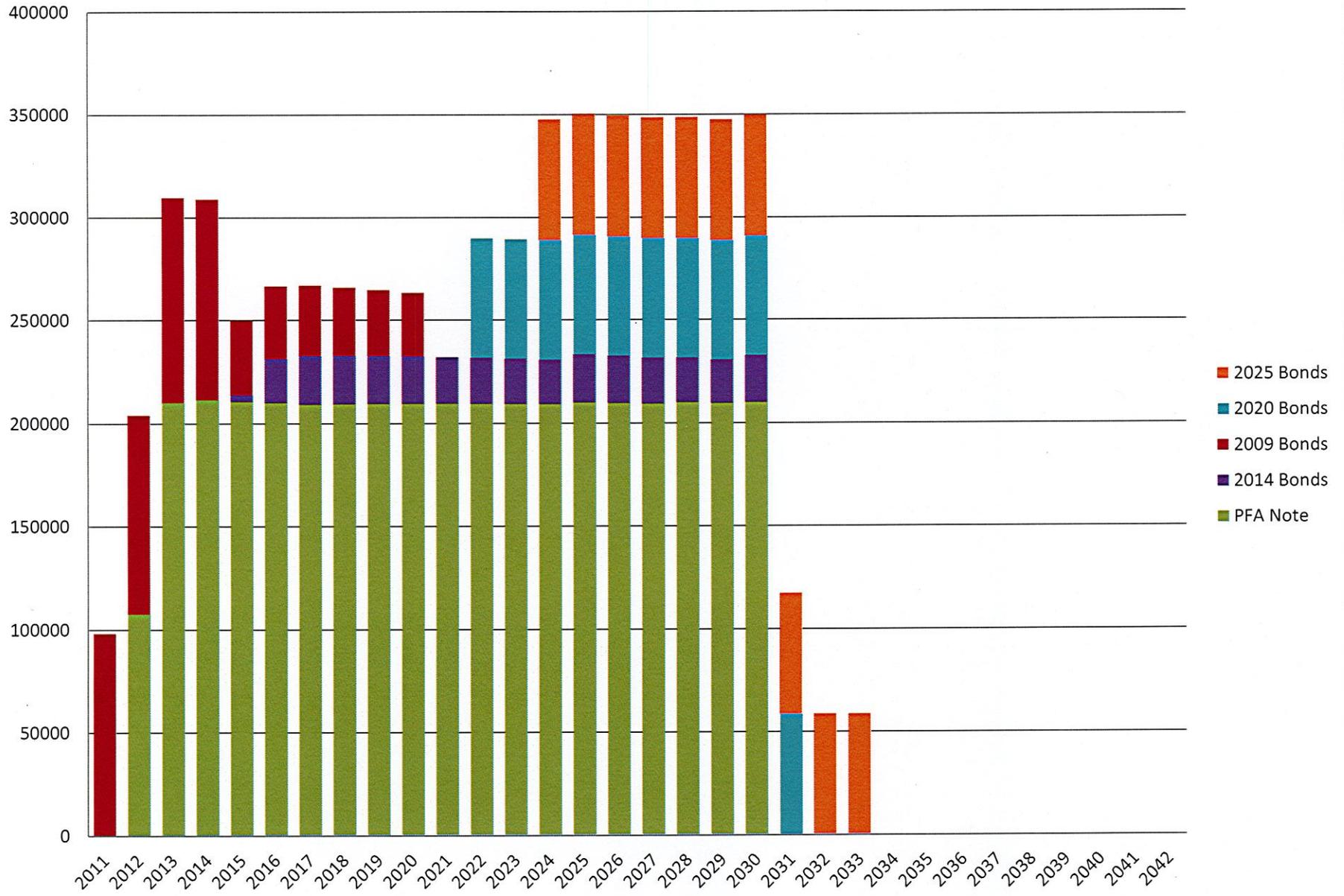
Benson G.O. Debt Service



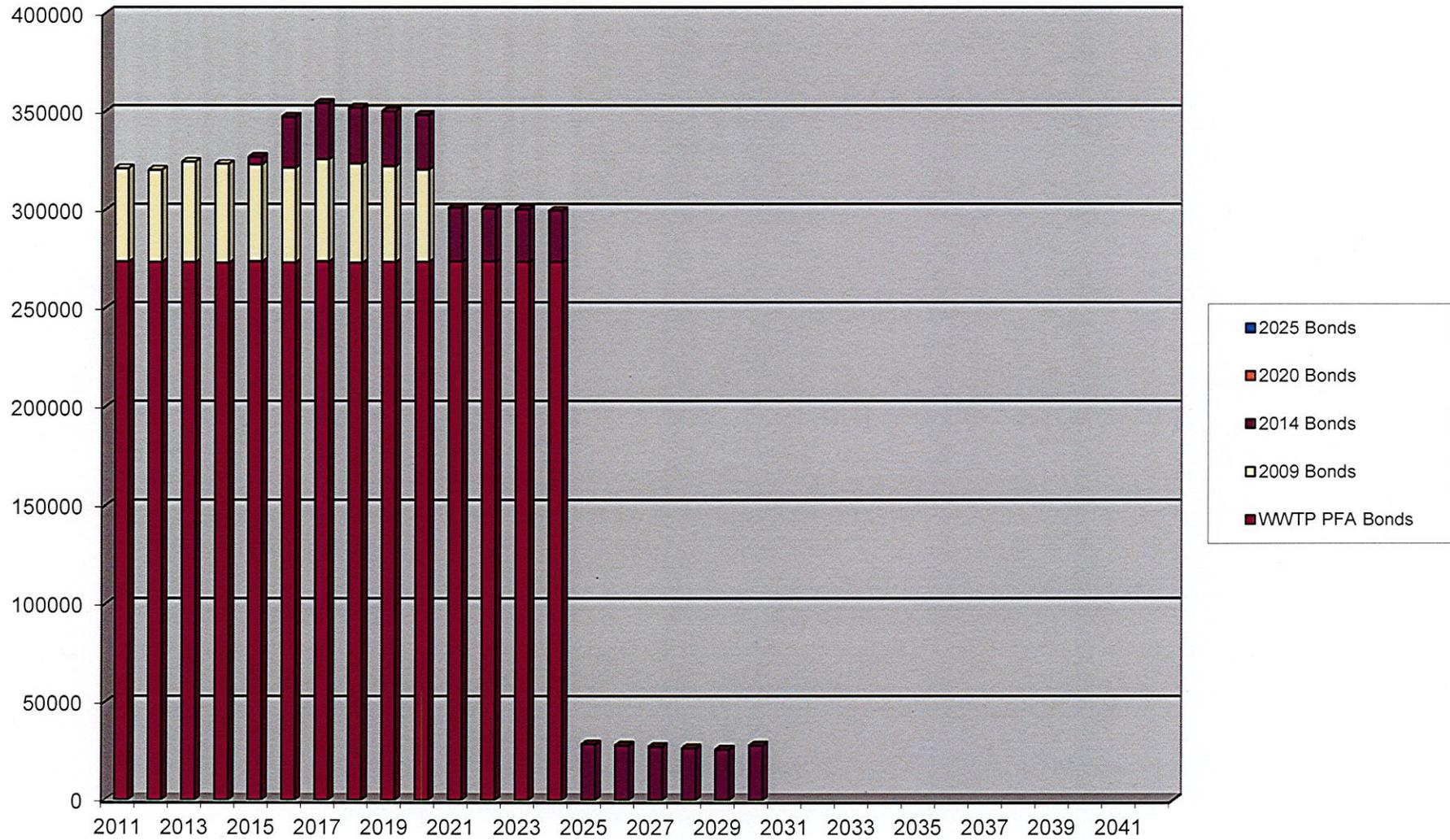
Water Debt



Water Debt

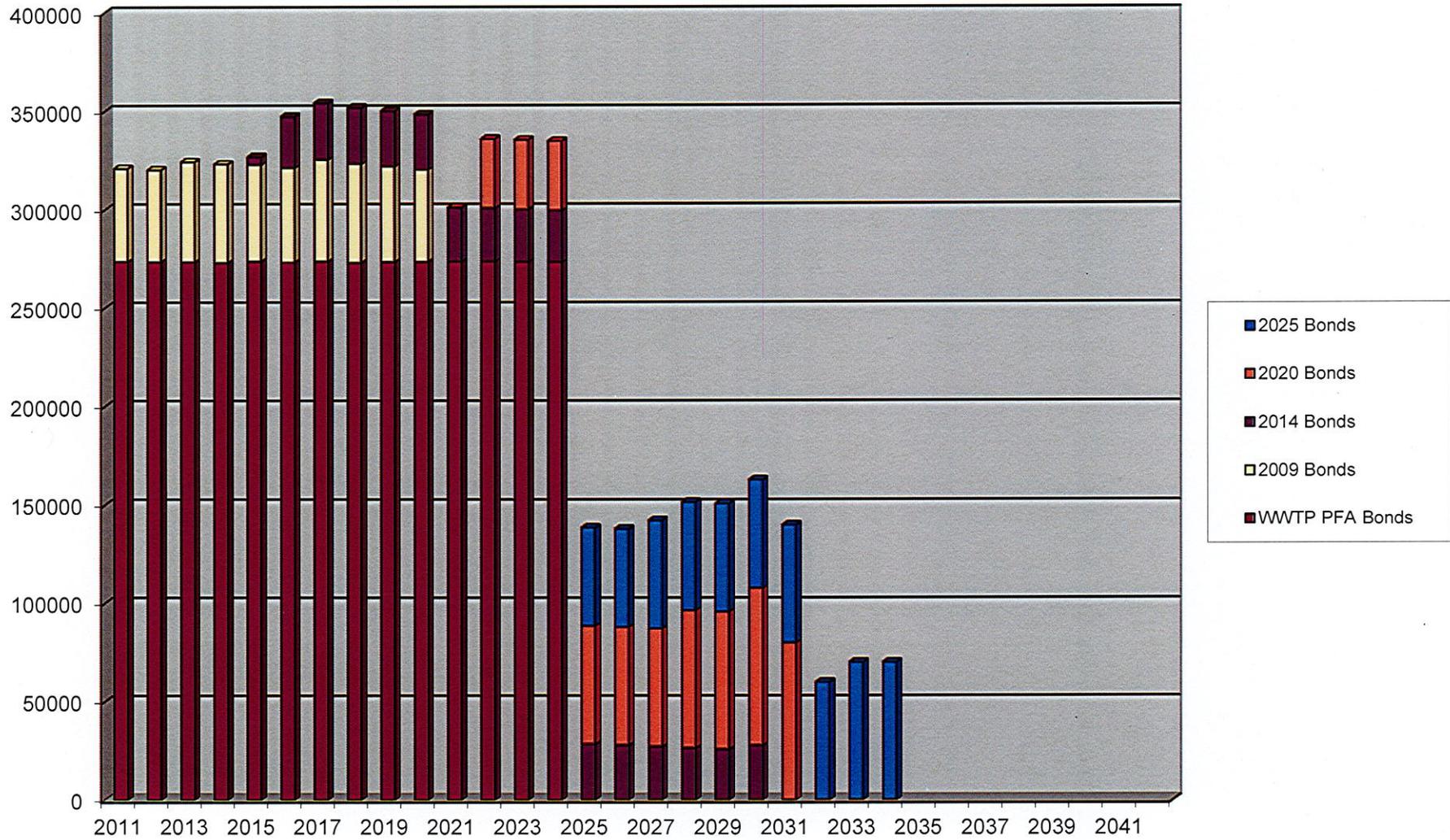


Sanitary Sewer Debt



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Sanitary Sewer Debt

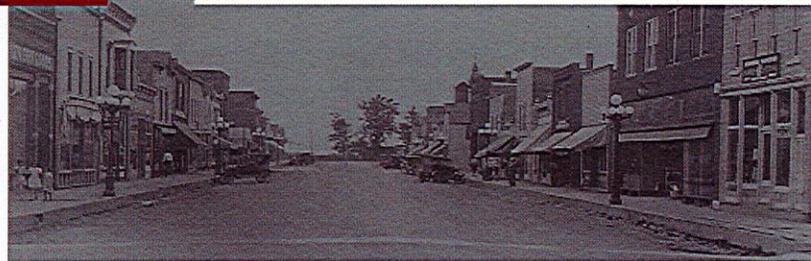


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DWA Consulting Team

CO-CREATION STRATEGIC PLANNING

Benson, MN





"If you don't know where you're going,
any road will get you there..."

- MAD HATTER, ALICE IN WONDERLAND

BENSON, MN
2018-19



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What we're going to achieve together

1. Create a Strategic Plan for the Community of Benson that reflects the wishes of the community

Objectives include creating a strategic plan and engaging the community to embark on the journey of making their dream for the future of Benson a reality.

While cities are required to have a strategic plan, most city plans sit on a shelf and the community believes it's the job of the city's employees to accomplish the plan. By working together we will create an understanding of what the community wants for the future of Benson and we will prioritize goals and create the roadmap to make that vision come to fruition.

2. Engage the Community Members of Benson

By creating an inclusive process of gathering input we will engage all members of the Benson community—bringing together city officials and citizens to create a strategic plan that reflects their mutual goals and builds the shared vision that allows community members and government officials to work together to make their dream for the future of Benson a reality.



Strategy

There are people choosing to move to your town for what you are today and what you

will be -- not what you were.

- Ben Winchester



BENSON, MN
2018-19



Key Findings

Ben Winchester, research fellow with the University of Minnesota Extension, has researched the changing face of rural communities in Minnesota. Here are the key research findings.

People migrate to rural communities for

1

A SIMPLER LIFE

2

SAFETY & SECURITY

3

AFFORDABLE HOUSING

4

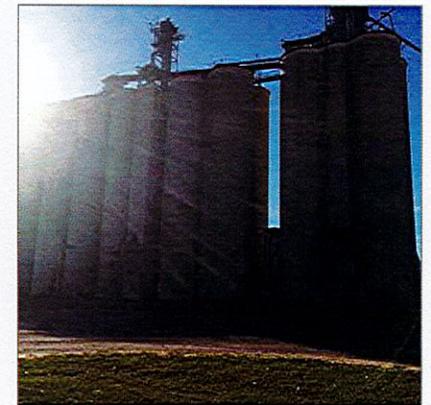
OUTDOOR RECREATION

5

QUALITY SCHOOLS

The population of residents ages 30-49 years old has increased in rural Minnesota counties. These newcomers have significant education, skills, connections, spending power and children. Communities can work together to attract newcomers and create a quality of life that all residents enjoy.

Learn more at <https://extension.umn.edu/economic-development/rural-brain-gain-migration>.





Mission & Vision

BENSON, MN
2018-19

Our mission is to use our skills to create a road map for citizens and local governments so that they can create a community where all people have the opportunity to live healthy, meaningful and connected lives.



As the saying goes, "if you don't know where you're going, any road will get you there" -- this process offers an alternative to that future. It's our belief that what communities (cities, counties, regions) need to do is to stop seeing themselves merely as providers of services and begin to see themselves as co-creators of healthier people and communities. We believe this shifts the focus from how to provide services and at what cost to thinking about people's needs and wants in order to work together to create better, healthier communities where people want to live and work.

No city or county can accomplish alone what citizens working together can create.

Our team will lead the community through a collaborative and strategic process to help identify a road map that leads to what they want their community to look like in the future. Using a number of tools, demographic information, surveys, focus groups of key stakeholders and open opportunities for community members to submit their ideas of what they want the community to look like in the future, "destinations" will be identified and a road map will be created for getting to the future the community desires. Typically, this roadmap includes now, near and far destinations/goals that recognize every community needs a focus that includes the immediate and the near (1-3 years) and the more future-oriented "far."

Parts of a Whole

BENSON, MN
2018-19

It's true that planning can be done in silos and many organizations do it—a city plan, a county plan, a regional plan. But it's also true that no city or county or region has the resources (people as much as time and money) to accomplish what working together can create. Creating a plan that reflects the wishes of all a communities' stakeholders builds the energy and support and focus for creating a community where people want to live and work because it reflects their desires and they helped create it.

According to Wikipedia, co-creation: "brings different parties together (for instance, a company and a group of customers), in order to jointly produce a mutually valued outcome." In this instance, co-creation brings together the communities' stakeholders to determine what they wish for the place they call home—be that a vibrant economy or affordable housing or a robust educational system. Simply put, this approach determines and prioritizes a community's mutually valued outcomes and creates a roadmap for getting to those outcomes by working together.

What is co-creating?

co-creating brings different parties together (for instance, a company and a group of customers), in order to jointly produce a mutually valued outcome.

source: wikipedia.com



Phase One

This is a two phase proposal. In the first phase, we will conduct research and gather data from the citizens of Benson regarding their wishes for the community. We will hold two community workshops to identify three or four key goals for Benson over the next one to five years and clarify the next steps for achieving this vision for the community. This includes three days of design work (methods for gathering input, creating surveys, agendas for community meeting, etc.), 1 day for a pre-meeting, 2 days for interviews with key leaders and focus groups, 2 days for community meetings.

Phase One Duration: Approximately 6 months

BENSON, MN
2018-19

Purpose for community meeting 1:

Identify 3-4 goals for Benson over the next 1-5 years and to identify next steps for achieving this vision.

Outcomes

- Identify 3-4 priority goals for the future of Benson
- Insure each participant has an opportunity for full engagement in the process
- Develop a clear understanding of next steps
- Develop an increased sense of community & community pride
- Create a contagious and positive environment for change

Purpose for community meeting 2:

Review the 3-4 goals from community meeting 1. Identify champions, discuss barriers and resources, determine the outcomes, identify action steps for each goal. Gain commitment from each person there.

Outcomes

- Identify goal champions
- Understand barriers & resources
- Determine desired outcomes & how it will improve the health of Benson
- Identify action steps for each goal
- Create a contagious and positive environment for change

This is a two phase proposal. Phase one will consist of research and goal development through engaging the community.

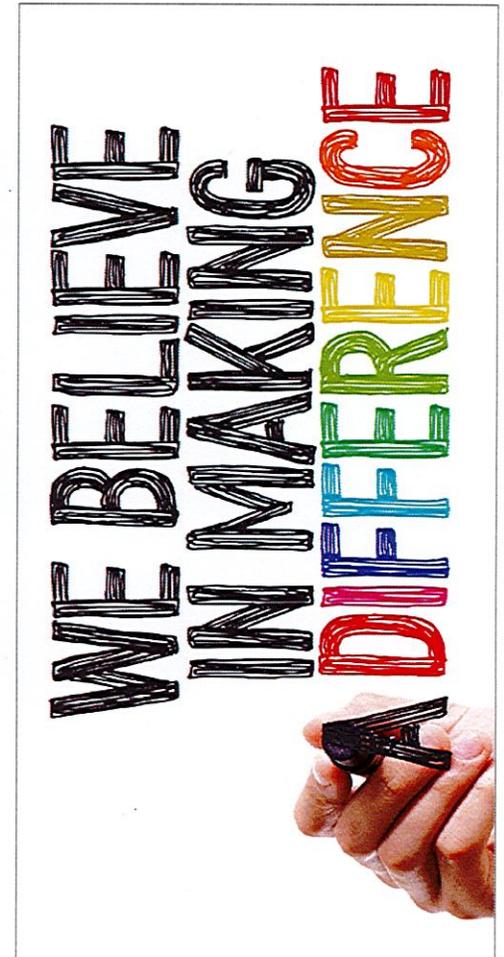


Phase Two

BENSON, MN
2018-19

Phase Two Duration:
Approximately 12 Months

- Facilitate leadership team meetings and outcomes for established criteria and strategies to achieve benchmarks
- Facilitate the design & implementation of a marketing plan
- Development of promotional materials
- Coach & assist in the development of identified goals from Phase 1
- Advise on budget and fund development
- Assist with communication and public relations including but not limited to stakeholder meetings, speak at invited presentations, etc
- Provide ongoing coaching to the leadership committee
- Provide feedback and evaluation reports to the leadership committee
- Provide a facilitator and assist in the planning of community events throughout the year (Up to 4 events within 12 month time frame included. Additional on location support available upon request.)



Share your work with the greater community

Our Team

Douglas Allen

Dr. Douglas Allen retired after 36 years in higher education, a career that took him from teaching at North Dakota State University to serving for 14 years as the President of Ridgewater College (a multi-campus comprehensive community and technical college) in west central Minnesota. Doug believes passionately in the value of education and the future of rural communities.

As a facilitator in Blandin's Community Leadership Program since 2008, Doug has been working with community leaders across Minnesota interested in making their communities better places to live and work.

Doug holds a doctorate in Educational Leadership from the University of St. Thomas, a Master's Degree in American Literature and a Bachelor's Degree in Sociology from South Dakota State University.

He currently serves on the Board of Carris Health, a subsidiary of CentraCare, and is a trustee on the Board of the Minnesota Hospital Association.

Mary Jo Wimmer

Mary Jo Wimmer has been providing direction, problem-solving and leadership development to businesses, non-profits and communities in rural Minnesota for 30 years.

As a Senior Trainer and design team member for the

Blandin Foundation's Community leadership programs and a certified facilitator with the Anderson Center, she's dedicated her professional life to serving and strengthening rural communities.

Mary Jo holds a Master's Degree from Michigan State University in Adult and Extension Education and a Bachelor's Degree from the University of Minnesota in Vocational Agriculture and Animal Science.

She currently volunteers in her community at the Grand Rapids Area Library and as a member of the Grand Rapids Human Rights Commission.

Claire Meyers

Claire Meyers has spent her career in sales and marketing working with businesses and non-profits and helping them tell their story.

Claire brings over 15 years of experience in marketing to the clients she works for. She brings a passion for development and engagement with her and uses her skills through her non-profit work as well.

The recipient of 2016 Redwood Falls Chamber Rising Star Award, 2015 graduate of University of Minnesota Extension's ULAA cohort, 2015 Redwood Area Blandin Program and Program Coordinator of LINC Redwood County, Claire is engaged in her community and works to improve life for those around her.

Heather Koffler

Heather Koffler has a passion for helping businesses, non-profits and other entities engage their followers and reach their goals.

Graduating from St. Cloud State University with a bachelor's in Marketing, Heather began her journey of helping entities share their stories in the community of Redwood Falls, Minnesota.

She currently works to strengthen the communities she lives and works in part by serving on the steering committee for LINC Redwood County as well as volunteers her time with a number of organizations and communities in Southwestern Minnesota.



Working Agreement



Working agreements are a short list of ground rules. They describe what the expectations are for how the group will work together. Creating and enforcing ground rules early on can create a safe, friendly meeting environment and can help achieve the purpose of the gathering. Effective ground rules help build group trust and manage problems before and as they occur.

The best ground rules come from members themselves to meet the particular needs and challenges of the group. This working agreement will be created together to ensure that we have a clear understanding of when the work will be completed, who will do the work and how the work will be done.

Pricing and payment terms will be discussed at an in person meeting between DWA Consulting and representatives from Benson.





RENEE JONES SCHNEIDER - STAR TRIBUNE

There was a full crowd in the chambers and overflow rooms during a public hearing on the 2040 Comprehensive Plan.

Minneapolis neighbors gather for latest chance to weigh in on 2040 comprehensive Plan

The public hearing held by the City Council, among the final steps in a contentious process, went on for nearly five hours.

By Miguel Otárola Star Tribune

NOVEMBER 15, 2018 — 12:41AM

Minneapolis residents were again split on their views of the city's long-range plan Wednesday night at City Hall, with many looking to address the intracity division they felt it has created.

Some at the public hearing, which stretched over almost five hours, criticized Council Member Phillippe Cunningham over comments he made the day before that sharply singled out critics from southwest Minneapolis.

Yet many who opposed the plan said the overall discussion of the 2040 Comprehensive Plan, which lists the city's priorities over the next two decades, had turned neighbors against each other: old vs. young, cyclists vs. drivers, renters vs. homeowners.

"We are a city of extremely progressive people and we have been pitted against each other," Tamara Kaiser, who lives in the Uptown area, said from the podium. "And

I have been very disappointed in the role our leaders have played in fueling that polarization."

Kaiser was part of an overflow crowd and one of more than 100 people who voiced their opinions Wednesday, in one of the final steps to complete the plan. It followed another multihour public hearing held by the city's planning commission last month.

The council will meet two more times to add its own amendments to the plan before voting.

City officials have sought to make a strong statement with the plan. It looks not only at zoning and development guidelines, but also at reducing racial disparities, increasing access to affordable housing, reducing dependency on cars, mitigating climate change and other long-term goals.

Although emotions were expected to be high, Wednesday's hearing was mostly cordial, with some clapping but without the heckling from the previous meeting. Some held pro or con signs up for the duration of the meeting.

Many supporters touted the plan's emphasis on walkability, housing diversity and sustainability. They felt it could help mend the effects of discriminatory housing policies of previous decades and put the city on a path to fight climate change.

Some suggested small changes, including adding stronger language to the city's energy efficiency goals and having a heavier focus on addressing homelessness.

Critics of the plan said it would lead to single-family neighborhoods becoming too dense, decreasing public parking and green space. A woman carrying a sign that read, "Just saying so doesn't make it so," echoed the sentiments of many opponents: "Get a time extension... and get it right."

On Tuesday, Cunningham, who represents the northwest corner of

the city, denounced some critics on Twitter.

"People from [southwest Minneapolis] actually have the audacity to be flooding [council members'] inboxes with 'stop the 2040 plan' by bastardizing the epidemic of outside investors buying up single family homes in North Minneapolis," he wrote. "All in an effort to protect their McMansions and 'bungalow neighborhoods' from imaginary developers."

"[Southwest] folks, do us all a favor and do NOT show up to the Comp Plan public hearing and say this to the Northside [council members'] faces or else we're gonna have to have some words," he continued. "Spread the word to your book club."

One woman retorted at the meeting: "I don't belong to a book club. I took a half a day off to get here."

At the beginning of the hearing, resident Kathleen Cole, who supports the plan, told those in the council chambers that a public hearing was not representative of the demographics of the entire city. She asked council members to "remember those who are most affected" when working on the plan.

The city has heard thousands of comments from residents — at casual forums, online and inside the council chambers — since an original draft was shared in March.

Meanwhile, Bender said she was working with other council members on fine-tuning several aspects of the plan, including "strengthening race equity commitments."

She was also looking to pass a related housing policy requiring a certain percentage of new rental units to be affordable for low-to-moderate income residents. The planning commission reviewed that policy on Tuesday.

Contact

Clare Meyers
507-430-4189

Strategic Planning Facilitation Proposal

City of Benson, Minnesota



January 23, 2019

**Dr. Richard Fursman Ed.D. &
Irina Fursman Ed.D. ABD—CTF Certified
Facilitator**

5775 Wayzata Blvd, Suite 700
St. Louis Park, MN 55416
Website: www.hue.life
Phone: 651.338.2533

1. Overview

INTRODUCTION: We are pleased to submit a proposal to begin an engagement with the City of Benson for the purpose of assisting the City's leadership in strategic planning efforts. Charting the course and policies of the organization is fundamental to effective governance and performance. We trust our process, experience, and commitment to you will result in the highest quality and best possible outcomes.

This project entails the development of a strategic plan built upon involvement and guidance from the City Council, staff, and if desired, members of the community. The purpose of the project is to set in place a practical vision for the community and identify in clear language, the steps the City will take to achieve the vision. The City has Economic Development funds available for the future development of the City. The City would like to be thoughtful and strategic about positioning the funds for the future.

2. Scope

To provide the City of Benson facilitation services that will generate an inspirational vision, strategic framework for obtaining the vision, and a work plan outline for the first year.

Sample Agenda

Day One

- Assemble
- Introductions and opening exercise
- Historical Scan and Updates
- Visioning (Concrete future of Benson)
- Adjourn

Day Two

- Review
- Examine **Blocks** (*impediments/obstacles*) to vision
- Strategic Directions—Innovative steps to take to overcome blocks and move toward vision

Day Three

- 1 year work plan with milestones
- Roles and responsibilities
- Reflection and Adjourn.

Follow up

Written report provided by huelife.



3. Design

The expected outcomes of the City will determine the design of the retreat. The following components have been the most helpful to the many cities we have facilitated plans with.

1. **VISION:** What do we want to see in place in Benson in 2025 as a result of our actions today?
2. **Blocks:** What is currently blocking us from attaining our vision and goals?
3. **Strategic Directions:** What innovative, substantial actions will deal with the blocks and move us toward our vision?
4. **Focused Implementation:** What will be our specific, measurable accomplishments for the first year?

4. Suggested Outcomes:

- ◆ Shared understanding of our environment (larger context) in which we exist
- ◆ Unifying vision of the future and where we want to be
- ◆ Common understanding of our reality and what needs to change
- ◆ Clear direction of where we are going and what needs to happen to accomplish that
- ◆ Select key priorities to help launch us in that direction
- ◆ 2 year accomplishments identified with one-year work plan

5. Strategic Planning Process Overview:

- ◇ Assessing the External Environment – the external trends that impact us directly or indirectly
- ◇ Mapping out the Practical Vision – the shared picture of the desired future, clarified purpose and need for change
- ◇ Analyzing the Internal Obstacles – the underlying obstacles or issues preventing realization of the vision
- ◇ Setting the Strategic Direction – the proposed actions to deal with the contradictions and move towards the vision
- ◇ Identifying Key Focus Areas – the key strategic priorities to launch the City in the selected direction

Fees: \$7,500 + expenses (travel, lodging)

Includes

- 2-3 Day Strategic Planning Session
- Documentation
- Follow-up

If additional sessions are needed, they will be billed at \$2,000 a half day and \$3,500 for a full day



Firm Profile:

The firm *hue*life was recently operating as *Brimeyer Fursman*. The change of name reflects the commitment to combine human understanding and engagement with strategy and development. The process of governing at the local level requires connection to the community and a partnership between citizens, staff, and the elected officials.

Facilitators Short Bio:



Irina Fursman, Ed. D (a.b.d.) is a Chief Facilitator and OD Practitioner at HUE.Life, organization development and facilitation firm that focuses on Human Understanding and Engagement as a core strategy for change. She designs and facilitates team building events, strategic planning, and organizational or community engagement projects toward positive change. Irina is a nationally certified ToP facilitator and trainer from the Institute of Cultural Affairs. She earned her Bachelor's Degree in Education and Masters of Science Degree in Mathematics and Computer Science before moving to the United States in 2002. She is a Doctoral Candidate in Organization Development at the University of St. Thomas, writing her dissertation.

Dr. Richard Fursman, Ed.D: Richard is an Organization Development and Change expert for HUE.Life. He has helped hundreds of organizations develop and implement strategy by facilitating discussions and aligning strategy with action planning, hiring, and review. Richard has facilitated and advised on Strategic Thinking and Planning with National, Regional, and Local governments in the USA and Eastern Europe involving small, intimate groups and large-scale events involving hundreds of participants. Richard has and continues to lecture on individual and whole-system change at a number of Universities and conferences in the USA and abroad. Richard has over 20 years of senior management experience in local government, and is currently drafting curriculum for the Institute of Public Administration in Ukraine. Richard earned his Doctorate in Organization Development from the University of St. Thomas where he serves as an Adjunct Faculty member.



Your Facilitation Team:

Irina and Richard have combined to do over 200 strategic planning sessions with clients in the Public, Private, Non-profit and for-profit sectors. They facilitate together to provide a truly unique blend of perspectives, trainings, and experiences to ensure their planning events are interactive, fun, engaging and productive. The team has worked together throughout the USA and in Europe with facilitators from Taiwan, Germany, Netherlands, England and France.



References

City Manager James Verbrugge

Manager City of Bloomington (pop. ~85,000)
Organization Review and Restructure and Strategic Planning
1800 West Old Shakopee Road
Bloomington, Minnesota 55431-3027
Email: jverbrugge@bloomingtonmn.gov
Phone: 952-563-8700

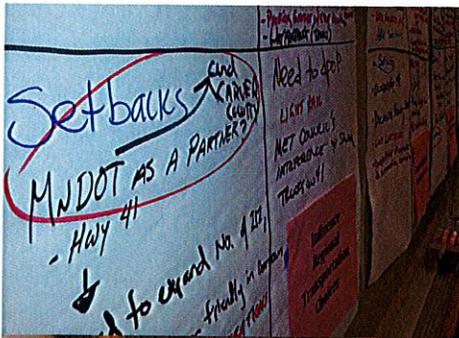
City Administrator Matthew Staehling

Administrator – City of St. Cloud, MN (pop. ~ 70,000)
Strategic Planning
St. Cloud City Hall
400 Second St. S.
St. Cloud, MN 56301
Email: [Matthew Staehling <Matthew.Staehling@ci.stcloud.mn.us>](mailto:Matthew.Staehling@ci.stcloud.mn.us)
Phone: (320) 255-7201

City Manager Matt Podhradsky

Manager of the City of Chaska, Minnesota (pop. ~ 25,000)
Organization and City Strategic Planning
One City Hall Plaza
Chaska, MN 55318
Email: mpodhradsky@chaskamn.com
Phone: (952) 448-9200

Organization Development & Community Engagement Clients (2010–2014) *Partial list*



- Country of Ukraine – Peace Summit Kiev, Ukraine (250 Participants)
- City of Brooklyn Park, MINNESOTA- Organization Alignment, Strategic Planning, Employee and Civic Engagement
- Geneseo, ILLINOIS– School District – Community Engagement Workshops
- City of West Des Moines, IOWA – Strategic Planning
- NAUKMA University, Kiev, Ukraine – Reorganization of Economics Department
- City of Bloomington: Strategic Planning
- Barron County, WISCONSIN – Countywide Visioning Process
- City of Electra, TEXAS – Strategic Planning, Community Engagement
- City of Canton, SOUTH DAKOTA – Strategic Planning
- City of Norfolk, NEBRASKA – City Strategic Planning
- Medtronic, Boston, MASSACHUSETTS and MPLS. MN – HR Department Training
- Hinckley Casino – HR Department – Facilitation Training
- Hennepin County, MINNESOTA – Supervisory Training and Employee Engagement Workshops, Facilitation Training
- City of Shakopee, MINNESOTA – Strategic Planning and Governance
- City of Chaska, MINNESOTA – City Strategic Planning
- City of Carver, MN—Strategic Planning
- City of Vasilkiv, Ukraine – Organization Analysis
- City of Eveleth, MINNESOTA, Economic Development Authority Strategic Planning
- City of Falcon Heights: MINNESOTA Human Rights Commission Action Planning
- City of Edina, MINNESOTA: Environmental Commission Strategic Planning
- City of Victoria, MINNESOTA: City Strategic Planning Sessions
- City of Roseville, MINNESOTA: Human Rights Commission, Board Development
- City of Boryspil, Ukraine – Civic Engagement and Strategic Planning
- City of Wyoming, MINNESOTA – Strategic Planning (2013)
- City of Worthington, MINNESOTA – Community Engagement & Strategic Planning (2011-13)
- City of Montrose, MINNESOTA – Strategic Planning (2011 – 2013)
- City of Crystal, MINNESOTA – Employee Effectiveness and Team Building
- City of Bayport, MINNESOTA – Employee Effectiveness, Strategic Planning, Organization Analysis, Performance Evaluation
- Hennepin County, MINNESOTA – Medical Center, HR Department Formation
- Ramsey County, MINNESOTA – Health Department , Action Planning
- City of Robbinsdale, MINNESOTA – Strategic Planning, Board Development
- City of Hopkins, MINNESOTA – Civic Engagement
- City of Golden Valley, MINNESOTA – Human Rights Com Participatory Assessment
- City of Oelwein, IOWA – Strategic Planning
- City of Independence IOWA—Strategic Planning
- City of Cloquet, MINNESOTA – Strategic Planning and Governance
- City of Prairie City, IOWA – Strategic Planning and Governance
- City of St. Cloud, MINNESOTA - Economic Development Authority Strategic Planning, City Council Governance and Team Building Session, City Strategic Planning
- City of Champlin, MINNESOTA – Strategic Planning



Signature Page

Payment Policy: We will bill the City for the total fee and expenses once all the project parameters have been fulfilled as outline in this proposal.

Richard Fursman, President
Huelife LLC.

Date

City of Benson, Minnesota

Date



Rob Wolfington

From: Doug Griffiths <doug@13ways.ca>
Sent: Thursday, November 22, 2018 5:29 PM
To: Rob Wolfington
Cc: Heather Thomson
Subject: FW: email to rob
Attachments: 13 Ways Community Strat. Planning.pdf; 13ways Community Branding.pdf

Good Afternoon Rob,

We really can't thank you enough for the hospitality we had in Benson last week.

As promised- I've attached two documents:

1. [Our strategic economic development planning process overview](#). This is 100% customizable. I'd love to work with you and your community to help implement a strategy for 2019 and 2020.
2. [Our branding and marketing process](#). I appreciate that a great plan needs to have a thorough marketing plan if the plan is going to work. We do that too.

If you have any questions or would like to chat further- please feel free to give me a ring.

Hope you have a great thanksgiving weekend,

Doug Griffiths, MBA
Chief Community Builder
587.335.0013
<https://www.13ways.ca/>



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STRATEGIC COMMUNITY ECONOMIC INTENSIVE

Building Communities Is the Most Important Job on Earth

13WAYS
There's Always A Way



PLANNING

Our strategic economic plans are different than those done by other consultants. Ours is born out of a vigorous community assessment.

We focus on the three pillars required to grow a community: people, economic development, and quality of life factors. A community does not become stronger and better only by creating jobs. Strong communities find success by being communities where people want to live because of the quality of life, not just because they are business centers. Success requires balance, and we never lose sight of that.

As well, we insist on incorporating elements of ownership, performance measures, and a communications strategy into the strategic economic plan. Too many other plans focus on the vision and goals, but they fail to consider how a community will get there. We make sure your plan, working closely with administration, what action needs to be taken, who is responsible for that action, and how you are going to measure results, all while keeping the public engaged along the way.



HOW THE PROCESS WORKS

Team Building

It sounds simple- but all too often this part is over-looked. In order to get the most out of the time, everyone needs to contribute. This happens when the team is on an even playing field and the formalities are left at the door.

Messy Logistic Brainstorming

There isn't a strategic plan that is worth a damn if the process is smooth. There are many variables to consider when implementing plans to create a future for your community.

Put the Plan into Action

We ensure that you are left with a plan that engages everyone. It is comprehensive and clear with deadline

THE END RESULT

1. A strategic economic plan, which

- incorporates people, economic development, and quality of life factors
- includes ownership of tasks and performance measures
- includes a basic communications plan
- includes a designed version for the public to view (info graphic)

2. A public that is focused on its future and how to adapt to a changing world



13WAYS
There's Always A Way

PO Box 39, Ardrossan, Alberta, T8E 2A1
587.335.0013 | info@13ways.ca

COMMUNITY BRANDING

Content is Fire - Marketing is Gasoline

13WAYS
There's Always A Way

Branding

When rooted in logic and collaboration much of the subjectivity of branding design is removed. Our process involves the client at important stages of the brand development to ensure the finished product is representative of the client's needs. These checkpoints provide valuable information that informs the final product. From the point of client engagement, the first step that follows is research into the municipality and strategic plans, competition and category analysis and key differentiators. With this information, we develop out 2-3 moodboards/visual directions to gauge the client's aesthetic needs/wants. Once a visual direction has been agreed upon, the brand and identity development starts which is then presented and discussed with the client.



HOW THE PROCESS WORKS

Brand Research

Connecting with the mavens of your community We will create a brand strategy and moodboards that will capture your community's identity.

Brand Application

From your website to social media. The brand of the community will be implemented succinctly and efficiently.

Marketing Recommendations

We ensure that you are left with a plan to implement that engages your community.

THE END RESULT

1. Brand Research & Strategy
2. Identity/Brand Development
3. Delivery of final logo files and identity standards
4. Advertising and Marketing material recommendations
5. Brand Application
6. Marketing Strategy Recommendations



PO Box 39, Ardrossan, Alberta, T8E 2A1
587.335.0013 | info@13ways.ca

Proposal: City of Benson Brand Identity

Submitted to:
Rob Wolfington
Benson MN

Submitted by:
Doug Griffiths
Chief Community Builder

13WAYS

There's Always A Way

Build and Implement Your Brand

Development Process

Our process involves the client at important stages of the brand development to ensure the finished product is representative of Benson's needs. These checkpoints provide valuable information that informs the final product. We develop out 2-3 moodboards/visual directions to gauge your aesthetic needs/wants. Once a visual direction has been agreed upon, the brand and identity development starts which is then presented and discussed with the various stake-holders.

The end result-

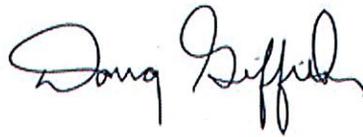
- 1. Inspiration (Mood boards/Visual Direction)**
- 2. Core Brand Elements**
 - a. Colour Palette**
 - b. Logo – Design, exclusion zones and colour variations**
 - c. Taglines/Slogans**
 - d. Typography**
 - e. Imagery**
 - f. Voice**
- 3. Print, Digital and Spatial Branding – How to use the City of Benson Brand Elements in Print, Digital and Interior/Exterior Spaces.**
- 4. Professional Documents and Signs – Business Cards, Letterhead, Building Signs, Vehicles etc.**
- 5. Website Template and information transfer***

Investment- \$30000USD

*-\$35000*with website creation*

Proposal: Community Economic Strategic Plan

Hope is not a strategy, goals are a strategy



Submitted to:

Rob Wolfington

CAO – Benson, MN

Submitted by:

Doug Griffiths

Chief Community Builder

13WAYS

There's Always A Way

Context:

So many communities focus only on the pillar of economic development. They invest their time and money in generating a strategic economic development plan focused on attracting businesses and industries to the area, believing that will lead to long-term prosperity and success. However, without people there are no businesses and industry, and without a quality of life there are no people. If any one of the three pillars is weak, the community crumbles. Every initiative to focus on long-term prosperity must encompass all three if it is to have a chance of success.

The world is changing faster and more drastically than at any other time in history. New technology and cultural shifts are causing massive disruptions in our communities. Those who are preparing for today are already behind. Communities need to prepare for what is coming at them tomorrow, if they hope to be successful over the long-term.

What Makes 13 Ways Unique?

If your focus is on getting a traditional report and strategy produced, we are not what you need. Those reports often look wonderful, but they sit on a shelf and don't get results. We believe community building is the most important job on Earth, because when communities are strong leadership is successful, businesses are prosperous, and families can take care of themselves and each other. Strong communities mean healthy families, and a good foundation for a strong nation.

We commit to a limited number of projects per year. In fact, we only take on clients who are willing to adapt, committed to success, and as ready to invest their time and energy to get there as are we. That allows me and my team to dedicate ourselves fully to helping you and your organization find your personal pathway to success. We are often more expensive than others who are happy to compile a report and leave. The difference with us is that what keeps you up at night, keeps me up at night. Like you, we are investing to get results.

Build a Strategic Community Economic Plan

13WAYS

There's Always A Way

Our strategic economic plans are different than those done by other consultants. A community does not become stronger and better only by creating jobs. Strong communities find success by being communities where people want to live because of the quality of life, not just because they are business centers. Success requires balance, and we never lose sight of that.

As well, we insist on incorporating elements of ownership, performance measures, and a communications strategy into the strategic economic plan. Too many other plans focus on the vision and goals, but they fail to consider how a community will get there. We make sure your plan, working closely with administration, what action needs to be taken, who is responsible for that action, and how you are going to measure results, all while keeping the public engaged along the way.

The end result-

- ✓ A strategic economic plan, which
 - incorporates people, economic development, and quality of life factors
 - includes ownership of tasks and performance measures
- ✓ A public that is focused on its future and how to adapt to a changing world
- ✓ Branded Strategic Plan report for the public*

Investment- \$25,000USD

-\$30,000USD if report write up is needed

Why it Works?

This works because it is a comprehensive approach that creates your unique path to success. You will understand what you have to offer that makes you different from other communities. You will have a plan that capitalizes on that uniqueness and moves you toward what you want your community to be in the future, along with a public that buys into that plan. You will have a new brand that unites the community, and will inspire others who connect with it. You will have a targeted marketing strategy designed to focus energy and resources on those families and businesses who will know who you are and will be interested in your community.

That is why it works. You get more than reports and generic plans. You get results.

13WAYS

There's Always A Way

These options are presented for your consideration. However, we do not believe one process or one strategy works for all communities. Each community is unique. That is why we believe in custom designing what your organization needs in conversations with you.

At 13 Ways we know when it comes to finding your own pathway to success . . . **There's Always A Way.**