

**COUNTY BOARD OF COMMISSIONERS
WORKSHOP
August 14, 2012 – BOARD AGENDA**

- 1:00 1) J. Mark Wedel, County Board Chairperson
A) Call to Order
B) Board of Commissioners Meeting Procedure
- 2) Maven Perspectives Presentation
A) Maven Perspective Presentation
B) Commissioners and Staff - Comments and Questions
- 3:00 3) Adjourn

* The County Chairperson must recognize members from the public before comments can be made. Any comments must be informational in nature and not exceed five (5) minutes per person. As part of the County Board protocol, it is unacceptable for any speaker to slander or engage in character assassination at a public Board meeting.

**** Please note: all times, except public advertised hearings, are approximate and subject to change without notice.**

Aitkin County Board of Commissioners
Request for County Board Action/Agenda Item Cover Sheet

Agenda Item # _____

To: Chairperson, Aitkin County Board of Commissioners Date: 8-9-12

Via: Patrick Wussow, County Administrator

From: Patrick Wussow, County Administrator

Title of Item:

Workshop – Maven Perspectives Marketing Presentation at Long Lake Conservation Center

Requested Meeting Date: 8-14-12 Estimated Presentation Time: _____

Presenter: Patrick Wussow, County Administrator

Type of Action Requested (check all that apply)

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> For info only, no action requested | <input type="checkbox"/> Approve under Consent Agenda |
| <input type="checkbox"/> For discussion only with possible future action | <input type="checkbox"/> Adopt Ordinance Revision |
| <input type="checkbox"/> Let/Award Bid or Quote (attach copy of basic bid/quote specs or summary of complex specs, each bid/quote received & bid/quote comparison) | <input type="checkbox"/> Approve/adopt proposal by resolution (attach draft resolution) |
| <input type="checkbox"/> Approve/adopt proposal by motion | <input type="checkbox"/> Authorize filling vacant staff position |
| <input type="checkbox"/> Request to schedule public hearing or sale | <input type="checkbox"/> Other (please list) _____ |
| <input type="checkbox"/> Request by member of the public to be heard | |
| <input type="checkbox"/> Item should be addressed in closed session under MN Statute _____ | |

Fiscal Impact (check all that apply)

- Is this item in the current approved budget? Yes _____ No _____ (attach explanation)
- What type of expenditure is this? Operating Capital Other (attach explanation)
- Revenue line account # that funds this item is: _____
- Expenditure line account # for this item is: _____

Staffing Impact (Any yes answer requires a review by Human Resources Manager before going to the board)

- Duties of a department employee(s) may be materially affected. Yes No
- Applicable job description(s) may require revision. Yes No
- Item may impact a bargaining unit agreement or county work policy. Yes No
- Item may change the department's authorized staffing level. Yes No

_____ HR Review

Supporting Attachment(s)

- Memorandum Summary of Item
- Copy of applicable county policy and/or ordinance (excerpts acceptable)
- Copy of applicable state/federal statute/regulation (excerpts acceptable)
- Copy of applicable contract and/or agreement
- Original bid spec or quote request (excluding complex construction projects)
- Bids/quotes received (excluding complex construction projects, provide comparison worksheet)
- Bid/quote comparison worksheet
- Draft County Board resolution
- Plat approval check-list and supporting documents
- Copy of previous minutes related to this issue
- Other supporting document(s) (please list) _____

Provide (1) copy of supporting documentation NO LATER THAN Wednesday at Noon to make the Board's agenda for the following Tuesday. (If your packet contains colored copies, please provide (4) paper copies of supporting documentation as we do not have a color printer or copier.) Items WILL NOT be placed on the Board agenda unless complete documentation is provided for the Board packets.

AITKIN COUNTY ADMINISTRATION

Aitkin County Courthouse
217 Second Street N.W. Room 130
Aitkin, MN 56431
218-927-7276
Fax: 218-927-7374

TO: Aitkin County Board of Commissioners

FROM: Patrick Wussow, Aitkin County Administrator

**RE: Maven Perspectives Marketing Presentation - Long Lake
Conservation Center, 1:00 at LLCC**

DATE: August 9, 2012

The County Board scheduled a workshop for Tuesday August 14th at Long Lake Conservation Center to begin at 1:00 p.m. Included with this packet is material previously presented to the County Board including the original Marketing RFP, the initial proposal from Maven, Staff recommendation, minutes from March 27, 2012, and the LLCC 2002-2011 operations review.

At Tuesday's workshop Maven Perspectives staff will hand out their findings and recommendation. This will be the first review of the information for staff, Commissioners, and the public. Maven Perspectives knows that their presentation will determine the course of action the County Board takes, including:

- Whether Phase II of the Marketing Study should be conducted,
- If the County should start a review process to determine if LLCC should continue business,
- If a complete overhaul of the organization should be considered.

Please contact me if you have any questions.

Keith and Trish Olson of Chappy's Golden Shores asked the Board to remove their request to reinstate their contract with Aitkin County from today's agenda, and address it at a later date. The Board agreed to defer this item and place it on the April 24th Board agenda.

**CHAPPY'S
GOLDEN
SHORES**

No action was taken on the Aitkin Airport Agreement. The Board asked for more information and deferred this item to the April 10th County Board meeting.

**AITKIN
AIRPORT
AGREEMENT**

Patrick Wussow, County Administrator presented a Personnel Committee recommendation to the Board.

**PERSONNEL
COMMITTEE**

Tom Burke, Health & Human Services Director discussed the concerns and need to fill a vacated Office Support Specialist position. Motion by Commissioner Napstad, seconded by Commissioner Westerlund and carried, all members voting yes to fill the position.

**OFFICE
SUPPORT
SPECIALIST
POSITION**

Motion by Commissioner Westerlund, seconded by Commissioner Marcotte and carried, all members voting yes to approve entering into the first half of Marketing Agreement with Maven Perspectives for Long Lake Conservation Center - \$22,000.00.

**MARKETING
AGREEMENT –
LLCC**

Patrick Wussow, County Administrator discussed General Government Legislation with the Board.

**GENERAL
GOVERNMENT**

Motion by Commissioner Westerlund, seconded by Commissioner Marcotte and carried (4-0-1 Napstad abstained), to approve the following **Applications for License to Sell Tobacco Products** for the period **ending March 31, 2013**:

**APPROVE
TOBACCO
LICENSES**

- # 01 Bann's Bar & Café, Inc., d/b/a **Banns Bar & Cafe** – Shamrock Township
- # 02 J & S Resort LLC, d/b/a **Barnacles** – Wealthwood Township
- # 03 Cuddler Enterprises, Inc., d/b/a **Big Sand Bar** – Workman Township
- # 04 Zorbaz of Big Sandy Lake, Inc., d/b/a **Big Zandy Zorbaz** – Shamrock Township
- # 05 Greg Blanchard, d/b/a **Buckshot Bar & Grill** – City of Hill City
- # 06 MacDonald Enterprises of Malmo, Inc., d/b/a **Castaway's Resort** – Lakeside Twp
- # 07 WB Hay Point, Inc., d/b/a **Corner Club** – Macville Township
- # 08 Denny M. Solsvig, d/b/a **Denny's Lakeview Inn LLC** – Glen Township
- # 10 Farm Island Store, Inc., d/b/a **Farm Island Store** – Farm Island Township
- # 11 N5 Corporation, d/b/a **Fisherman's Bay** – Workman Township
- # 12 The Glen Store & Grill, Inc., d/b/a **The Glen Store & Grill** – Malmo Township
- # 13 Harry Ray Hilton, d/b/a **Harry's Midtown Liquor** – City of Hill City
- # 14 K.L. Gulbraa, Inc., d/b/a **Hill City Liquors** – City of Hill City
- # 15 Rips HLI, Inc., d/b/a **Horseshoe Lake Inn** – Shamrock Township
- # 16 Pepera Properties, Inc., d/b/a **Jacksons Hole** – Salo Township
- # 17 Joe's Country Store, Inc., d/b/a **Joe's Country Store** – Malmo Township
- # 18 Almar Holdings, LLC, d/b/a **The Junction** – Hazelton Township
- # 19 MacDonald Ent. of Aitkin, Inc., d/b/a **The Landing** – Aitkin Township

Aitkin County Board of Commissioners
Request for County Board Action/Agenda Item Cover Sheet



To: Chairperson, Aitkin County Board of Commissioners Date: 3-20-12

Via: Patrick Wussow, County Administrator

From: Patrick Wussow, County Administrator

Title of Item:

Marketing Agreement with Maven Perspectives for Long Lake Conservation Center

Requested Meeting Date: 3-27-12 Estimated Presentation Time: _____

Presenter: Patrick Wussow, County Administrator

Type of Action Requested (check all that apply)

- For info only, no action requested
- For discussion only with possible future action
- Let/Award Bid or Quote (attach copy of basic bid/quote specs or summary of complex specs, each bid/quote received & bid/quote comparison)
- Approve/adopt proposal by motion
- Authorize filling vacant staff position
- Request to schedule public hearing or sale
- Request by member of the public to be heard
- Item should be addressed in closed session under MN Statute _____
- Approve under Consent Agenda
- Adopt Ordinance Revision
- Approve/adopt proposal by resolution (attach draft resolution)
- Other (please list) _____

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- Item may impact a bargaining unit agreement or county work policy. Yes No
- Item may change the department's authorized staffing level. Yes No



Supporting Attachment(s)

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- Bid/quote comparison worksheet
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- Other supporting document(s) (please list) _____

Provide eleven (11) copies of supporting documentation NO LATER THAN Wednesday at Noon to make the Board's agenda for the following Tuesday. Items WILL NOT be placed on the Board agenda unless complete documentation is provided for mailing in the Board packets. (see reverse side for details)

AITKIN COUNTY ADMINISTRATION

Aitkin County Courthouse
217 Second Street N.W. Room 130
Aitkin, MN 56431
218-927-7276
Fax: 218-927-7374

TO: Aitkin County Commissioners

FROM: Patrick Wussow, County Administrator

RE: Approve Entering into Marketing Agreement with Maven Perspectives for Long Lake Conservation Center

DATE: March 20, 2012

In January of this year staff advertised for marketing firms to help the County better market Long Lake Conservation Center (copy of RFP attached). Two firms responded. Interviews were conducted with the County Administrator, Land Commissioner, Economic Dev. Cor., LLCC Administration Coordinator, Commissioners Wedel and Westerlund. Following the interviews Mark Jacobs presented the preliminary findings to the Park Committee on Monday March 19th.

The low estimate was from Maven Perspectives at an amount of \$35,800.00 plus travel and materials. Following the initial presentations, the interview committee determined it would like to see the proposal revised into two phases with specific goals. The first phase would be as follows:

Goal #1 Market Research

- a. Internal Landscape Review
- b. External Landscape Review

Goal #2 Exploring New Markets

- a. Clarifying Scope and Establishing Drivers
- b. General Marketing

The work plan for the second phase would be determined after completing phase one, however it would use their original proposal as a guideline. Included for your information is a complete proposal from the representatives from Maven Perspectives LLC.

It is Staff's recommendation to enter into an agreement (created following the County Board's action) with Maven Perspectives LLC in the amount of \$22,000. It was the group's consensus that this firm does possess the ability to create a marketing strategy that will determine the strengths of Long Lake, and how to build a better marketing plan.



AITKIN COUNTY

LAND DEPARTMENT

REQUEST FOR PROPOSALS

FOR

MARKETING CONSULTING SERVICES

JANUARY 2012

Mr. Mark Jacobs
Land Commissioner
Aitkin County Land Department
217 2ND Street NW, Aitkin, MN 56431

Phone: 218-927-7364
Fax: 218-927-7249
Email: mjacobs@co.aitkin.mn.us

Contents

I. INTRODUCTION 3

II. INSTRUCTIONS TO PROPOSERS..... 4

III. REQUIRED CONTENTS FOR PROPOSALS 4

 A. Firm/Individual’s Background..... 4

 B. Consultant Qualifications..... 4

 C. Other Agencies Served..... 5

 D. References 5

 E. View of Responsibilities 5

 F. Insurance..... 5

 G. Fees..... 5

 H. Timeline 6

IV. MARKETING CONSULTING SERVICES DESCRIPTION..... 6

V. PROPOSAL EVALUATION AND APPOINTMENT 7

VI. CONFLICT OF INTEREST 7

VII. RIGHT TO REJECT PROPOSALS 8

I. INTRODUCTION

The Aitkin County Land Department is requesting proposals from experienced marketing consultants to provide services on a limited-term basis and develop a marketing plan. Experience in the area of marketing services is preferred for consideration. The applicant shall have sufficient resources to ensure that all of the timelines and deliverables specified will be met.

The County will review and consider all proposals submitted. All firms/individuals submitting proposals will be notified when a firm/individual is selected. The selected firm/individual will be notified in writing and there will be an ongoing review (feedback, sharing) by both parties on at least a bi-weekly basis, every two weeks.

Questions regarding this RFP should be directed to the Land Commissioner, Mark Jacobs, Aitkin County Land Department, 209 2ND Street NW Room #206 Aitkin, MN 56431.

Phone: 218-927-7367

Fax: 218-927-7249

Email: mjacobs@co.aitkin.mn.us

II. INSTRUCTIONS TO PROPOSERS

- A. Four (4) copies of the proposal should be submitted to the County. Proposals must be received **no later than 4:30 p.m. on February 24, 2012**. Proposals shall be in a sealed envelope and clearly labeled: **"Aitkin County Marketing Services RFP."** The envelope shall be delivered to:

Mr. Mark Jacobs
Land Commissioner
Aitkin County Land Department
209 2ND Street NW, Room #206
Aitkin, MN 56431

- B. Proposals submitted must provide complete information as indicated in this request.
- C. The contract with the firm/individual will provide that it is not exclusive, that the County Land Department may retain other firms for some of the services described in the RFP, and that the County Land Department may terminate the agreement at any time for any reason upon provision of written notice as specified in the final agreement.
- D. The firm/individual shall not subcontract or assign any interest in the contract and shall not transfer any interest in the same without prior written consent of the County.

III. REQUIRED CONTENTS FOR PROPOSALS

A. Firm/Individual's Background.

1. Brief history
2. Number of staff and areas of specialty
3. Support resources and/or personnel: number and expertise
4. Office organization and support capabilities
5. Office location
6. Describe your research capabilities with specific emphasis on marketing publications, computer links, and current use of technology, especially capability for sharing and editing documents electronically.
7. Describe insurance coverage: carrier, limits, and exemptions.
8. Statement of any insurance claims and/or ethics complaints taken against you or your firm over the last five years and the status or outcomes of such action. Indicate whether the action is pending or is currently under review by the State Ethics Board.

B. Consultant Qualifications.

Identify any consultant and/or support resources or personnel who may supply services. All support resources or personnel will be billed directly through the firm/individual submitting the proposal and not billed separately to Aitkin County.

1. The name, academic training and degrees
2. Description of background and experience

III. REQUIRED CONTENTS FOR PROPOSALS, CONTINUED

3. Description of prior marketing experience including cities, counties, or other agencies served in a similar capacity
4. List of projects in communities where designated marketing consultant served and outcomes.

C. Other Agencies Served

List of cities, counties, or other agencies you currently serve and for what type of service.

D. References

Names, telephone numbers and contact person of at least three client references, preferably at least two of which shall be cities, counties, or public entity development agencies.

E. View of Responsibilities

Description of the company's/individual's view of their responsibilities to the Land Department and County in the provision of marketing.

F. Insurance

Copy of Liability Insurance Certificate with liability coverage limits of at least the following amounts:

1. \$1,500,000 for Each Occurrence
2. \$1,500,000 for Personal Injury and Advertising Injury
3. \$3,000,000 General Aggregate

Must provide verification of coverage in the form of a Certificate of Insurance. The certificate should state that a minimum of sixty (60) advance notice will be given of any substantial change to, or cancellation of any of the insurance policies listed on the certificate.

G. Fees.

The County is most interested in receiving proposals with anticipated fees and a "not to exceed" maximum dollar figure. Each firm/individual submitting a proposal should provide a detailed description regarding all proposed fees and/or charges that may arise for services.

As stated earlier, all of the firm's/individual's support resources or personnel shall be billed directly through the firm/individual and shall not be billed separately to Aitkin County. The County shall be billed through one firm/individual for this project, unless approved otherwise in writing.

If project time will be billed in increments, identify the minimum increment of time billed for each service, e.g. phone calls, correspondence, personal conference. Also state separately the rate for any firm cost items to be billed such as printing, photocopying, researching, etc.

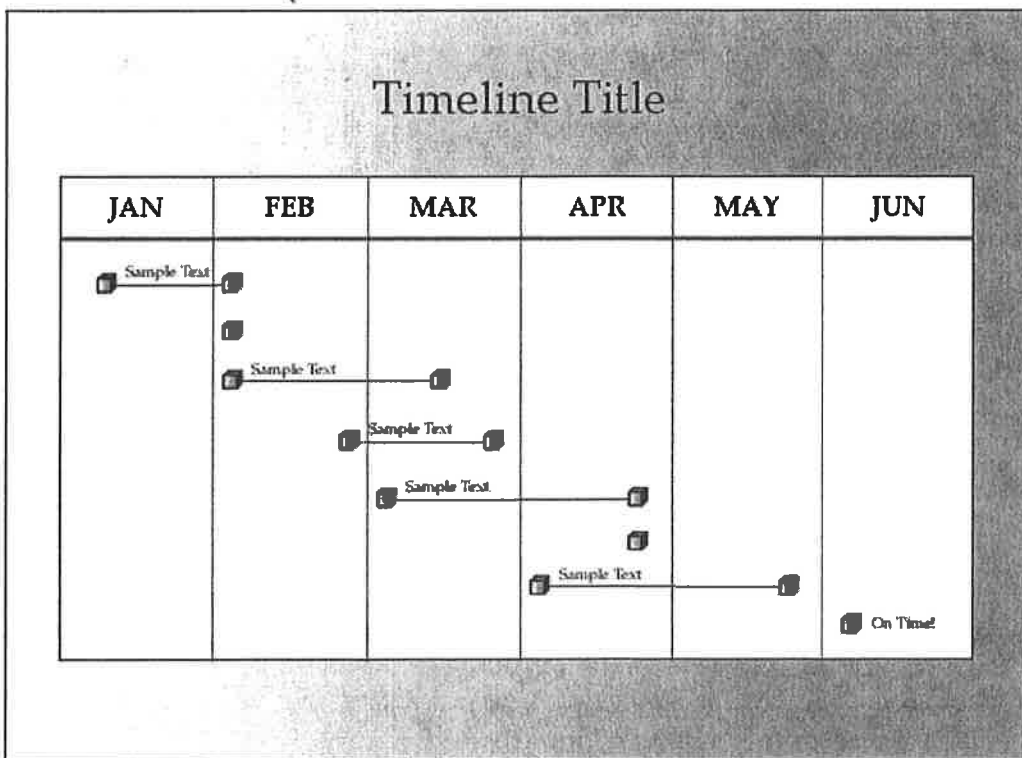
Include the frequency of billing, e.g. bi-weekly, monthly, quarterly. Also identify what each billing will entail, such as:

1. Itemized dates of services
2. Identified personnel providing the services
3. Time spent listed
4. Description of the services performed
5. Fee for services clearly stated

III. REQUIRED CONTENTS FOR PROPOSALS, CONTINUED

H. Timeline

An estimated project timeline describing milestone and interval dates, listed by week or month, depending on the duration of your proposal. A monthly sample is inserted below for your convenience.



IV. MARKETING CONSULTING SERVICES DESCRIPTION

The Aitkin County Land Department is searching for a firm/individual that will provide comprehensive professional marketing services. It is anticipated that there will be a close, cooperative working

relationship between the selected firm/individual, the Land Department, and the Aitkin County Administrator. The general work elements are outlined below.

A. General Marketing Services:

1. Identify new potential clients for LLCC
 - a. Retreats, meetings, workshops, re-unions, or other types of group gatherings that would utilize a facility such as LLCC
2. Make contacts with potential clients to determine expectations (meals, lodging, meeting space, programs, etc.).
3. Inform LLCC as to how current services match with client expectations (suggest modification to services).
4. Provide contact info for "clients" so LLCC may do follow-up.
5. Explore grant opportunities and apply for same in cooperation with Land Commissioner.
6. Participate in meetings, as requested, these may include:
 - a) Internal and external meetings with Land Department and/or business/client organizations.
 - b) Meetings with local businesses and members of the public on any proposed business collaboration projects in order to relate the processes and procedures involved.
 - c) LLCC and Land Department staff meetings, County Board meetings as deemed appropriate, and work sessions.
7. Provide assistance to clients/organizations with interest in doing business in Aitkin County.

V. PROPOSAL EVALUATION AND APPOINTMENT

- A. The County intends to retain the consulting services of the proposer evaluated to be the best qualified to perform the work for the County, cost and other factors considered.
- B. Based upon the evaluation, the County will review and pick the finalist who is judged to be the most responsive and responsible proposer for services requested. Oral interviews may be conducted by the Personnel Committee or County Board of Commissioners.
- C. The County will not reimburse the proposer for any expenses incurred by the proposer including, but not limited to, expenses associated with the preparation and submission of the proposal, and attendance at interviews.
- D. The County reserves the right to reject any and all proposals or to request additional information from any and all proposers.

VI. CONFLICT OF INTEREST

- A. Indicate whether the company/individual represents, or has represented, any client whose representation may conflict with the ability to provide development services to Aitkin County.
- B. Indicate whether designated consultant or the company currently represents any other local units of government having jurisdiction within, or contiguous to, Aitkin County.
- C. Identify what procedures you utilize to identify and resolve conflicts of interest.

VII. RIGHT TO REJECT PROPOSALS

Submission of a proposal indicates acceptance by the firm of the conditions contained in this request for proposal unless clearly and specifically noted in the proposal submitted and confirmed in the contract between Aitkin County and the firm/individual selected. The County reserves the right without prejudice to reject any and all proposals.



February 22, 2012

Mr. Mark Jacobs
Land Commissioner
Aitkin County Land Department
209 2nd Street NW, Room #206
Aitkin, MN 56431

Dear Mr. Jacobs,

What are the things we always remember most from our childhood? The special times we have shared with friends, schoolmates, and loved ones experiencing and learning about the great outdoors. At Maven Perspectives LLC, we feel we can recreate those special times at Long Lake Conservation Center (LLCC) for many other Minnesotans as well as those beyond our borders. In response to your RFP dated January 2012, the enclosed proposal is being submitted with the utmost confidence that our team can achieve your desired results.

What do we uniquely bring?

- ❖ An understanding of the area and what those coming from out-of-the-area desire from our great Northwoods
- ❖ Diverse, yet integrated, educational and experience backgrounds centered around marketing and impactful project management
- ❖ Professionalism
- ❖ Ability to meld tradition with the modern advances in social media marketing
- ❖ Energy to reach your intended goals.

From market research and plan development, strategy development, and grant writing, we also bring with us a formidable network of contacts for potential market customers for the LLCC. Our experience working with governmental agencies underscores our commitment to remaining responsible for taxpayer's money, utilizing it in the most effective and efficient way possible. You can trust that our recommendations will have that responsibility reflected in all aspects of our work with Aitkin County.

We welcome and appreciate your consideration of our team for your project.

Sincerely,

A handwritten signature in cursive script that reads "Paula MJ Frings". The signature is written in dark ink and is positioned above the printed name and title.

Paula MJ Frings, Owner/CEO
Maven Perspectives LLC



**PROPOSAL FOR
LONG LAKE CONSERVATION CENTER (LLCC) MARKETING PROJECT
AITKIN COUNTY**

Date of Submission: February 22, 2012

Proposal Submitted by:



Maven Perspectives LLC
PO Box 612, Grand Rapids, MN 55744
218.259.1215, paula@mavenperspectives.com
www.mavenperspectives.com

Profile of Proposer

Maven Perspectives LLC is a network of experienced professional consultants with a proven successful track record that brings together skill sets matching the subject, timeline, capacity, and intensity required by each client. For the AITKIN COUNTY LONG LAKE CONSERVATION CENTER MARKETING PROJECT, your assigned lead consultant will be **Jane Bymark** with **Elizabeth Maher** as secondary lead and support by **Paula Frings** and **Jessica Knutson**. This team will be designated to your project to ensure that complete marketing services from traditional marketing research (data analysis, best tools to reach various market segments) to the most up-to-date marketing possibilities (social media, technology, etc.) are examined, recommended, and implemented.

Maven Perspectives LLC is well qualified to perform the AITKIN COUNTY LONG LAKE CONSERVATION CENTER MARKETING PROJECT. Our solid array of experience working with public, private, and non-profit organizations has resulted in successful completion of many projects including: Northern Minnesota Builders Association Rural Residential Licensed Contractors Labor Needs and Economic Impact survey project; Grand Rapids Area Chamber of Commerce Workforce Development Initiative encompassing the development and coordination of programs including CEOs in the Schools, Future Workers, TeenWorks, Job Skills Survey 2004 and 2009, National Work Readiness Credential; Itasca County's Forestry Education and Awareness Project; and the Vital Forests/Vital Communities Forest Continuing Education Project. For specific marketing related projects performed by your team of designated professionals, see the

qualifications and experience section below. For more information, please visit our website at www.mavenperspectives.com.

Maven Perspectives LLC serves a wide geographic region. Our network of consultants serve private businesses, governmental units, and non-profit organizations with specialty areas in education and workforce development, human services, marketing, research, and trade organization sectors. Clients who have experienced the Maven Perspectives LLC philosophy of quality, efficient, and "before-it's-due" service, serve as the marketing outlet for Maven Perspectives LLC. The range of activities provided include outcome-based project management, coordination, meeting facilitation, event planning, program design, grant management, writing and reporting services, research and assessment services, program coordination, strategic systems visioning, administrative and clerical services.

With an office at Commonsplace located in the Depot Building in the center of Grand Rapids, MN, Maven Perspectives LLC employs one full-time support staff, and part-time consultants and trainers dependent upon client needs.

As evidenced by the attached insurance coverage declarations, Maven Perspectives LLC is covered by a commercial general liability and umbrella policy equal to the amounts required for this project and has no history of insurance claims or ethics violations either present or past.

Maven Perspectives LLC does not foresee any conflicts of interest for the proposed work for the AITKIN COUNTY LONG LAKE CONSERVATION CENTER PROJECT. Maven Perspectives LLC does retain contracts with Itasca County, immediately connected to Aitkin County geographic lines however not for the type of services being proposed. For purposes of the AITKIN COUNTY LONG LAKE CONSERVATION CENTER PROJECT, Maven Perspectives LLC has assigned both a lead and secondary consultants to this project, both of whom do not play a role in the current contracts with Itasca County.

We view our responsibilities as serving as both a meaningful extension and partner of the Aitkin County Land Department and Aitkin County in the area of marketing and outreach for the Long Lake Conservation Center project. If the project is awarded to Maven Perspectives LLC, your team of professionals will accomplish the goals within this proposal to the best of our collective abilities, in a timely manner, with a quality result.

Qualifications and Experience

Jane Bymark is an experienced business consultant and project manager with a special interest in community and economic development. She has worked on many successful projects that showcased her ability to develop meaningful market research, project scope, work plans and budgets, all while staying within the parameters of the mission and vision of the client organization. She exhibits her leadership skills by organizing stakeholders, C-level personnel and project team members to stay on track with each project phase to ensure a timely completion within or below budget. Through her work in rural communities over the years, she has a firm understanding of the issues and obstacles in diverse, rural communities.

Jane is a graduate of University of Minnesota with a bachelor's degree in marketing and communications as well as a Master's in Business Administration with an emphasis in project management. She has combined her experience and education to work in the areas of business consultant, project and program

management, financial analyst, advocate for economic and community development and workforce development. Jane has successfully written and monitored grants for rural communities. She is also an alumnus of the Blandin Community Leadership Program.

Some of the larger projects she has either lead or was a team member of include: Deer River Hired Hands (expansion and relocation), Bigfork Valley Commercial Wellness Program, Bigfork Valley Chiropractic Department, Portage Health, Visit Grand Rapids Branding and Marketing Project, Ainsworth Project, Small Business Development Center Program, and many other projects relative to business start-ups, expansions, relocations, and conducting market research.

Jane is very active in her community. She has served on the board of directors of the Grand Rapids Area Chamber of Commerce and the Pokegama Lake Association. She is a member of the Chamber, and served as Chair of the workforce development committee. Through the years she has created strategic alliances in over 13 counties. She is abreast of community concerns and has a working relationship with other city and county organizations as well and many private organizations and non-profits.

Elizabeth Maher completed her Master's in Business Administration from Providence College with a concentration in management as well as a Bachelors of Science degree from Providence College with a major in marketing and a minor concentration in human resources

Her education has given her a solid background in marketing and communications. Throughout her studies she developed several marketing plans based on case studies from companies of all sizes. She also conducted market research for varying products and developed several research surveys.

Elizabeth has a solid understanding of social-media based marketing tools including Facebook, Twitter and Pinterest. She enjoys spending time using these tools and has learned how to use them to successfully promote products.

Elizabeth is currently working in Human Resources at UPM-Blandin Paper Company. She is involved in their hiring process, training programs, and safety program. She both conducts training and creates effective training and safety materials. She also updates several informational monitors around the mill daily using MagicInfo iAuthor software. She is part of their recruitment team and serves as a representative for the company at statewide career fairs.

Elizabeth has solid organization skills that help her complete large projects and conduct successful project management. She gained six years of experience in the non-profit sector at the Blandin Foundation. Her final year at the Foundation she held an internship position as their Conference Coordinator in their Public Policy and Engagement Department. She successfully organized multiple conferences for the Foundation related to forestry.

Elizabeth held a position on the Minnesota Orchestra, Common Chords Project-Grand Rapids committee. She served as a liaison between the core committee and the Minnesota Orchestra staff. It was a year of planning that lead to a week of unique events and great interaction between the Grand Rapids community and the Minnesota Orchestra.

Paula Frings is the Owner and Chief Executive of Maven Perspectives LLC. Insight, ingenuity, and innovation have helped her to provide clients with trusted and positive results. In 1997, Paula started Cleveland Management and Consulting Group, adding professionals with unique perspectives to the company and growing it into the current Maven Perspectives LLC. She has consulted for organizations, governmental agencies, non-profits, and businesses and has pioneered strategic initiatives that have resulted in unsurpassed impact on communities.

Under her leadership and together with her clients, Paula has provided program development services incorporating solid solutions in the form of sustainable and ongoing strategies. Frequently referred to as "...someone who doesn't let the grass grow under her feet", Paula combines her international experience with her diverse training and education in quality improvement, business, human resources, and program and project management for the benefit of her clients.

Paula's sense of responsibility and intuition, along with Bachelor's degrees in both business administration and teaching along with advanced studies, national public speaking and training on developing strategic partnerships ensures clients the type of results they expect year after year. She attended part of her college years in Aalborg, Denmark and has received extensive training in facilitation and continuous quality improvement philosophy. She is also a Blandin Community Leadership Program alumna. Serving as the lead project manager for the Grand Rapids Area Chamber of Commerce Workforce Development Initiative in Grand Rapids, Minnesota and as lead project manager for clients such as Blandin Foundation, Minnesota State College and Universities DARS/Articulation Task Forces, Northern Minnesota Builders Association, North Itasca Hospital Healthcare Career Development/Awareness Project, Quad County Projects, and Itasca County sponsored Forestry Education and Awareness Program (FEAP) and Diversionary Work Program (DWP).

Jessica Knutson is the Administrative/Employment Services Coordinator for the Maven Perspectives LLC team. She brings over eight years of experience providing program coordination services in the human services field. Committed to quality through careful attention to detail, strong organizational skills, and the importance of timelines and goals is at the heart of Jessica's work ethic. Her ability to interact easily with people of diverse backgrounds, cultures, and professional levels, gives her the necessary and comprehensive perspectives that ensure a well-rounded result for clients.

Jessica is involved with the Grand Rapids Area Chamber of Commerce's Workforce Development Initiative, Program Committee, serves as Co-Chair for the Chamber's Ambassador Committee and professionally serves as program lead for the Diversionary Work Program (DWP).

References

- Bud Stone, Grand Rapids Area Chamber of Commerce, 218.326.6619
- Diane Weber, Itasca Economic Development Corporation (past President), 218.326.9411
- Garrett Ous, Itasca County Land Department, 218.327.2855
- Terri Friesen, Itasca County Health and Human Services, 218.327.6136
- Don Hoag, Duluth Workforce Development/City of Duluth, 218.730.5770
- Michelle Ufford, NE MN Office of Job Training, 800.325.5332

Approach

The "perspectives" approach has served Maven Perspectives LLC well in the past, and is an approach sought by clients. This approach provides the flexibility to adjust to data and information that becomes available during the process and is especially important for new quality built and innovative results. For purposes of the AITKIN COUNTY LONG LAKE CONSERVATION CENTER MARKETING PROJECT, Maven Perspectives LLC intends to closely coordinate with your staff and/or volunteer committee(s) to build upon the rich history of work already accomplished.

Maven Perspectives LLC will provide the services defined below for the AITKIN COUNTY LONG LAKE CONSERVATION CENTER PROJECT.

Strategizing, Market Research and Grant Writing Services:

We will provide:

- Conduct SWOT analysis (strengths, weaknesses, opportunities, threats)
- Conduct landscape review of current marketing strategies
- Conduct "opportunity" (market) research through surveying, data analysis and assessment strategies to identify market segments leading to successful results including identification of new clients for LLCC in the areas of retreats, meetings, workshops, re-unions, or other types of group gatherings that would utilize a facility such as LLCC
- Contact potential clients to determine expectations for meals, lodging, meeting space, and programs, etc.
- Recommend service modifications to LLCC staff to ensure client expectations are exceeded and provide a potential client listing to LLCC
- Explore grant opportunities and apply for same in cooperation with Land Commissioner is indicated for effective implementation of the developed marketing plan.

Marketing Plan Development and Outcome Generation:

We will:

- Develop a comprehensive marketing plan for LLCC based on research, intended results, and opportunities inclusive of timelines, strategies, and economic/social/technological feasibility
- Recommend up-to-date marketing strategies including: social media and technology, internet marketing

General Administrative/Marketing Services:

We will:

- Participate in meetings, as requested, including meetings with Land Department and/or business/client organizations, local businesses and members of the public on any proposed business collaboration projects in order to relate the processes and procedures involved, and LLCC and Land Department staff meetings, County Board meetings and work sessions as deemed appropriate.
- Provide assistance to clients/organizations with interest in doing business in Aitkin County.

Period of Performance

From date of award for up to four months



Fee Proposal

Based on the scope of work as defined in this proposal, Maven Perspectives LLC offers the client a guarantee of quality work within the specified timeline and the following budget:

	Time and Talent	Travel -TBD	Program Materials -TBD
Strategizing, Market Research & Grant Writing	\$16,500		
Marketing Plan Development & Outcomes	\$ 9,800		
General Administration/ Marketing Services	\$ 9,500		
Estimated Project Total	\$35,800	\$ TBD	\$ TBD

- A not-to-exceed budget for travel and program materials will be established jointly with Aitkin County upon award of the project to Maven Perspectives LLC.
- Mileage is billed at the current IRS rate. Other travel related costs will be direct billed.
- Materials will be billed direct.
- Services will be billed monthly for services rendered during the previous month. Submitted invoices will detail services rendered with time spent, dates of services, and personnel handling said services with the fee for services clearly stated.

Submitted Per Staff Request

Long Lake Conservation Center - 3/2012



Goal #1: Market Research

Strategy #1 Internal Landscape Review

% Done	Action	Due By	Person(s) Responsible	Budget
0%	Review current marketing plan	4/15/2012	Jane/Liz	\$6,250
0%	Visit facilities	4/15/2012	Jane/Liz/Paula	
0%	Review mailing list of current clients	4/15/2012	Jane	
0%	Review current functions and offerings	4/15/2012	Jane/Liz	
0%	P.E.S.T analysis	4/30/2012	Jane	
0%	S.W.O.T analysis with staff, and all stakeholders	4/30/2012	Jane/Paula	

Strategy #2 External Landscape Review

% Done	Action	Due By	Person(s) Responsible	Budget
0%	Create and conduct interviews and surveys	4/30/2012	Jane/Liz	\$6,250
0%	S.W.O.T analysis with locals, non-locals, current, former and potential clients	4/30/2012	Jane	
0%	Industry Trends	4/30/2012	Jane	
0%	Strategic Planning Session	4/30/2012	Jane	
0%	Complete final report on market position of LLCC	4/30/2012	Jane	

Goal #2: Exploring New Markets

Strategy #1 Clarifying Scope and Establishing Drivers

% Done	Action	Due By	Person(s) Responsible	Budget
0%	Setting priorities	5/2012 to 6/2012	Jane	\$4,000
0%	Strategic planning session	5/2012 to 6/2012	Jane	
0%	What does LLCC want to accomplish?	5/2012 to 6/2012	Jane	
0%	Profit margins/# of client visits	5/2012 to 6/2012	Jane	

Strategy #2 General Marketing

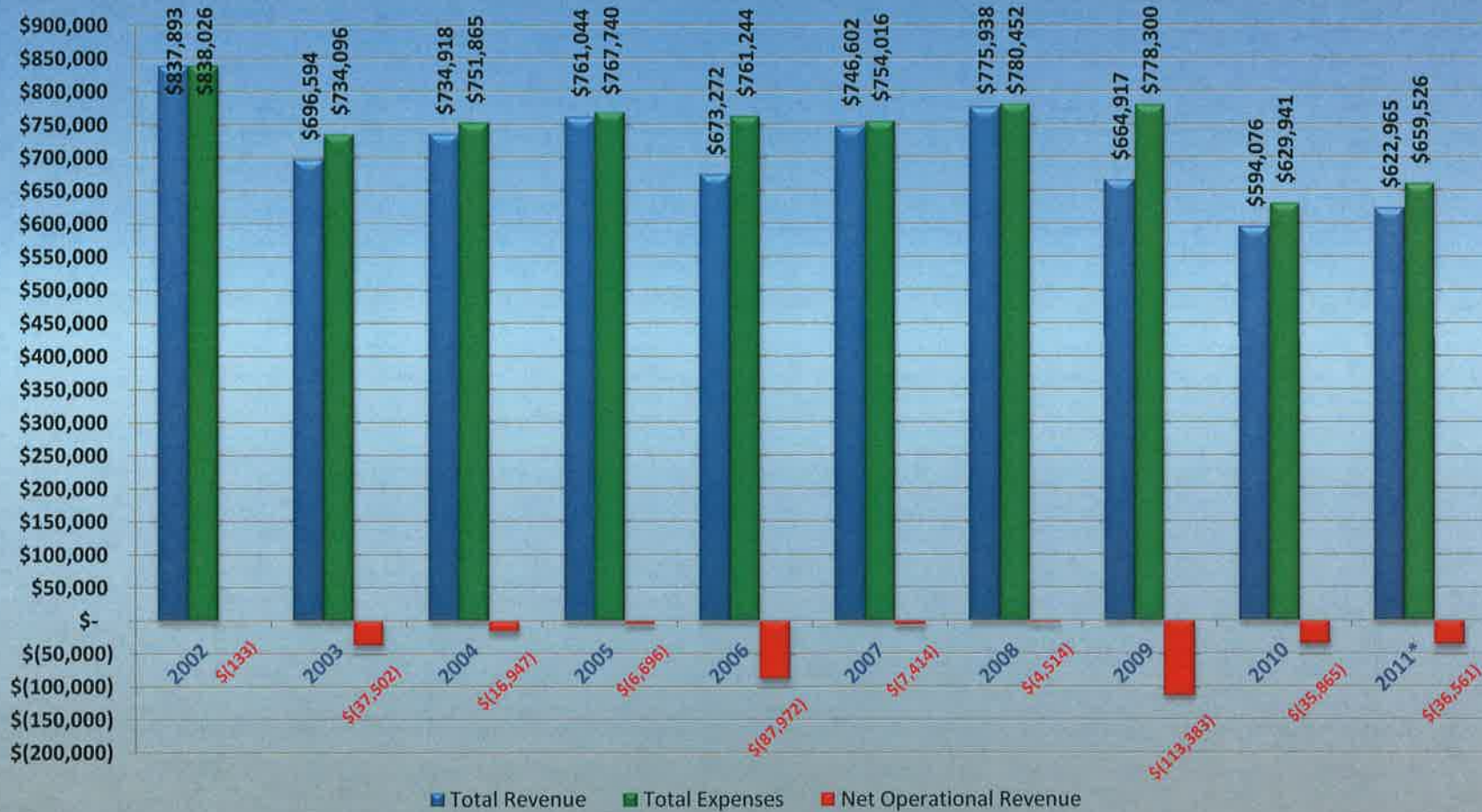
% Done	Action	Due By	Person(s) Responsible	Budget
0%	Review current marketing materials and strategies	4/2012 to 6/2012	Jane/Liz	\$5,500
0%	Review website	4/2012 to 6/2012	Jane/Liz	
0%				

LLCC 2002-2011



LLCC operations... the bottom line - plus

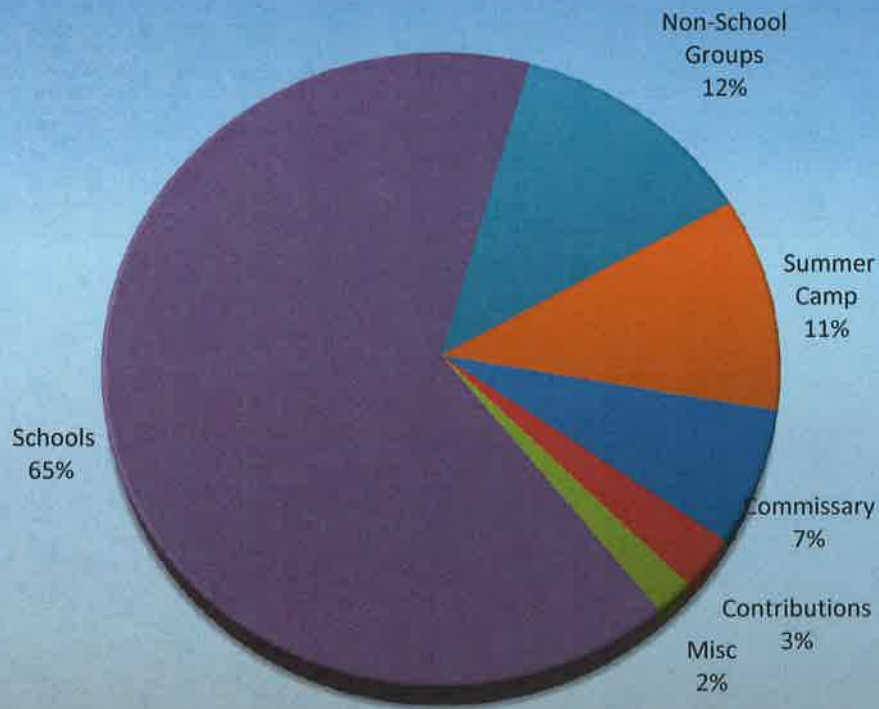
LLCC 2002-2011



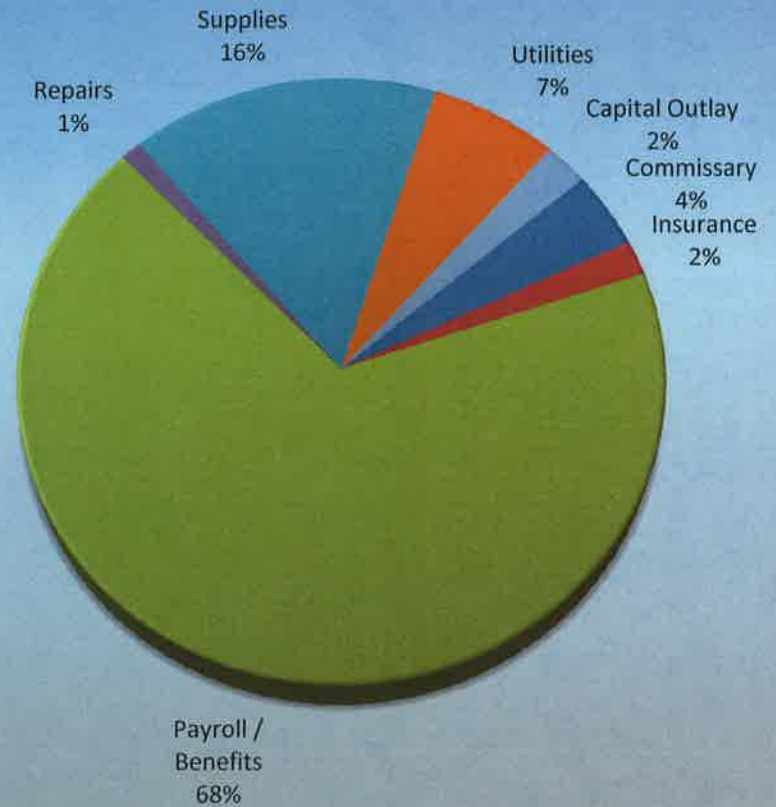
Average = **-\$34,699/year**

LLCC 2002-2011

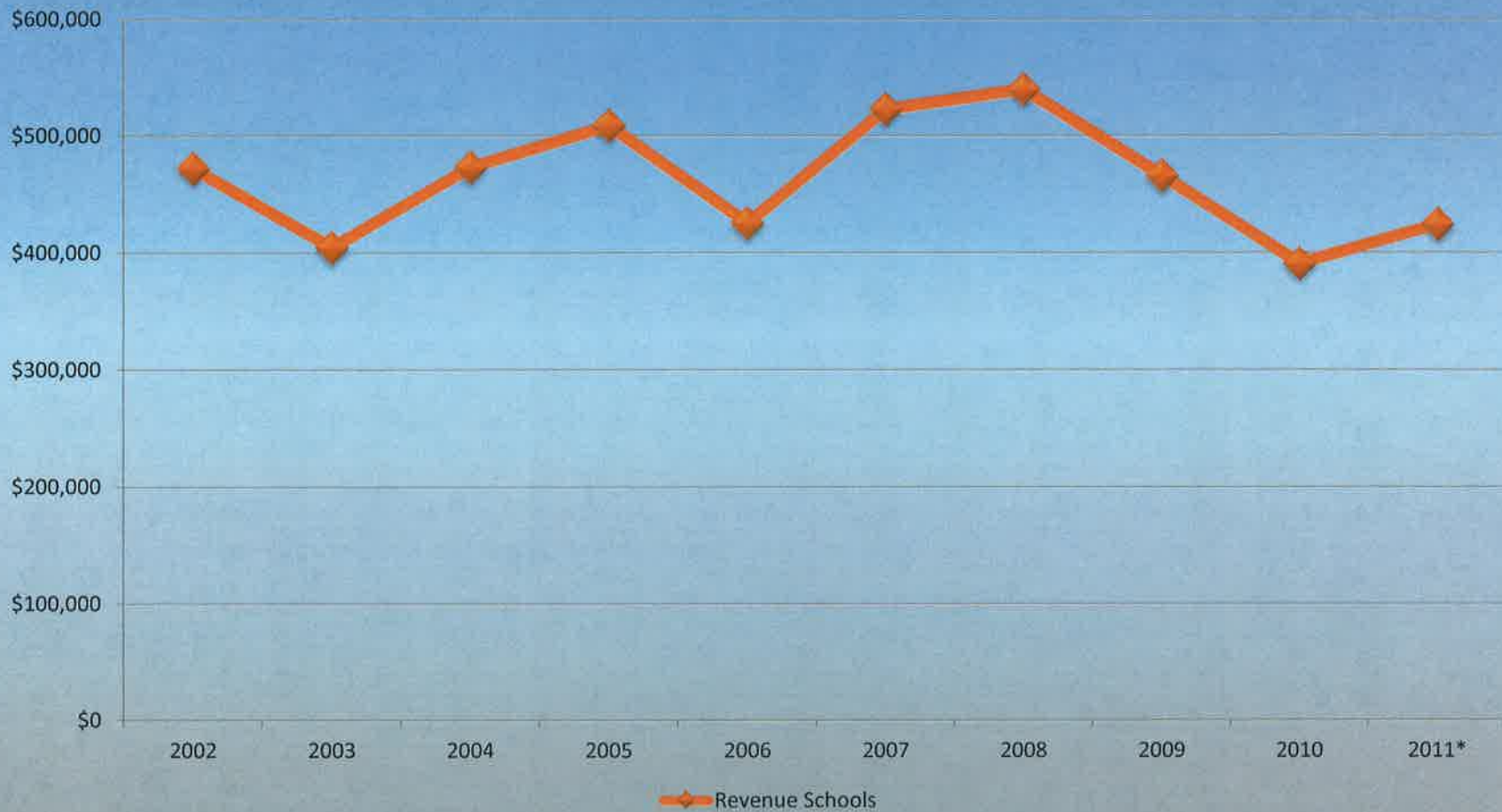
Operational Revenue



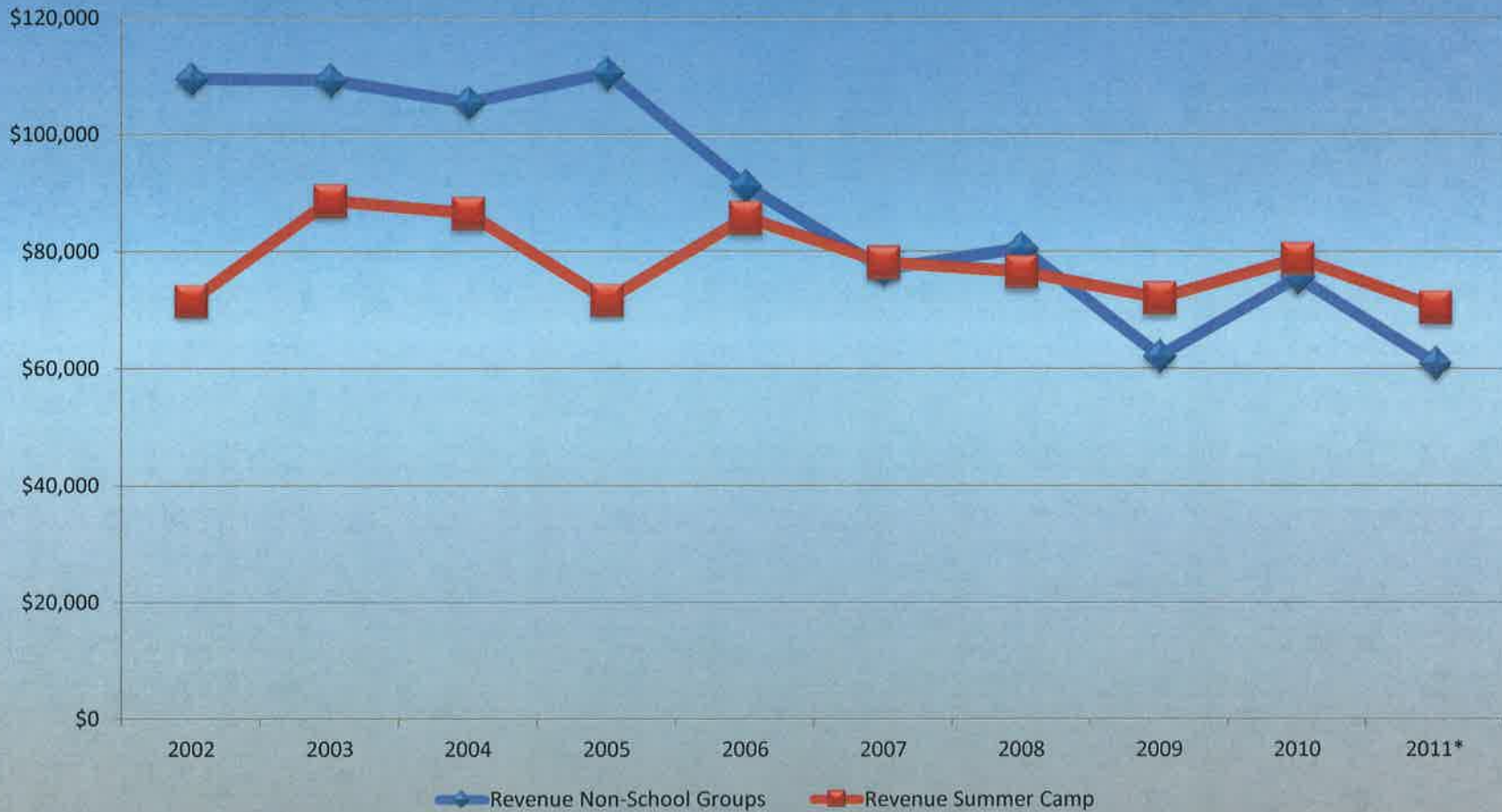
Operational Expenses



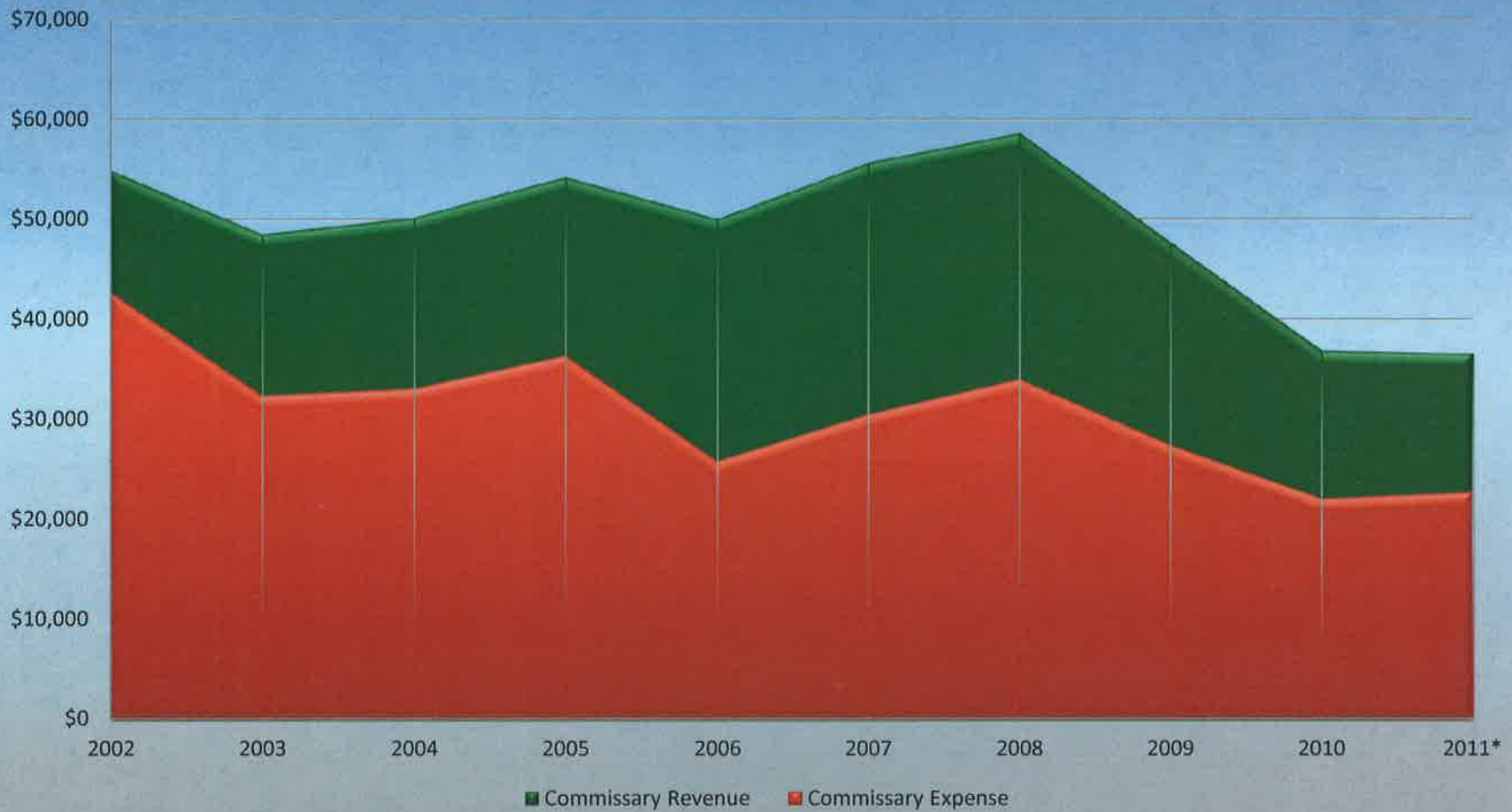
LLCC 2002-2011



LLCC 2002-2011



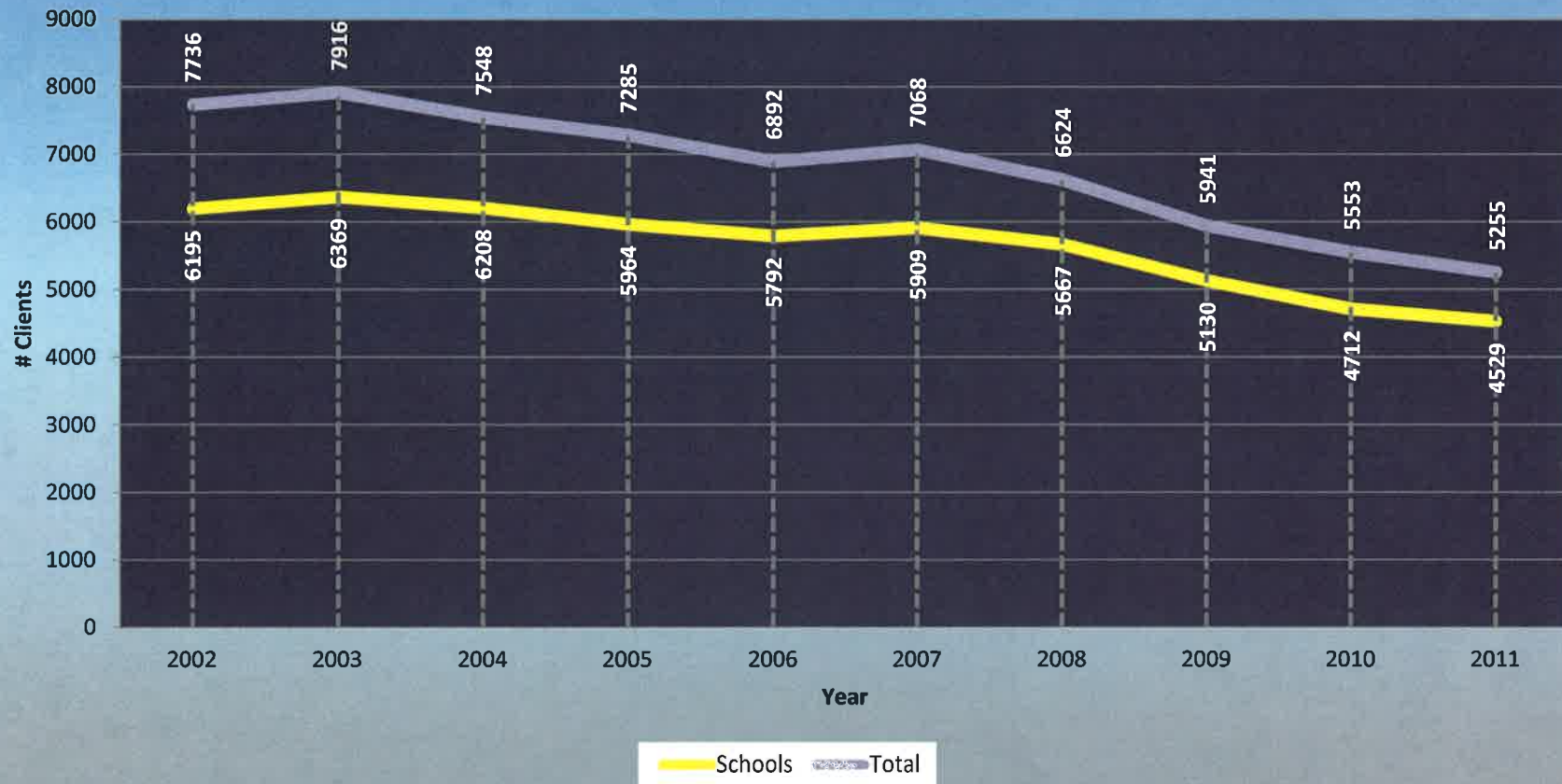
LLCC 2002-2011



Average = +\$18,565/year

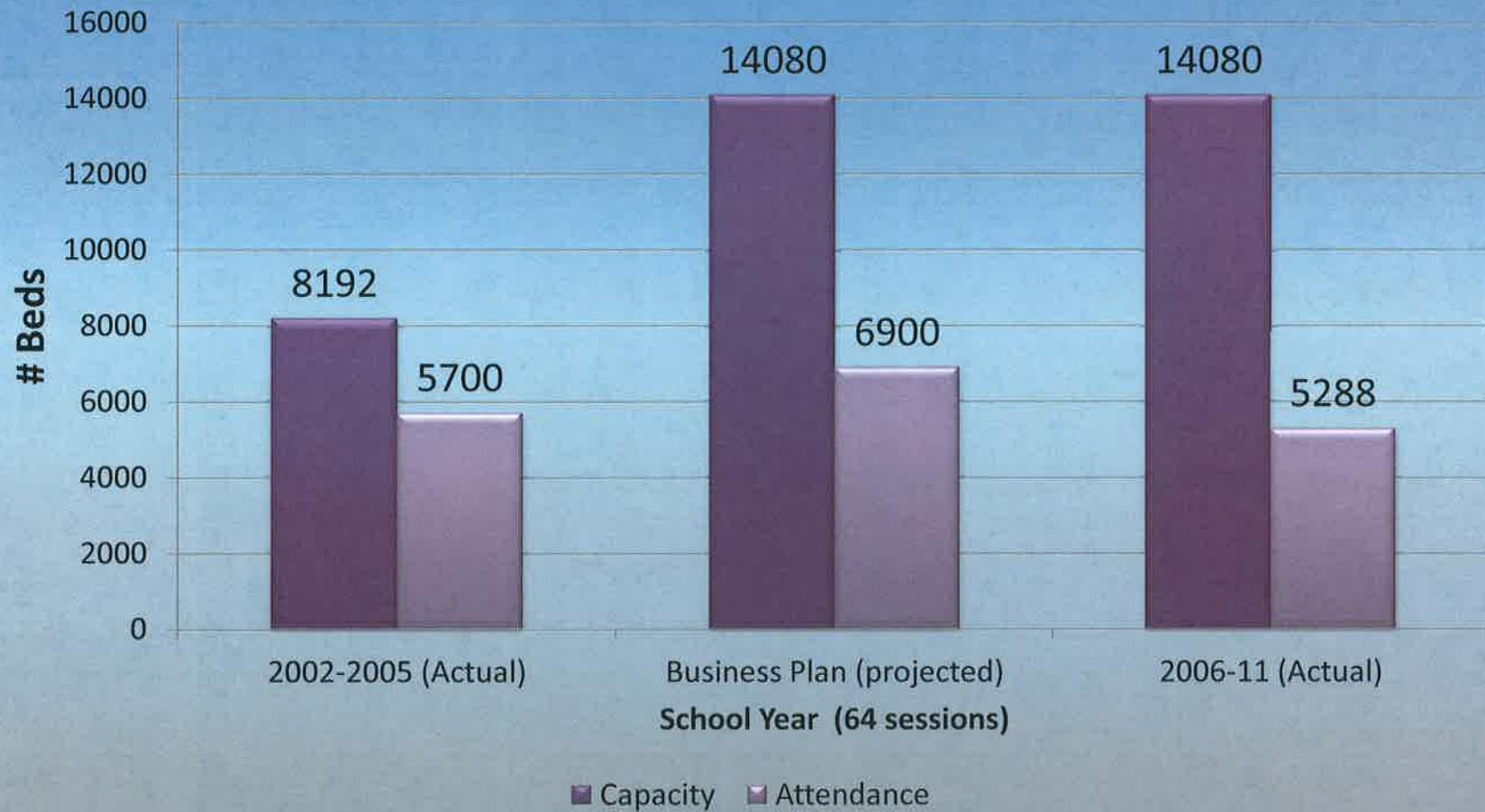
LLCC 2002-2011

LLCC Clients



67,818 total / 56,475 School groups

LLCC 2002-2011



LLCC 2002-2011

For every **Dollar** LLCC spent...

...the "County Revenue Fund"
contributed about **5-cents**



LLCC 2002-2011

Aitkin County Vendors used by LLCC - 2002-2011

Mille Lacs Energy Cooperative	\$ 262,155.60	Hometown Building Supply	\$ 4,837.99
Shirts Plus	\$ 182,275.34	Tidholm Productions	\$ 4,577.55
McGregor Dairy	\$ 74,068.00	Thrifty White	\$ 3,621.88
Aitkin Independent Age	\$ 48,211.41	Aitkin Implement	\$ 2,917.52
Aitkin Co. DAC	\$ 36,162.13	Sather's Gateway Lumber	\$ 2,892.74
Hyytinen's Hardware Hank	\$ 23,058.98	Aitkin Feed & Farm	\$ 2,537.50
Office Shop	\$ 17,188.50	Tire Barn	\$ 2,344.07
Palisade Cooperative Oil	\$ 17,155.51	Riley's	\$ 1,609.41
J & H Transfer	\$ 16,370.79	Garrison Disposal	\$ 1,467.00
Nelson Snowplowing	\$ 13,885.00	K & J C-Stores, Inc.	\$ 1,340.58
Kangas Enterprises	\$ 12,190.00	Aitkin True Value	\$ 1,112.35
Gravelle Plumbing & Heating	\$ 12,172.43	Aitkin Co. Fair Board	\$ 800.00
Goble's Sewer Service	\$ 10,779.81	Dotzler Power Equip.	\$ 550.94
Paulbeck's County Market (Super Valu)	\$ 10,411.36	Great River Gardens	\$ 346.96
Dutch's Electric	\$ 6,149.01	Rasley Oil	\$ 95.12
Duffney & Son Refrigeration	\$ 6,096.08		
		Total	\$ 779,381.56

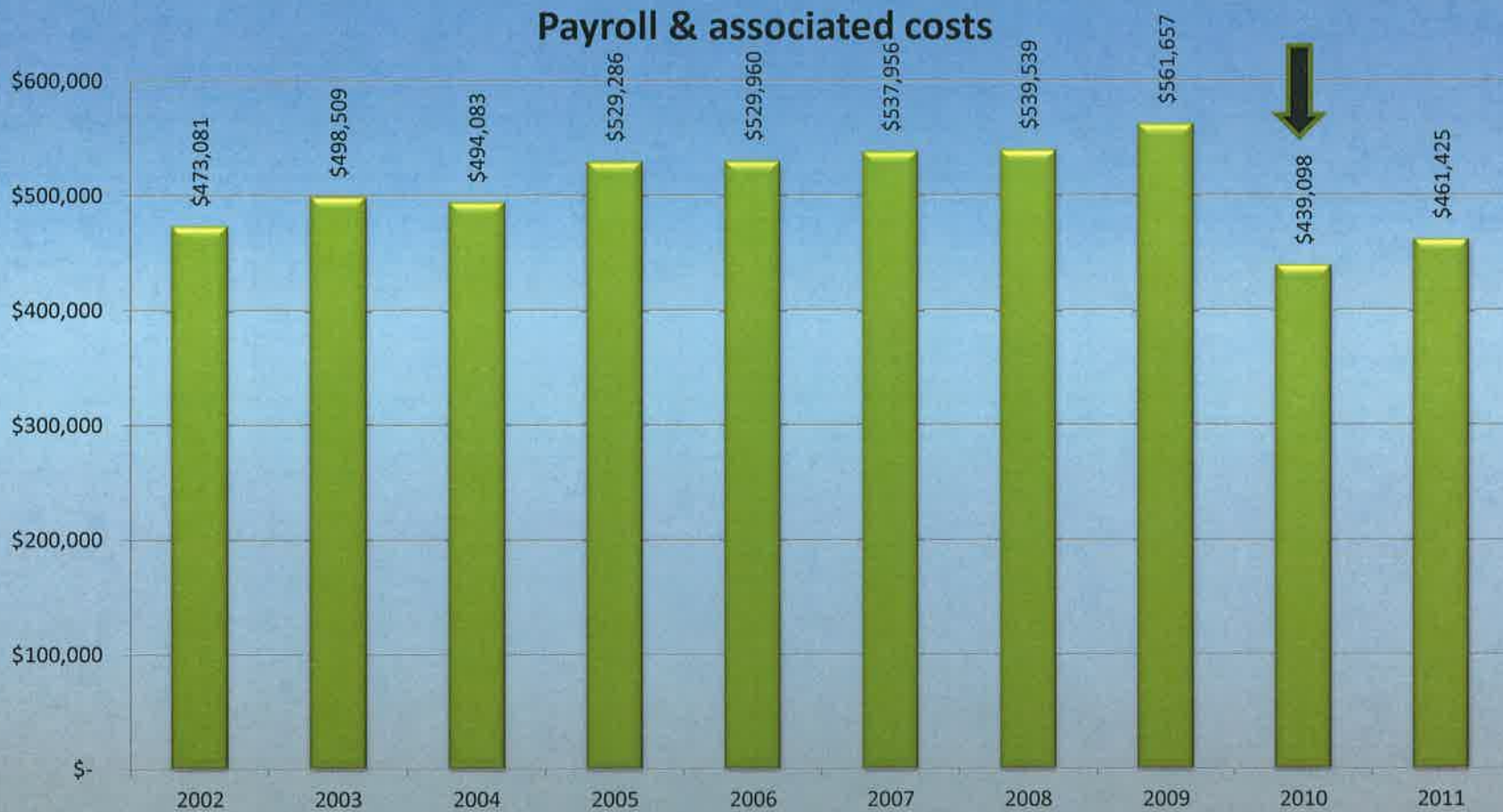
LLCC 2002-2011

For every “County” **nickel**
spent at LLCC...

...LLCC spent a **dime** at an
Aitkin County business



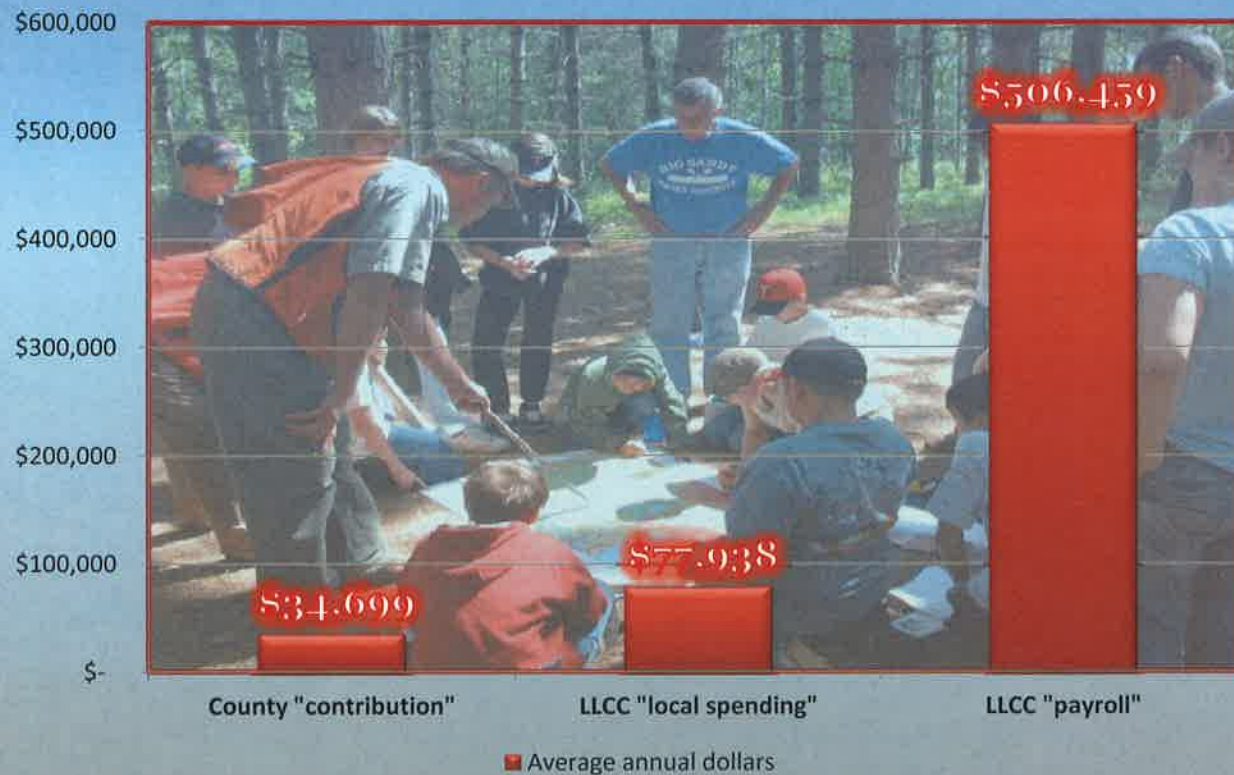
LLCC 2002-2011



\$ 5,064,594

LLCC 2002-2011

Average Annual LLCC related spending



LLCC 2002-2011

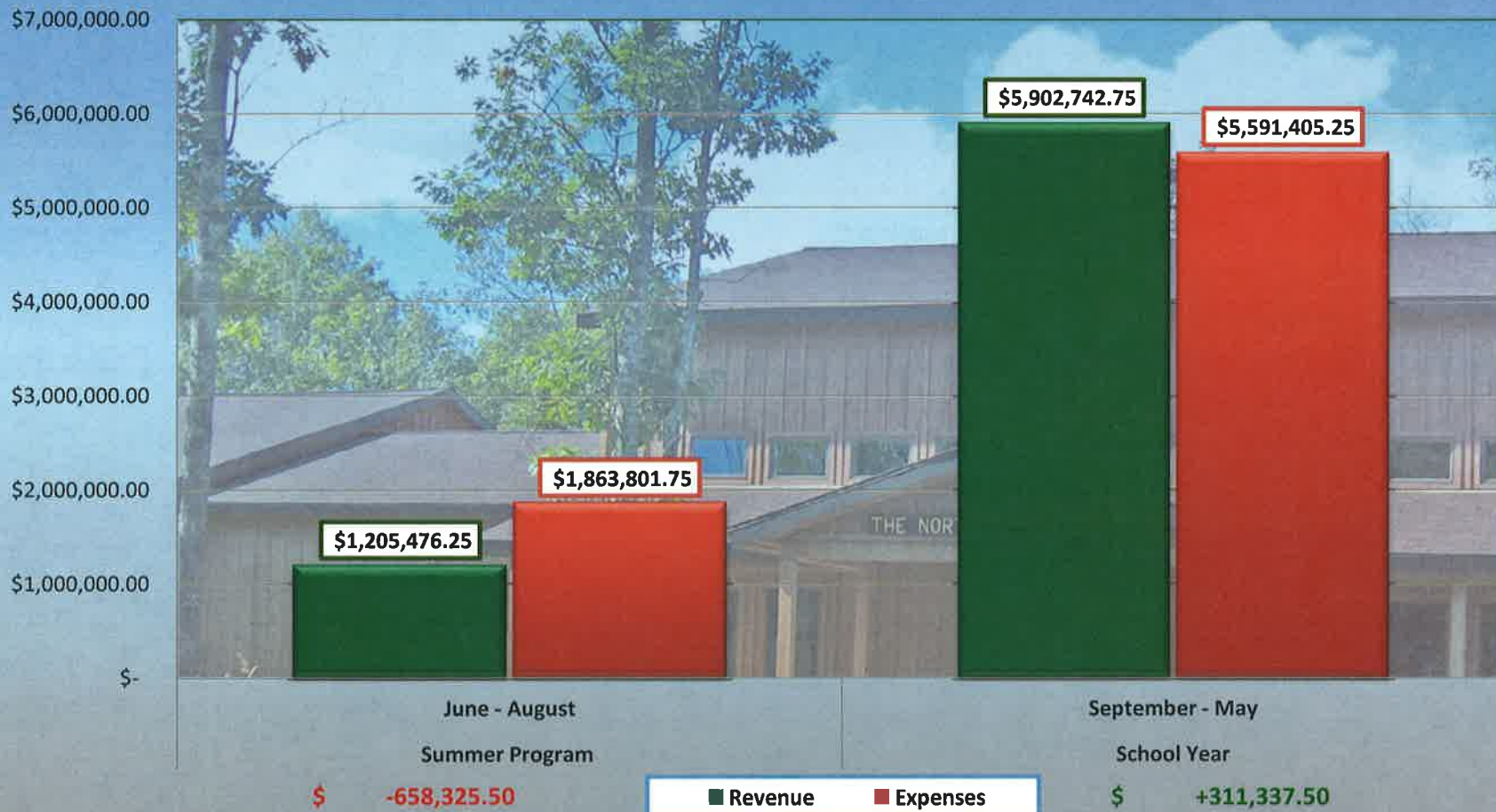
\$1 County Subsidy



**\$17 local spending
& payroll**



LLCC 2002-2011



Average = **-\$34,699/year**

LLCC 2002-2011

- 1. LLCC did not make a “profit” under the current operating model**
- 2. LLCC clients went from a high of 7916 (2003) to a low of 5255 (2011) – a 31% decline**
- 3. Aitkin County funds subsidized about 5% of LLCC operating expenses (about \$35,000/year)**
- 4. LLCC spent an average of about \$78,000 /year at Aitkin County businesses**
- 5. LLCC payroll averaged \$506,000/year**
- 6. School year period made a profit of \$311K; Summer camp period lost \$658K**

LLCC 2002-2011

Future steps...

Expand client base/revenue options (schools – summer camps – other)

Explore options for Executive Director position (business mgr? marketing?)

Options for Ex Dir house (satellite office space?, staff housing?)

Re-examine LLCC mode of operation (funding? seasonal?)

Outline an “exit strategy” if needed (grants?, property?)

Other options.... Lease (seasonally, etc), sale