**CITY OF NISSWA**
**AGENDA – CITY COUNCIL SPECIAL MEETING**
**THURSDAY, JUNE 25, 2026 – 5:00 PM**
**NISSWA CITY HALL**

**A.** Call to Order

**B.** Grand View Lodge Approval of using City Land (Council Action)

**C.** Closed session for the evaluation of the performance of a City employee under Minnesota Statutes, section 13D.05, subdivision 3(a).

**D.** Closed session for the evaluation of the performance of a City employee under Minnesota Statutes, section 13D.05, subdivision 3(a).

**E.** Delaney presentation of Final Report for Pickle & Spirits Businesses

**F.** Delaney SOW Extension Agreement

**G.** EDA
1. Appointing Members (Council Action)
2. Organizational Resolution/Appoint Members (Council Action)

**H.** Data Practices Policy – Charging Fees (Council Action)

**I.** Adjourn

| | |
|---|---|
| **From:** | Dawn Southworth |
| **To:** | Maggi Wentler |
| **Subject:** | Grand View request to utilize the city"s lot off 371 for parking |
| **Date:** | Thursday, June 18, 2026 9:36:42 AM |
| **Attachments:** | image217872.png<br>image737581.png<br>image693320.png<br>image742612.png |

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Good Morning Maggie,

I am writing on behalf of Grand View Lodge to request permission to utilize the City's lot (former Mill's lot) located off Highway 371for parking on the following dates:

- Wednesday, July 2, from 3:00 PM to 10:30 PM
- Wednesday, July 16, from 3:00 PM to 10:30 PM

We appreciate the opportunity to use this space and understand the importance of maintaining the lot during and after our events. The property will ensure that all trash is collected and properly disposed of following use.

Additionally, we understand the City's requirement for a Certificate of Insurance (COI) and will ensure that a current COI is on file with the City prior to the requested dates.

Please let us know if there are any additional requirements or forms that need to be completed to secure approval. We appreciate your consideration and look forward to your response.

Thank you for your time and assistance.

Sincerely,

**Dawn Southworth**
Managing Director

**O:** 218-967-8671 Ext. 1671
Dawn.Southworth@grandviewlodge.com
https://www.grandviewlodge.com/
23521 Nokomis Ave
Nisswa, MN, 56468

**Reservations**: 866-801-2951



GRAND VIEW

- LODGE -

NISSWA · MINNESOTA

# Final Report for the City of Nisswa MN: Liquor Operations

June 10, 2026

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# Executive Summary

Both The Spirits of Nisswa and Ye Olde Pickle Factory ("The Pickle" or "Pickle", throughout) are assets for the City of Nisswa. They have reliably transferred funds to the City to support resident benefits and services. We strongly recommend that the City not only sustain, but invest into these operations to provide a reliable ROI to the city's constituents to continue to deliver a valuable profit stream back to the city's needs.

To achieve long-term sustainability with improved financial performance, the city needs to modernize their operations, make investments in facilities, and implement consistent financial performance management.

**Note 1**: Throughout this document we refer to "off-sale" operations (retail liquor sales that are for purchases consumed off premises) and "on-sale: operations (the bar/restaurant.) It is important for the reader to understand these terms.

**Our first recommendation is to [redacted] and accountability.** [redacted] Empower [redacted] to standardize processes, improve efficiency, manage investments across both businesses, and be accountable for financial performance, employee engagement, and customer experience. Redesign the organization to support this structure, including updated roles, responsibilities, and staffing levels. Expect this change to cascade throughout the liquor operations in a new organizational design to be built. The new organizational design would involve new job descriptions, new responsibilities and reporting structures. All of which needs to be built and structured by the City. The expected outcome includes an [redacted] and reduced overall labor spend across Nisswa's business units.

**Our second recommendation is to invest in critical Pickle infrastructure.** Include repairing the roof, replacing refrigeration, adding security, replacing outdoor and indoor furnishing, and food preparation equipment. Commercial deep cleaning semi-annually is necessary. These investments should be tied to clear performance expectations, stronger operational controls, and improved financial results.

**Our third recommendation is to restore the Spirits of Nisswa's profitability.** Set a goal of returning to the profit levels it delivered in 2023. Achieve this through improved labor productivity, reduced inventory carrying costs, stronger sales execution, and disciplined expense management. The biggest lever is to return labor as a percent of sales to its 2023 rates when it was 10%. Since 2020 payroll at Spirits has increased 61.9% while all other expenses have increased 2.4%. Sales have increased 3.7%.

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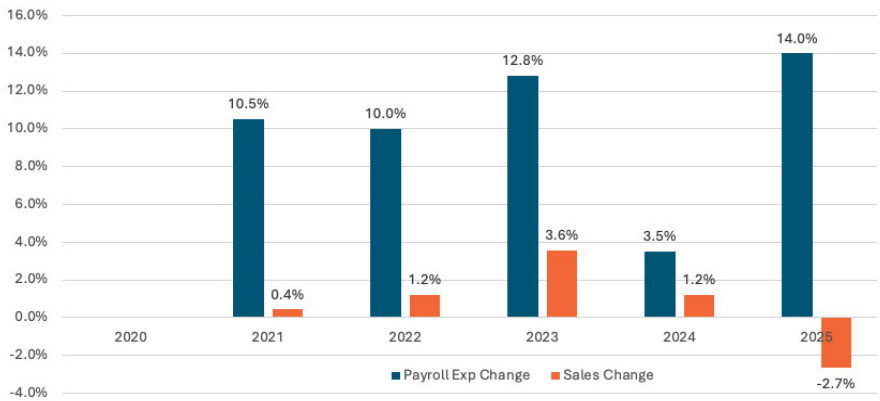



Figure 1. Spirits of Nisswa year over year payroll expense change versus revenue change

While the City has consistently received ~$245,000 in profit transfers from the store each year, the total net profit has declined for 4 years. Examine net profits year over year since 2023:

| | |
|---|---|
| -12.9% | 2023 versus 2022 |
| - 4.4% | 2024 versus 2023 |
| -20.2% | 2025 versus 2024 |

Spirits must improve revenues while controlling expenses to return to previous profitability.

**Our Fourth Recommendation is to use 2026 as a transition year.** With peak summer season underway, change can disrupt the most valuable selling season of the year. We recommend that the City use 2026 to build the foundations for a new, successful 2027. Spend the time to stabilize the businesses, make the required organizational changes, make Pickle facility investments and begin operational changes in the Spirits store. With added foundational support, the City could expect to turn around the current profit slides with a goal that 2026 transfers meet 2025 levels.

**Our Fifth Recommendation is to act without delay.** Meaningful improvements will take time, and delaying action will only increase the difficulty of reversing current performance trends. The time to act is **now**.

# Decision Framework and Roadmap

These are the city-leader level decisions we believe should be considered by the governing body. All other recommendations and business enhancements should be addressed through the [redacted] and city administrative teams. The primary decisions for the city are to approve the investments and set the goals that the [redacted] need to attain.

These are the decisions we believe that the City needs to address in priority order. To visualize these decisions, turn to the Decision Tree Graphics in the Appendix.

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**Both Operations:**

First, **Maintain Both Operations.** Retain both liquor operations. Each generates positive cash flow, provides reliable transfers to the City, and has opportunities to improve profitability.

Second, **Strengthen Leadership and Organizational Capacity.** The city needs to evaluate whether it has the capacity and capability to manage the two businesses successfully. We suggest adding interim leadership support while redesigning the organization, clarify roles and responsibilities, and implement a staffing plan that supports both operations.

Third, **Increase Revenue and Control Costs** by implementing customer service and sales programs to increase revenue per guest, while strengthening cost controls across both operations. Implement cost controls in both locations (detailed throughout.)

Fourth, **Establish Performance Management and Accountability.** Implement a structured management system with regular business reviews, performance metrics, and employee accountability to drive continuous improvement.

**Spirits**

One of the most important decisions facing the City is whether Spirits of Nisswa should remain in its current leased location after the lease expires in March 2029 or relocate to a City-owned facility.

As defined in our Statement of Work, we recommended that the City not expand the Spirits facility, as the projected increase in fixed costs is not supported by a corresponding plan to generate an adequate return on investment. This was delivered to the City in April 2026 and is found in our Appendix.

We recommend that the City engage a third party to evaluate the feasibility, costs, and business case for constructing a new City-owned liquor store.

A City-owned facility unlocks advantages for the City:

1. **Build Equity Instead of Paying Rent**
   Funds currently spent on rent would be invested in a City-owned asset. Once construction costs are retired, more of the store's profits could be transferred to the City.
2. **Increase Strategic Flexibility**
   Relocating would eliminate certain lease-related restrictions tied to the current location[1] and provide the City with greater flexibility regarding the future ownership and operation of the off-sale liquor business.

[1] the language in the current lease is as follows:

***Option Regarding Off-Sale License.*** *In the event that the lessee determines that it will no longer own and operate an off-sale liquor business and amends the city code accordingly to eliminate the city as an off-sale license holder, Theodore Schaefer shall be given the first option to acquire the off-sale license issued in the name of the lessee for the leased premises location.*

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3. **Gain Full Control of the Facility**
   The City would have complete control over facility improvements, fixtures, signage, and future investments, ensuring that all capital investments remain City assets.
4. **Create a Long-Term Community Asset**
   If the City should ever choose to exit the liquor business, the building could be repurposed or leased, creating additional value and potential revenue for the community.

Given the potential financial and strategic benefits, we believe a City-owned facility is an option that warrants serious evaluation before the current lease expires. But we warn that this is a deceivingly long-range plan and urge the City to begin steps to investigate this option immediately.

**Pickle**

First, given its ideal location, strong community heritage and potential for decades of growth and success, we recommend that the City keep the Pickle open in its current location. Prioritize making repairs and improvements including:

| Action | Status | Reason |
|---|---|---|
| Repair the roof | Non-negotiable. Immedia | Delays cause more expensive repairs la |
| Replace the refrigeration system in the wa cooler | Non-Negotiable. Immedi | A $37,000 investment saves ~$2000 pe recharge every 3 weeks today. |
| Install a self-locking handset at the back d | Non-Negotiable. Immedi | A <$1,000 investment prevents unaccounted product loss (shrink). |
| Install a security system. Cameras at all en points, at the bar, cash register in the off s area, patio and at the pull tab booth. | Non-Negotiable. Immedi | Contact your insurance provider to see the investment triggers a savings in premium payments |
| Begin full commercial deep cleaning servic minimum of twice a year with an outside service provider | Non-Negotiable. Immedi | Required if the Pickle is to continue preparing and serving food. |
| Replace the barstools | Highly recommended. Immediate | Need commercial grade seating with pl to replace every 10-15 years. |
| Furnish the outdoor patio with commercia grade seating and tables | Recommended. Before Summer 2027 | Need to upgrade for heavy use, weathe exposure and frequent cleaning/sanitiz |

Second, make decisions about the food service strategy for the Pickle. We recommend that the City should make food service a permanent part of the Pickle's business model. Food service increases customer appeal, extends guest visits, and creates opportunities for higher sales and profitability.

The next decision is whether food service should remain within the current kitchen footprint or be expanded through remodeling. We recommend that the City engage a third party to evaluate expansion options,

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develop a business case, and estimate the associated costs and returns. This analysis should also consider whether food service is best operated by the City or through a third-party partner.

Food represented just 10.4% of Pickle sales in 2025. Municipal operations with larger kitchens and expanded menus often generate significantly higher food sales. While the Pickle's seating and labor capacities limits its ultimate potential, increasing food sales to 25% of total revenue could generate approximately $175,000 in additional annual sales. Even if a portion of the off-sale liquor assortment were reduced to create additional kitchen space, the net impact could be positive for overall revenue and profitability.

Simple menu additions, such as burgers and chicken sandwiches, could significantly increase food sales and customer satisfaction. Consider the impact of adding a grill station. We predict a $12 burger and fry combo would immediately become the #1 item on the menu.

Once a food service strategy is selected, the City should hold the [redacted] accountable for increasing annual sales, profitability, and transfers from the Pickle.

# The Market & External Factors

There are factors outside the City's control that can positively or negatively impact its liquor operations. It is important to consider them and make reasonable decisions factoring them into future forecasts. We have done so throughout this analysis. But to be specific, here are considerations about the realities outside the City's control.

Currently, the Community of Nisswa and the surrounding area where it draws its customer base is continuing the population expansion that originated in covid migration patterns. Growing at +14% since 2020, it outpaces Baxter which is growing at 1.35% annually off a higher population base. In any case, the community is growing at a pace that other outstate municipalities would envy for their liquor operations.

**Market Outlook:**

Nisswa benefits from favorable market conditions, including above-average household incomes ($100,000+) and significant seasonal residents and tourism. Combined with strong summer traffic and seasonal events, these factors position both the on-sale and off-sale businesses for long-term success.

Importantly, seasonal residents and tourists are more likely to be in the mood to spend money on entertainment and adult beverages. Which is to say that Nisswa is positioned well and above the average Minnesotan city to support a thriving municipal on- and off-sale liquor business for the foreseeable future. **This is a positive external factor.**

Two external factors are frequently cited as concerns for municipal liquor operations: changing alcohol consumption among younger consumers and the potential for future changes to Minnesota liquor laws.

**Generational Consumption Trends** Research shows that Generation Z is currently consuming less alcohol than previous generations at the same age. However, much of this difference appears to be driven by age and economics rather than a permanent shift away from alcohol. Many Gen Z consumers are still entering the workforce and have lower disposable incomes than older generations. Additionally, women are a larger percentage of Gen Z than previous generations which have different drinking habits and patterns than men.

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They are spending the same percentage of their after-tax income on alcohol as did Baby Boomers, Gen X and Millennials. In short: at the moment they are too young and too broke to spend like previous generations. But as they age and as they increase their overall HH income, we can expect their adult beverage consumption patterns to mimic previous generations. Although retailers should continue to monitor growth in categories such as THC beverages and non-alcoholic products. Generational consumption trends is a neutral factor for Nisswa's long-term outlook.

**Minnesota Liquor Laws** Changes to Minnesota liquor laws are periodically discussed, but industry and legislative stakeholders do not currently expect significant changes in the foreseeable future. The rollout of cannabis regulations has shifted legislative attention away from alcohol, and municipal liquor operations continue to have strong support across the state.

Regardless of future legislative activity, Nisswa should continue investing in improvements to its liquor operations. Strong customer loyalty, operational efficiency, and financial performance will position the City well under either the current regulatory environment or a more competitive future landscape. **Potential legislative changes are a neutral factor** for Nisswa at this time.

As **THC and cannabis products** continue to gain market share in Minnesota over the next several years, consumer purchasing patterns are likely to evolve. Both Spirits of Nisswa and the Pickle have an opportunity to capture a portion of this growing demand if they adapt their product offerings, merchandising, marketing, and customer experience accordingly.

To date, Nisswa has been slow to respond to these market changes. The City's liquor operations have not developed a comprehensive strategy for THC products, nor have they invested sufficiently in customer awareness, merchandising, staff education, or sales execution. As a result, the City has not captured its fair share of this emerging market.

This lack of action has likely contributed to declining alcohol sales without a corresponding increase in THC sales to offset those losses. While competitors have embraced changing consumer preferences, Nisswa has generally treated THC as a disruption to existing operations rather than as a growth opportunity. This has underserved customer demand and resulted in slowing the profit benefit outcome for both businesses.

Moving forward, [redacted] must develop a clear THC strategy that addresses customer demand, product selection, pricing, merchandising, marketing, customer education, and regulatory compliance. Successfully adapting to this market change could generate new revenue and higher margins. Failure to do so will likely result in continued market share losses as consumers shift their spending to more responsive competitors. **THC sales could be either positive or negative, depending on how effectively the City responds.**

**Competitive Assessment**

Delaney Consulting assessed basic competitive factors for both Nisswa liquor businesses. Our general assessment is that both businesses are well positioned and are not experiencing any significant new or different competitive threats to current operations. That being said, there are ways each business can be further differentiated and elevated against their competitors. This is especially true at The Pickle vs. Spirits. Pricing, assortment, merchandising/store presentation and customer engagement were our main focus of competitive comparison across the Nisswa Liquor Businesses.

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**Spirits of Nisswa:**

**Competitors Reviewed:** Super One Liquors, Cash Wise, Westside, Speedway (Pequot Lakes) and Top Fuel Liquor* (*While Top Fuel is geographically close, its business model differs significantly and was given less weight in the assessment.)

**Pricing**: Spirits of Nisswa is competitively priced across major liquor categories, with only isolated opportunities for improvement. This finding challenges the common perception that municipal liquor stores are not price competitive. We recommend that Spirits actively promote its competitive pricing in marketing and advertising to drive store traffic.

| Products | Titos 1.75mL | Jameson 1L | Windsor 1.75 | Jack Daniels 1L | Black Box Wine | Josh Sauv Blanc | Coors Lighr 24 x 12 | Sierra Nevada HLT 12 pk |
|---|---|---|---|---|---|---|---|---|
| Spirts of Nisswa | 35.99 | 29.99 | 19.99 | 29.99 | 19.99 | *13.97 | 23.97* | 18.99 |
| Super One Liquors | 35.99 | 32.99 | 17.99 | NA | 21.99 | 14.99 | 23.99 | 18.99 |
| Cashwise | 35.99 | 29.99 | 19.99 | 32.49 | 17.99 | 12.99 | 23.99 | 19.39 |
| Westside | 34.99 | 36.99 | 17.99 | 27.99 | 20.99 | 14.99 | 23.99 | 18.99 |
| Speedway (Pequot Lakes) | 33.99 | 32.99 | 17.99 | 33.99 | 23.99 | 14.99 | 23.99 | 19.99 |
| Top Fuel Liquor | 33.99 | NA | NA | NA | NA | 16.99 | 25.99 | NA |
| * Nisswa Everyday Pricing | | | | | | 18.99 | 23.99 | |

**Assortment**: Spirits offers a strong assortment relative to its size and compares favorably with competitors. Opportunities exist to optimize categories such as Minnesota wines, boxed wines, non-alcoholic beverages, mixers, THC products, bar supplies, and novelties. The store should also regularly adjust space allocation and assortment based on changing customer demand.

**Merchandising/Store Presentation:** Store presentation is a competitive strength. Spirits is clean, organized, easy to shop, and has strong category flow and product placement. This advantage should be maintained while improving labor efficiency. Additional opportunities include moving vendor rebate offers from the checkouts to the shelf and expanding the use of staff recommendations, ratings, and recipes to encourage additional purchases.

**Customer Engagement:** Customer service at Spirits is comparable to competing stores: [redacted]. None of the competitors demonstrated a structured sales approach. This represents an opportunity for Spirits to differentiate itself through employee sales training, proactive customer engagement, and upselling.

| Pricing | Assortment | Merchandising/Store Presentation | Customer Engagement |
|---|---|---|---|
| On Par - Neutral | On Par - Neutral | Above - Advantage | [redacted] |

**The Pickle:**

**Competitors Reviewed:** The Pickle's competitive set includes local establishments that offer on-premises food and alcohol service, including the Nisswa Legion and Main Street Ale House. We also considered our experience with comparable municipal liquor and hospitality operations throughout Minnesota.

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**Pricing:** Pricing is one of the Pickle's strongest competitive advantages. The business is widely recognized for delivering strong value, particularly during the off-season when local traffic is most important. Maintaining that value perception should remain a core part of the Pickle's brand.

At the same time, pricing strategies need to better reflect rising costs and business objectives. Beverage pricing, Happy Hour offerings, and menu pricing should be reviewed and adjusted regularly to balance customer value with profitability.

**Food and Bar Menu Offerings**: The Pickle's food and beverage offerings require modernization. The current menu relies heavily on fryer-based items and does not fully align with evolving customer expectations. Expanding fresh, made-to-order food options could increase customer loyalty, average ticket size, and overall profitability.

There is also an opportunity to establish a more intentional bar program, including seasonal cocktails, mocktails, specialty drinks, and standardized preparation methods. Happy Hour needs to be re-engineered in a manner that still delivers value to its customers while reflecting seasonal and business needs. Together, these improvements could drive incremental sales and improve the guest experience.

**Merchandising/Store Presentation:** The Pickle is well known for its local charm, convenient location, and appropriately appealing divey atmosphere. This needs to be protected while elevating the conditions of the facility and environment. The Pickle's facility standards need to provide a consistently clean and safe environment. Allocated capital needs to be released to The Pickle for priority repairs and improvements that are detailed within this report. Improving the physical environment will strengthen the customer experience while protecting one of the community's most recognizable assets.

**Customer Engagement:** [redacted]

The Pickle should implement a clear customer service model with defined expectations, training, coaching, and accountability. Improving [redacted] will reduce customer dissatisfaction, strengthen loyalty, and help ensure customers choose the Pickle over competing establishments.

| Pricing | Assortment | Merchandising/Store Presentation | Customer Engagement |
|---|---|---|---|
| Above - Advantage | Below - Drawback | Below - Drawback | [redacted] |

# Current Assessment – Spirits

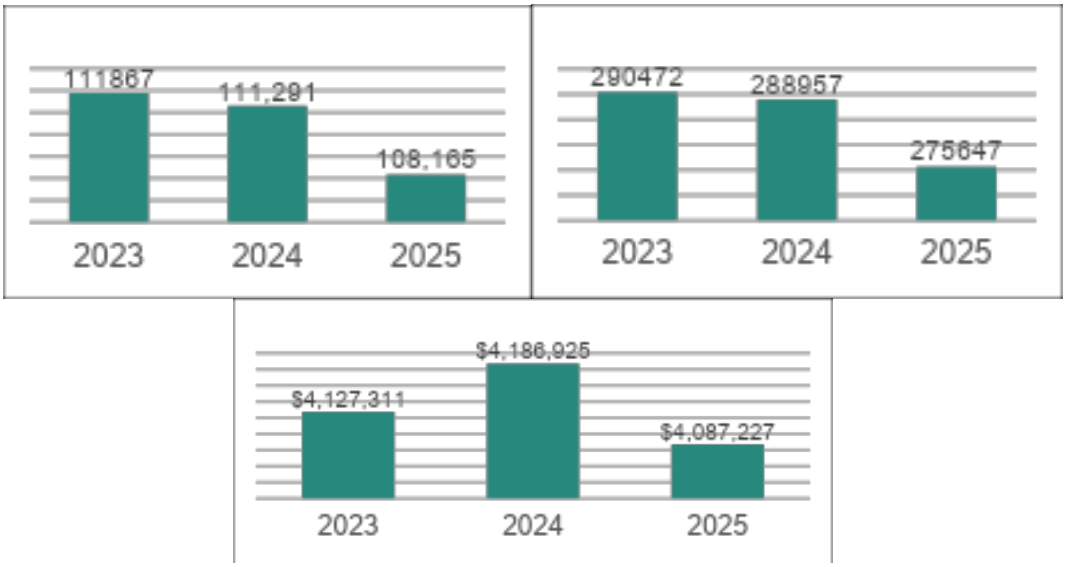
**Note**: This assessment is based on City-supplied financial reports over the last 5 years for both operations as well as market visits, competitive shopping trips and [redacted]. While we observed dozens of customer interactions, it is important to point out that this assessment did not include customer feedback on

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their satisfaction through a survey or other measurement vehicles. Nor did it include a survey of the residents of Nisswa who may or may not be customers of the liquor operations.

Spirits of Nisswa (off sale)

Overall, the business health of Spirits of Nisswa is concerning. Sales and Customer counts are down.




Spirits has experienced a decline in customer traffic and purchase frequency. To reverse this trend, the store must attract new customers while giving existing customers stronger reasons to return more often.

One of the most obvious opportunities is the implementation of a customer loyalty program. Although the store's POS system already supports this capability, [redacted] has not deployed it. This has left a proven customer retention and sales-building tool unused.

Municipal liquor stores that have implemented loyalty programs commonly achieve a 3-5% increase in sales among participating customers. When combined with digital offers, email campaigns, and personalized promotions, sales lifts of 5-10% are common over time.

We recommend implementing a loyalty program supported by the Spirit's POS system in the fall of 2027, once the store has addressed other more urgent marketing and [redacted] gaps.

Productivity is down whether you measure sales per square foot, inventory turns or sales per labor hour. These measure the productivity of the three largest expenses: rent, COGS and payroll.

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Sales per square foot reflects the broader decline in store performance. While declining in-store sales can sometimes be offset by growth in online sales, that did not occur at Spirits.

At the same time sales were declining, **inventory** purchases increased slightly and the use of an external storage unit allowed inventory to remain unsold for longer periods. This tied up cash, reduced inventory productivity, and slowed the return on the City's investment in inventory.

**Labor** costs significantly increased as sales declined. In effect, the store spent more on payroll while generating less revenue. The result is a business where costs have risen while sales and profitability have fallen.

These trends should have been recognized as warning signs and addressed through [redacted] and financial oversight. The City currently lacks a structure that consistently [redacted], and key financial metrics are not being actively used [redacted].

Employee **training** is another area requiring improvement. The current computer-based product knowledge program is time-consuming to maintain and is not widely used by staff. [redacted] has not established a structured process for reinforcing training or addressing knowledge gaps. We recommend replacing much of the current training effort with regular vendor-led education sessions incorporated into quarterly staff meetings. Despite detailed work, team members do not use the computer-based training. Further, [redacted] does not reinforce the training [redacted]. Leveraging vendor-provided, in-person training would provide more practical product knowledge, strengthen vendor partnerships, and improve employee engagement at a lower administrative cost.

The [redacted] rely on [redacted] to provide customers with assistance. The organization does not have nor sustain a professional expectation for guiding a customer

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through the sales process. Because of this gap, **customer service** [redacted] and is not the advantage that [redacted] believe. A better customer service model, that includes a defined sales model, with [redacted] reinforcement will have a positive impact on sales.

The Spirits **assortment** is extensive, but not properly balanced to meet future shopper demand. Selections could be optimized in the MN Wines, Boxed Wines, NA, Mixers, THC, Bar Supplies and Novelties sections. The store needs to have a review of sales and an adjustment in space allocation to meet shoppers' changing tastes and purchasing patterns.

We are concerned that Spirits does not have a consistent policy for **verifying customer identification**. Currently, [redacted] to determine when to request ID, creating unnecessary compliance and liability risk for the City.

The store's POS system already includes a mandatory ID verification feature that requires identification before a transaction can be completed. Many municipal liquor stores successfully use this functionality to ensure consistent compliance and reduce the risk of underage sales.

We recommend that the City implement mandatory ID verification for all alcohol purchases and make it a standard operating procedure. While this may require a short adjustment period for customers and staff, it provides a clear, defensible process that protects the City's liquor license and demonstrates a commitment to responsible alcohol sales. The [redacted] job description should also be updated to reflect accountability for enforcing a zero-tolerance policy regarding sales to customers whose identification has not been verified.

Spirits does not currently have a structured **marketing program** beyond its LED sign and limited social media activity. The store needs a coordinated approach to promotions, advertising, and customer outreach, with measurable goals for increasing customer traffic, loyalty, and sales.

The City has also missed an opportunity to promote one of Spirits' strongest competitive advantages: its profits are reinvested into the community. Concerns that municipal liquor stores are perceived as higher-priced have led [redacted] to downplay this message rather than actively address it. We recommend developing a unified brand message that highlights both Spirits' competitive value and its community impact. Customers should understand that shopping at Spirits supports local services, facilities, and quality of life in Nisswa. The [redacted] should be accountable for implementing marketing programs that strengthen this connection and drive customer loyalty. Examples from other municipal liquor campaigns include:




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# Strengths, Weaknesses, Threats, Opportunities: Spirits

| **STRENGTHS– INTERNAL**<br>Obvious Natural Advantages.<br>Our unique selling points.<br>What our customers value in us and what we already do well.<br>We feel in control of this.<br>Examples: Resources, Assets, People, Experience, Knowledge, Data, Financial Reserves, Marketing, Location, price, systems, processes, etc | **Strengths**<br>• A profitable business with a legacy of stable city transfers.<br>• Good focus on customer service.<br>• Good team cohesion. Higher-than-market pay attracts/keeps a stable staff.<br>• Good location – high traffic road.<br>• Good environment: clean, organized, inviting, in-stock.<br>• *Municipal monopoly. | **Weaknesses**<br>• Store is operationally functional but is not strategically driving business growth. Lack of a business plan and measured goals.<br>• Lack of strong business focus, KPI's and continuous improvements.<br>[redacted]<br>• Lack of a sales model to drive improved customer satisfaction and sales.<br>• Lack of focus on maximizing Nisswa's returns on the business.<br>• Lack of marketing, advertising or promotions meant to drive shoppers to the store.<br>• City decision-making not moving at "business speed."<br>• Pricing that relies on standard markup practices instead of competitive awareness.<br>• *Potential complacency with lack of local competition. | **WEAKNESSES – INTERNAL**<br>Things we need to shore up and address that we have some level of control over<br>These are likely to produce good returns if we build new capabilities. Can be potentially more rewarding and differentiating than Strengths/Opportunities because they are more challenging, a surprise to the competition, and customers would notice improvements. |
|---|---|---|---|
| **OPPORTUNITIES – EXTERNAL**<br>Usually easy to defend and counter. Only basic awareness, planning and implementation required to meet these challenges. Investment is generally safe and necessary | **Opportunities**<br>• THC sales legalized in MN<br>• Shifting drinking trends (premix, NA. liquor premiumization to higher margin items.)<br>• Population increases. "Drinking friendly" summer traffic and residents.<br>• Ability to leverage city/community partnerships and events.<br>• Improved inventory management could materially improve cash flows. | **Threats**<br>• Younger generation is shifting alcohol drinking patterns. (THC, Pre Mix, NA)<br>• Increased competition if MN legislation changes.<br>• Difficult landlord situation eroding operations.<br>• Rising supplier prices and costs creates margin pressure. | **THREATS – EXTERNAL**<br>Potentially high risk<br>Must assess capability gaps and plan to defend in very controlled ways<br>Examples: Legislative changes, environment, economy, market demand changes, different financial requirements, technology changes, etc |

# Financial Performance and Scenario Modeling: Spirits

In the Appendix, you will find the Retail Scorecard for Spirits for 2023,2024, 2025 and YTD through March 2026. Note: this analysis uses POS data that has been filtered and grouped into major categories (excluding items like fundraising, deposits, and gift cards), so totals will not match P&L statements exactly.

**Bottom Line**

Total revenue has held roughly flat over three years (about $4.16M in 2023 vs. roughly $4.16–4.26M in 2025, and 2026 is tracking about 0.4% ahead of 2025 year-to-date). But that stability is masking an underlying problem: **the store is selling to fewer people who are paying more per visit,** not growing a healthier base of traffic and volume.

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- Transactions have declined every year: 111,867 (2023) → 111,291 (2024) → 108,165 (2025), and Q1 2026 is down a further ~3.5% versus Q1 2025 (16,202 vs. 16,789).
- Units sold have fallen in step, down roughly 5% from 2023 to 2025 (290,472 → 275,647).
- Meanwhile, revenue per transaction rose from $32.47 to $33.70 and average selling price from $14.18 to $14.37 (both up YTD in 2026).

In short: price increases are currently offsetting traffic loss. This is found in rising Revenue Per Transaction (RPT) and Average Selling Price (ASP) but does not reflect dominant consumer trends of 2026. The false sense of business stability issue to price increases and is not sustainable. This is the central issue to address.

**Our Recommendations:**

1. **Tackle the traffic problem before raising prices further**. Transactions are down nearly 3,700 from 2023 levels. Loyalty/rewards programs, bundle and BOGO promotions (which should also lift Units Per Transactions), and local event or seasonal tourism marketing tied to Nisswa's calendar would target the root cause rather than the symptom.
2. **Shore up beer.** It's the single largest dollar decline in the portfolio. While there is a broader category shift (craft, seltzer, RTD trends) addressing store-specific issues with assortment and pricing, then refreshing the set or adjusting price points accordingly will help.
3. **Invest in the categories already winning.** Non-alcoholic, mixers/soda, smokables, and THC are all outperforming. Expanding shelf space, marketing emphasis, and staff attention here - especially THC - could offset softness elsewhere.
4. **Make pricing more surgical**. Broad Average Selling Price (ASP) increases risk pushing away value-conscious shoppers and likely contributes to the transaction decline. Category- and item-level margin optimization - protecting margin on high volume staples like liquor while staying price competitive on traffic sensitive categories - would be a more sustainable path to revenue growth. The pricing needs to be created within the boundaries of competition and market trends - not on the broad percentage markup by category that the management is employing.
5. **Meet unmet customer needs.** The store already has a website but has yet to promote a "buy online pick up in store" offer that would meet the needs of busy tourists and travelers. If the store could reach the kind of targets that other populations support, this could be an upside of +6-8% of incremental sales. The key is to appeal to busy adults who do not want to use their valuable vacation/fishing/hunting/ snowmobiling time shopping. A sustained campaign that delivers on "getting you back to having fun" could differentiate Spirits and build a loyal shopper base.

**The Greatest Risk:** Spirits is experiencing declining sales, declining profitability, and increasing operating costs. Left unaddressed, these trends are likely to continue and result in lower annual transfers to the City.

At the same time, consumer preferences, competitive dynamics, and product categories are changing. Maintaining the status quo is not a risk-free option. In many ways, failing to adapt presents a greater risk than making thoughtful, well-managed changes.

While any business transformation carries risks, those risks can be mitigated through disciplined planning, [redacted], and active performance management. The City must closely monitor pricing, margins, inventory levels, customer demand, and emerging product categories to ensure that changes improve business performance rather than create unintended consequences.

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To support a successful transition, the City should:

- Engage customers through surveys and ongoing feedback mechanisms.
- Involve employees in the change process through communication, training, and support.
- Communicate openly with residents about the reasons for change and the benefits to the community.

The greatest risk facing Spirits is not change itself. The greatest risk is allowing current performance trends to continue without intervention.

# The Size of The Prize: Spirits

The initiatives outlined in this report are expected to increase sales, profitability, and annual transfers to the City. The financial estimates presented are intentionally conservative and do not include potential gains from labor efficiencies, improved product mix, higher-margin THC sales, or other operational improvements.

In addition, Spirits can likely achieve much of this growth without a significant increase in inventory investment. By improving purchasing practices and increasing inventory turns, the store can generate more sales and profit from its existing inventory dollars while also improving cash flow. Taken together, these improvements provide a realistic opportunity to increase returns to the City without requiring substantial additional capital investment.

These estimates are built off the 2025 sales and margin rates of the Spirits operation.

| | |
|---|---|
| Baseline sales 2025: | $4.448 Million |
| Baseline Net Net Profits 2025: | $ 282,523 (includes a $245,000 transfer to the City) |
| Net Net Margin rate: | 6.4% |
| **Add new Loyalty program** | $133,500 – $266,900/year incremental sales |
| | $ 8,544 - $ 17,080/year incremental profit (@ current 6.4% rate) |
| **Reduce Labor To 10% of Revenue** | No Change to sales |
| | $102,434/year incremental profit @ current sales rate |
| **Expand THC to 5%-9% of sales** | $222,000 - $400,000/year incremental sales |
| | $ 14,235 - $ 25,623/year incremental profit (@ current 6.4% rate) |
| **Increase BOPIS* online Sales** | $ 90,000 - $180,000/year incremental sales |
| ***buy online pick up in store** | $ 5,760 - $ 11,520/year incremental profit (@ current 6.4% rate) |

| | |
|---|---|
| Bottom Line: Implementing these initiatives and successfully executing them should result in: | |
| **Increase in Sales** | **$445,500 - $846,900/year in incremental sales** |
| **Increase in net/net profit** | **$130,973 - $156,700/year in incremental profit** |

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# Current Assessment – Pickle

Ye Old Pickle Factory is a strong asset that is underperforming. The Pickle is one of Nisswa's most recognizable community assets. Its history, local character, and reputation as a classic "up north" gathering place are worth preserving. Maintaining that personality does not require accepting poor financial performance, aging facilities, [redacted]. With targeted investments and [redacted] the Pickle can remain a community institution while generating significantly stronger returns for the City.

Reliable data as a prerequisite for improvement. Our first concern is the reliability of the Pickle's financial and operating data. Multiple POS system conversions, inconsistent reporting practices, and apparent data anomalies make it difficult to confidently analyze performance trends. In several instances, sales and operating metrics were either incomplete, inconsistent, or not comparable year over year. As a result [redacted]. Improving reporting accuracy and establishing consistent financial controls should be a priority.

The current financial performance is not sustainable. Despite generating approximately $1.6 million in sales during 2025, the Pickle lost approximately $47,000. The off-sale operation contributed more than $72,000 in profit, meaning the bar and food operation performed even worse than the overall results suggest.

The primary driver is labor expense. Payroll costs increased by approximately 13-16% while revenue increased only 4.1%. Similar to Spirits, labor costs have grown without a corresponding increase in sales, customer engagement, or profitability.

Further concerns exist regarding cash flow. Although losses were lower in 2025 than in 2024, the business ended 2025 in a weaker cash position. This suggests additional operational or financial issues that are not readily visible in the current reporting.

Simply put, the Pickle is generating too little profit for a business of its size. A neighborhood bar with annual sales of approximately $1.6 million would typically be expected to generate net profits in the range of 10-15%. The Pickle is currently operating well below that benchmark.

Although the exact sources of profit leakage cannot be fully quantified because of reporting limitations, the opportunities for improvement are clear. The Pickle can increase profitability through:

- More disciplined pricing strategies
- Improved [redacted]
- Better portion and pour controls
- Expanded food offerings
- Enhanced customer service
- Increased event programming
- Stronger operating procedures and accountability

Taken together, these improvements could substantially increase annual transfers to the City.

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Beer and food are the primary growth engines. Recent growth has been driven almost entirely by beer and food sales. Food sales increased +13.3% in 2025 and represent one of the greatest opportunities for future growth. The current menu is limited and does not fully capitalize on customer demand. Expanding into made-to-order offerings such as burgers, chicken sandwiches, and upgraded appetizers could significantly increase average ticket size and overall sales. Pairing food + beverage promotions would further accelerate growth.

Liquor sales, by contrast, have remained flat or declined slightly. This may be due to heavy pours that depress revenues from liquor, a lack of high revenue and margin cocktail offerings and an over-reliance on Happy Hour specials that promote liquor at a discounted price.

The off-sale operation generated approximately $240,000 in sales across more than 21,000 transactions in 2025 and produced healthy margins. We believe the assortment could be optimized within a smaller footprint while maintaining most of its sales volume and decreasing overhead. This would create an opportunity to repurpose a portion of the space for expanded food preparation and kitchen operations, which offer a higher growth potential than additional retail liquor assortment.

The Pickle requires several facility repairs and improvements that are outlined elsewhere in this report. Beyond those basic needs, the City should prioritize investments that directly increase revenue.

Expanding outdoor seating, improving the outdoor guest experience, and dedicating staff to outdoor service during peak periods would increase customer capacity, length of stay, and spending per visit. Over time, the City should also evaluate whether the pool tables maximize revenue potential.

Customer service is one of the Pickle's [redacted]. It will remain an obstacle until it is addressed. [redacted] varies dramatically depending on the [redacted] and online customer reviews consistently identify [redacted] as a source of dissatisfaction. The Pickle currently lacks consistent [redacted] standards, training, and accountability. Too much depends on the [redacted] rather than a defined customer experience.

To succeed, the Pickle must provide the same [redacted] to both residents and visitors. Leadership must establish, model, and enforce a clear customer service standard that applies to every customer interaction without exception.

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# Strengths, Weaknesses, Threats, Opportunities: The Pickle

| **STRENGTHS– INTERNAL**<br>Obvious Natural Advantages.<br>Our unique selling points.<br>What our customers value in us and what we already do well.<br>We feel in control of this.<br>Examples: Resources, Assets, People, Experience, Knowledge, Data, Financial Reserves, Marketing, Location, price, systems, processes, etc | **Strengths**<br>• Loyal regulars, strong institutional legacy<br>• Strong reputation for value<br>• Deep community fundraising ties<br>• Lively events - especially in summer<br>• Good location: patio, ballpark adjacency, bocce court<br>• Strong beer of the month program.<br>• A strong merchandising program for clothing with Pickle branding. Keep this offering fresh.<br>• A small but sustainable off sale program. | **Weaknesses**<br>[redacted]<br>• Unappealing menu offerings - limited by current prep resources<br>• Unaddressed capital improvements increase operational costs and decrease appeal<br>• Lack of security and SOP's increase shrink and safety concerns.<br>• Cleaning is not to standard -even for up north dive bars.<br>[redacted]<br>• Lack of training, documentation, onboarding. Communication is not uniform. | **WEAKNESSES – INTERNAL**<br>Things we need to shore up and address that we have some level of control over<br>These are likely to produce good returns if we build new capabilities. Can be potentially more rewarding and differentiating than Strengths/Opportunities because they are more challenging, a surprise to the competition, and customers would notice improvements. |
|---|---|---|---|
| **OPPORTUNITIES – EXTERNAL**<br>Usually easy to defend and counter. Only basic awareness, planning and implementation required to meet these challenges. Investment is generally safe and necessary | **Opportunities**<br>• THC sales in on sale menus<br>• Population increases. "Drinking friendly" summer traffic and residents.<br>• Ability to leverage city/community partnerships and events.<br>• Large pull tab business could expand to off hours e-tabs.<br>• Consumers are looking for value to stretch their budget.<br>• Lack of bench strength. No succession planning. | **Threats**<br>• Seasonal labor needs give employees many choices beyond the Pickle to work. Need to stay competitive.<br>• Changing seasonal customers have more diverse places to visit. Pickle needs to be a viable alternative. | **THREATS – EXTERNAL**<br>Potentially high risk<br>Must assess capability gaps and plan to defend in very controlled ways<br>Examples: Legislative changes, environment, economy, market demand changes, different financial requirements, technology changes, etc |

# Financial Performance and Scenario Modeling: The Pickle

In the Appendix, you will find the Retail Scorecard for the Pickle on and off sale for 2023,2024, 2025 and YTD through March 2026. Note: this analysis uses POS data that has been filtered and grouped into major categories (excluding items like fundraising, deposits, and gift cards), so totals will not match P&L statements exactly. Also as noted earlier, there were several POS transitions over these time periods and not all data is comparable. This is especially true for the April 2025 to current data that is incomplete.

The POS data suggests that the Pickle's business has been largely flat over the past two years. On-sale revenue increased modestly, approximately 2-3% depending on the period analyzed, while the off-sale business remained essentially unchanged. Food sales have been a bright spot, while beer sales have generally underperformed.

The most important finding is the opportunity to improve profitability through pricing. Our analysis indicates that modest menu and beverage price increases, combined with a 20% reduction in discounting programs such as Happy Hour and Pickle Nickel promotions, could increase annual bar revenue by approximately $171,000 without requiring additional customer traffic.

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The analysis also reinforces a concern raised throughout this report: the City's reporting systems are not producing a clear and consistent picture of business performance. POS reports and year-end financial statements often tell different stories regarding category performance, particularly within beer and liquor sales. While some differences may be attributable to reporting periods, category definitions, or system conversions, the inconsistencies make it difficult for [redacted] and the City to confidently assess performance and make informed decisions.

Finally, the data clearly shows that the Pickle's success is concentrated during peak weekend periods, particularly Friday and Saturday evenings. These hours generate a disproportionate share of revenue and should be the primary focus for staffing, customer service, promotions, and facility investments such as expanded outdoor seating and service capacity. Invest in a better outdoor/patio experience to capture more of that peak weekend demand and be deliberate about where staffing hours go (concentrating coaching, service standards, and "best foot forward" effort in those Friday/Saturday evening windows, where it will be seen by the most customers.)

In summary, the Pickle does not have a revenue problem. The business generates sufficient revenue, but operational inefficiencies and weak profit controls are limiting financial performance. Sales have remained relatively stable over a  year period, but pricing, discounting, operational discipline, and reporting practices are limiting the business's ability to convert that revenue into profit and higher transfers to the City.

Off-sale: flat overall, with one star and one problem

| Category | 2022 | 2025 | 4-yr change | Note in the data |
|---|---|---|---|---|
| Liquor | $99,084 | $95,061 | -4.1% | Dipped, then rebounding — "maintain and grow" |
| Beer | $101,673 | $88,288 | -13.2% | Steepest decline — reflects consumer trends |
| Wine | $25,002 | $23,316 | -6.7% | Distant third; lost its 2024 gains |
| Tobacco | $5,326 | $17,173 | +222.4% | Explosive, sustained growth — "replicate and increase" |
| Total | $239,452 | $236,420 | -1.3% | Essentially flat over 4 years |

Two things stand out. First, tobacco has nearly tripled in four years and is now a meaningful contributor. It is worth understanding *why* so that success can be deliberately repeated at the Spirits, if possible. Second, beer is the off-sale side's biggest problem**,** just as it is at the Spirits store — down double digits over four years. This strengthens the case that we are seeing a community-wide consumption shift rather than a Pickle-specific issue. We do know that one shift is younger people enjoying more THC beverages and that this is a shift that Nisswa has been late to recognize. Like Spirits, Pickle's off sale trends are that "fewer customers are paying a bit more." We suggest that the Pickle can capture similar sales in a smaller footprint and repurpose space for food preparation for bar patrons.

Our Recommendations

1. **Raise prices/curb discounts** — it's the highest-confidence, lowest-risk lever available.

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- Raise average prices modestly: about 50 cents on beer, wine, and non-alcoholic beverages, and $1 on liquor and food. Institute annual pricing reviews that reflect the business needs.
- Reduce discounts by 20% (current annual discounting totals nearly $20,000, concentrated in liquor at roughly $11,900/year) We recommend achieving that by cutting Happy Hour on Fridays from May – August at a minimum.

This would generate an estimated +$171,000 in net revenue, a 13.6% increase without needing a single additional customer through the door. It is the fastest route to more sales and profit and why we recommend raising prices, pouring more consistently, and scaling back Happy Hour and "Pickle Nickel" discounting during peak season.

2. Concentrate staffing and service-quality investment on Friday/Saturday evenings. That's where the overwhelming majority of bar revenue is generated. It's the highest-leverage place to spend scheduling, training and coaching attention. Increasing sales for Friday and Saturday between 5pm – midnight by just 15% would increase sales by $50,000/year.
3. Create a seasonal cocktail menu. An easy-to-mix rotating cocktail menu can drive **$2-3/per drink in incremental profits.** If only 5% of customers opt for a higher margin seasonal cocktail, over the course of the year, that equates to $9200 - $13,800 of incremental profit at the end of the year without discounting.
4. Consistently execute a sales and customer service model. Customer feedback and observations document [redacted] to customers. This is exacerbated on busy summer weekend events where customers routinely wait 20-30 minutes for service. A better scheduling plan along with a direct customer service model that support [redacted] could conservatively improve sales by 2-3% overall.
5. Create a $12 burger and tots item. More appealing food could double food sales from 10% of revenue to 20% in the future. It is not unusual for bars like the Pickle to reach 25% and higher. Conservatively that is worth $125,000 in incremental sales each year. Importantly, additional food almost always equates to additional beverage purchases. So, the Pickle can expect a virtuous cycle that translates to even more sales and profit.

# The Size of The Prize: The Pickle

The initiatives that we recommend can both improve overall sales (revenue) for the The Pickle as well as improve its margin and net/net profitability. This, in turn, should translate to higher transfers to the City for the benefits of its residents. These are conservative estimates that do not double count improvements in sales and margin rates. We suggest that the City should expect a bare minimum net/net profit rate of 5% from its Pickle operation. In truth, other municipalities see rates of 8-12% when their operations are efficient. Considering its 90%-alcohol to $10%-food mix, normalized net profit targets should be in the range of 15-18%.

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These estimates are built off the 2025 sales and margin rates of the Pickle operation.

| | |
|---|---|
| Baseline sales 2025: | $1.262 Million |
| Baseline Net Profits 2025: | -$ 1,901 (includes a $ 45,000 transfer to the City) |
| Net Margin rate: | - 1.2% |

| | |
|---|---|
| **Raise Prices/Cut Discounts** | $171,271/year incremental sales |
| | $ 8,563/year incremental profit (@ challenge 5% rate) |
| **Convert 5% of liquor sales to seasonal cocktails** | $ 9,200 – 13,800/year incremental sales |
| | $ 9,200 – 13,800/year incremental profit |
| **Self-Manage the ATM** | No change in Sales |
| | $ 6,000 – 8,000/year incremental profit based on previous usage |
| **Renew Electronic Pull tabs** | No change in Sales |
| | $ 5,000 – 8,000/year incremental profit based on pull tab rates |
| **Increase food sales to 20% of Total** | $125,000 - $137,000/year incremental sales |
| | $ 6,250 - $ 6,850/year incremental profit (@ challenge 5% rate) |

| | |
|---|---|
| Bottom Line: Implementing these initiatives and successfully executing them should result in: | |
| **Increase in Sales** | **$305,471 - $322,071/year in incremental sales** |
| **Increase in net/net profit** | **$ 35,013 - $ 45,213/year in incremental profit** |

If The Pickle could achieve benchmarks like other successful municipal pubs, its transfers to the City could reach $75,000 every year and still cover all of its expenses and capital requirements.

# Strategic Recommendations

**Both Spirits and Pickle:**

**Strengthen the municipal value proposition**. The City should embrace and promote one of its strongest competitive advantages: profits generated by Spirits and the Pickle are reinvested in the Nisswa community. Today, both operations largely avoid connecting customer purchases to the services, facilities, and community benefits those profits support.

We recommend developing a unified marketing message that reinforces the value of shopping locally and supporting municipal enterprises. This message can be amplified through partnerships with the Chamber of Commerce, local tourism organizations, the SMBA, American Express Shop Small initiatives, and other local

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businesses. Done effectively, this can strengthen customer loyalty and increase community support for both operations.

[redacted] **redesign the organization.** [redacted] This transition should include a comprehensive organizational redesign that clarifies roles, responsibilities, reporting relationships, and staffing requirements. New positions should be formally posted and filled through a structured selection process to ensure the organization has the capabilities needed for future success.

**Implement stronger performance management.** The City should establish the [redacted] routines, performance metrics, and oversight processes outlined in this report. Whether through internal resources or temporary external support, leaders should be trained, coached, and held accountable for delivering measurable improvements in business performance.

**Improve financial reporting and business visibility.** The City should enhance its accounting and reporting capabilities to provide clearer insight into financial performance, operating trends, and year-over-year changes. Monthly reporting should highlight key performance indicators, emerging risks, and factors affecting annual transfers to the City. Improved reporting will provide City leadership with the information needed to make better decisions, identify issues earlier, and more effectively oversee both operations.

**For Spirits:**

The City needs to make the strategic decision about the store's long-term location - detailed elsewhere in this report.

The City needs to set strategic goals for the store to improve its net profits in 2026 through improvements in topline sales, labor expenses, and inventory investments.

**For The Pickle:**

The City needs to make investments in the facility and its furnishings - detailed earlier in this report.

Upon deciding that the Pickle should continue to offer food, the City needs to determine who will operate the food service - internal city resources or outsourced catering/food truck/chef services. If the decision is made to keep the operations internal (which we recommend), the City needs to ensure the facility has a safe, hygienic place to prepare the food. If the decision is to outsource the food service, the city needs to devise the conditions of agreement, source the external vendor and put proper marketing in place to ensure mutual success. We recommend that an improved food initiative begin quickly to include the investments in facility, menu optimization, developing and training food service SOP's and marketing with the goal of making food 25% of the Pickle's revenue stream in 2 years.

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# Tactical Recommendations

Strategic Recommendations put City council leaders in a position to set goals, targets and priorities for the liquor operations. Tactical Recommendations are the business changes that should be done within the liquor businesses as part of continuous improvement to maximize returns. These are the high impact elements across foundational areas that should be focused on to improve business outcomes, customer and employee satisfaction. We are confident that these will have a meaningful impact on results, will aid in progressing the businesses forward but are difficult to quantify in specific returns.

Our findings and recommendation are as follows:

**Both Spirits and Pickle**

1. **Invest in Marketing and Advertising.** Begin to use a 1% of revenue target for Advertising and Marketing. There are low-cost, location-targeted channels that the City could use to raise awareness and drive a call to action within the community. Integrate this investment as part of a promotional planning and marketing calendar. Consider and test:

- Meta ads on Facebook and Instagram that are both radius and demographic targeted.
- Nextdoor ads that are effective with hyper-local targeting especially among older homeowners.
- Sponsored Google local search placements are particularly good for immediate purchase intent amongst tourists.
- Spotify and Pandora audio ads which have had past success with other MN Municipal liquor operations.
- Local blogs and influencers who are inexpensive and highly trusted.
- Local billboards and ballfield signs
- Host partnerships with local Airbnb, VRBO and resorts with flyer placements and a discount program
- Integration into as many low/no-cost community and city events for awareness and marketing purposes.

2. **Develop cohesive training.** Training is a significant gap across Nisswa's liquor operations. Employees consistently reported that they must seek out information on their own rather than [redacted] on products, procedures, business changes, or customer service expectations. Outside of basic onboarding, most employees described training as inconsistent, informal, and heavily dependent on [redacted].

Current training methods are not producing consistent results. Employees often rely on shadowing coworkers, personal internet searches, or informal conversations to learn their roles. While Spirits has invested time in developing product knowledge materials, employees reported limited usage and effectiveness.

We recommend implementing a formal training program that includes:

- Structured onboarding for all new employees.
- Defined learning paths by role and experience level.
- Regular coaching and performance feedback [redacted]
- Quarterly training plans and scheduled development time.
- Seasonal re-orientation for returning employees.
- [redacted] and succession planning.

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- Semiannual all-staff meetings focused on performance, expectations, and upcoming business priorities.
- Greater use of vendor, distributor, and MMBA training resources.

Training should be treated as an ongoing business process rather than a one-time onboarding event. The goal is to create more knowledgeable employees, more consistent customer experiences, [redacted], and a deeper bench of talent for the future.

The Employee Learning Grid provided in the Appendix can serve as the foundation for defining training expectations, tracking progress, and validating employee competency.

3. **Improve communications to achieve better performance.** [redacted]

We recommend implementing a more structured communication approach that includes:

- Planned communication calendars aligned with business priorities and seasonal needs.
- Consistent messaging through meetings, scheduling platforms, and group communications.
- Monthly themes and focus areas to reinforce employee priorities and management follow up.
- [redacted] would benefit from professional development in quality verbal and written communication as well as follow-up mechanics.
- Expecting better personal organization methods for [redacted] would also aid in delivering quality communication in a timely manner.
- Technology needs to be better utilized to create and deliver communication to employees that is timely, consistent [redacted]. One example is using the same app-based scheduling and availability platform for all employees.
- Regular review of communication effectiveness [redacted].

The goal is to ensure that employees receive timely, consistent, and actionable information that supports business performance, customer service, and operational execution.

4. **Create documented standards and SOPs to improve processes.** Nisswa's liquor operations rely too heavily on [redacted]. While some tools exist, such as cleaning schedules and opening/closing checklists, there is no comprehensive set of documented operating standards that clearly defines expectations, best practices, and explains how to do things.

As a result, [redacted] The lack of documented processes also makes training more difficult while increasing risk during employee turnover, and not providing enough redundancy in key areas.

We recommend developing simple, practical Standard Operating Procedures (SOPs) for both operations. These playbooks should clearly define responsibilities, expectations, and the steps required to perform key tasks consistently.

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Priority areas include:

- Scheduling and time-off processes
- Customer service and ID verification standards
- Inventory management and cycle counting
- Pricing and merchandising practices
- Opening and closing procedures
- Cash handling and deposits
- Facility maintenance, cleanliness, and safety
- Employee appearance and workplace expectations
- Issue resolution and decision-making authority

The objective is not to create bureaucracy, but to ensure that critical tasks are performed consistently regardless of who is working. Strong SOPs will improve [redacted], customer experience, operational efficiency, and business results.

**For Spirits**

**Reduce labor expense.** Create a plan to reduce labor by 0.5% as a percent of sales each month until labor is about 10% of sales. That would put Spirits in the "Operating At or Above Standard" level.

**Improve inventory productivity.** Create a plan to reduce average days of supply among targeted categories like liqueurs, MN Wines, NA, Mixers, Bar Supplies, Novelties, Cigars to improve inventory productivity. Then extend the initiative with the goal of reaching the following inventory turn benchmarks. This would put Spirits in the "Operating At or Above Standard" level.

| Category | Turn Benchmarks |
|---|---|
| Beer | 15X/year (Avg 24 Days of Supply) |
| RTD/Seltzers/THC | 12X/year (Avg 30 Days of Supply) |
| Low/Mid-Range Wines | 8X/year (Avg 45 Days of Supply) |
| Value Spirits | 12X/Year (Avg 30 Days of Supply) |
| Premium Spirits | 6X/year (Avg 60 Days of Supply) |
| Premium Wines | 4X/year (Avg 90 Days of Supply) |

There are several ways to achieve these goals. Combine tactics like reducing/eliminating slow sellers from their selection, purchasing lower quantities to keep turn and cash flow high, adjusting prices where necessary to meet competition in the market, focusing promotional buys on high volume/mass appeal items, closely monitoring and adjusting to shopper trends, and leveraging product marketing from manufacturers and brands to drive sales.

**Implement a loyalty program**. First, activate the embedded loyalty program within the Cloud Retailer POS system and start capturing customer information such as email addresses, as Nisswa introduces the program.

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This will allow the store to present targeted offers to customers based on their previous sales history (wines to wine drinkers, bourbons to bourbon drinkers, THC to THC customers, etc.) Then, start regular email newsletters/campaigns to invite shoppers to the store to buy new releases, allocated products, events, tastings, etc. Loyalty programs can increase sales 3-5% alone - and 8-10% with great offers. The goal is to increase traffic to the store where a proper sales model can convert traffic into profitable sales.

**Implement traffic-driving promotions.** Create a program for promoting discounts outside the store to attract shoppers rather than primarily promoting discounts within the store. Discounts should be for a limited time and drive a call to action. Besides the email campaign, the advertising and marketing channels listed above should be employed and tracked to measure which are most effective.

**Leverage no cost/low-cost programs** Use receipt promotions and bag stuffers where a return visit within X days = 10% off or other targeted offers. Leverage bottler and brand rebates more effectively to drive more sales. Currently, those vendor-funded offers are all tidily tucked at the cash register. Which means they are not in a location where they will activate a purchase. Those offers need to be at the shelf edge so that they motivate shoppers to make a purchase. If needed, purchase shelf edge clips so that they are directly at the point of purchase. They also help combat a perception that prices are high by giving your shoppers “deals.”

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# Spirits: Stop | Start | Continue

| Start | Stop | Continue |
|---|---|---|
| Using a buying guide by SKU by Vendor that aligns purchase volumes to targeted inventory turns. Create a new "in the door→ on the floor" policy to reduce backroom stagnant stock. | Creating reports like the Google Sheet "Store Performance" [redacted] | Organizing the backroom for optimal utilization. Consolidate and manage stock to keep product flowing through quickly. |
| Restocking the sales floor more frequently or changing shelf facings to carry more high volume inventory on the sales floor. | [redacted] training content that is not effective for staff engagement. The training content is not being used by staff and is not supporting different behaviors in the store. | Monitoring competitor pricing & keep prices in a reasonable range to stay within market range. Move from category markup %'s to maximizing profitable appeal. Know competitive prices on top 100-200 items. |
| Varying the leadership's schedule so that they are in store during evenings and weekends to provide coaching and support to all staff members. | Deliveries anytime but mornings. Consolidate deliveries to early morning with the new front-door delivery restriction from the landlord. | Refining the THC offer - including selection, merchandising, security, training and pricing. There is room for some items to |
| Placing bottler, distributor, manufacturer rebate pads and offers at the shelf where the products are merchandised. | Operating the store without specific goals and tracking. The store - & staff - need to have weekly and monthly sales goals, UPT goals, and recognition for exceeding them. | Events in the store. Just promote them more to attract more shoppers. (drive traffic) |
| Add shelf signs to provide shoppers with information to make purchases like Wine Advocate ratings, Staff Picks, Recipes to help drive purchase decisions without staff assistance. | [redacted] | Maintaining clean and bright standards. |
| Sharing ideas & resources with [redacted] for mutual benefit. Ex: Alcohol certification, initiating security system quote, reader board promotions. | Starting new employees at above market hourly wage rates. | Using the reader board for real time communication about sales, promotions, community events. |
| Promoting "buy online pick up instore" convenience - especially for busy tourists and sportsmen. Deliver on a "we'll have it ready when you arrive" promise. | | |

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**For Pickle**

The Pickle's greatest opportunity is to improve operational efficiencies to become more profitable. Our recommendation is to concurrently drive revenue and cut "invisible" leakage to fund valuable expense investments that will improve scale to drive more revenue. That is how the Pickle will ultimately deliver more transfer funds to the city than it does today.

**Raise prices,** The Pickle has earned a reputation for "cheap prices and [redacted] needs to raise prices to meet market averages. This step alone will combat "invisible" leakage.

**Implement non-negotiable customer service standards**. Develop a customer service and sales model. Train everyone. Hold everyone accountable to delivering that service. Without standards for how to serve customers, [redacted]. The [redacted] shows up in online reviews. Locals, seasonal residents and tourists need to receive equal excellent service. Nothing less should be tolerated.

**Implement a seasonal cocktail menu.** The Bar could simply have easy-to-mix offerings that would command a premium price. Ideas/examples could include:

- The Patio Punch - a pre-mixed cocktail that is easy to sell as a glass or in a high-volume punchbowl.
- The Dirty Pickle - a twist on a classic martini with the addition of dill pickle juice.
- The Pickleback - a shot of Jameson (or other whisky) with a Pickle Juice chaser.
- The Gull Lake Gimlet - Classic Gimlet.
- The Ruffled Pelican - a lighter version of a tequila-based Paloma.
- Cabin Fever - Aquavit or Whisky with a smoked maple simple syrup and bitters.

The point is, there are dozens of different ways to appeal to different drinkers and demographics with something that is fun and puts a "pickle" twist on cocktails that will keep customers coming back. With all-hands training at least 2 times a year, the team can learn how to make and sell the drinks. Expect a $2-3 premium on Cocktail menu items.

**Discontinue some Happy Hours and discounts during high season**. Specifically, Friday HH from May - August. It isn't necessary to attract customers. Reduce Pickle Nickel usage during Summer entirely. Keep these rich discounts for off-season to attract and reward "regulars." These steps should reach the goal of decreasing discounts by 20%.

**Self-manage the ATM.** Once security is in place, begin to own and operate the ATM. Establish SOPs, responsibility for stocking and banking plans. Fees from the ATM could conservatively generate between $6,000 – 8,000 per year that goes directly to the bottom line.

[2] Trip Advisor Review

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**Renew electronic pull tabs when the pull tab booth is unmanned.** Revive the past SOPs, train the staff, market to customers. Fees from e-tabs could conservatively generate between $5,000-8,000 per year that goes directly to the bottom line.

**Find a $12 burger and fry (or tater tots) solution.** We recommend reconfiguring backroom or off sale space to create a small grill and prep area. The product, menu flexibility and customer satisfaction will be much higher than a deep fried from frozen burger option. But a reasonable offering at this range could help the Pickle achieve a goal for food at 25% of revenue. Coincidently, it will also improve customer dwell time which improves drink revenue and overall revenue per ticket. A proper burger option and food program could drive $150,000 - $225,000 in incremental revenue per year.

**Start quarterly all-hands training and staff meetings.** [redacted]. The organization would benefit from more structured training, improved team coordination and unified communication and messages. The focus should be on training consistency for any new offers (cocktails, menu items), changes in policy (limiting HH or Pickle Nickels, for example) role clarity and team alignment.

**Start using the same free scheduling app that Spirits uses for its staff.** The staff deserves to have a modern, updated way to know when they are scheduled for work and when that work schedule changes. The business needs a better way to document and maintain time-off requests and general availabilities. The City needs to provide a similar experience for its employees across both operations.

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# Pickle: Stop | Start | Continue

| Start | Stop | Continue |
|---|---|---|
| Raise prices and use a measured pour spout to get consistent yields from stock. | Summer Happy Hour (3-6pm) on Fridays from May-August. Summer Pickle Nickels from May-August. Implement those during off-season. | Participating in high-visibility community benefits like the Lions Pull Tabs and Firefighter fund raising. Promote how the Pickle is THE place for community outreach. |
| Self-managing the ATM. Retain fees for the City instead of a third party. | Delays on facility upgrades: roof, refrigeration, furnishings and security. The city cannot postpone capital improvements without increasing overall costs to operate. | Programming high-interactivity events like the bocce league, bands, city-wide programs. Make the Pickle the nexus of local fun events. |
| Creating a cocktail program that changes seasonally. | [redacted] one cleaning each day to maintain the facility. The Pickle requires a commercial deep clean at least 2x/year. | Offering free popcorn. But clean up the popcorn station and make it a point to have excess popcorn supplies stored elsewhere. |
| Quarterly staff meetings and training sessions to keep staff up to date on menu changes, operational changes and goals. | Posting schedules in writing in the back. Use the free scheduling app that the Spirits uses to improve staff communication. | Running The Price is Right promotion. It is what you are known for and is popular with "the regulars." |
| An appealing food service offering that may include a dedicated food prep area and flat-top grill. Crack the code to offering a $12 burger and fries/tots. | Hiding that the Pickle is a municipally-run operations. Lean into how the Pickle helps the community and holds down taxes. | Managing Community Center events. Despite additional manpower and management, it provides a valuable service to the Nisswa community. |
| Renew selling e-tabs when the Lions pull tabs is not manned. Teach the staff how to execute and hold them accountable. | [redacted]. Make consistency and excellent customer service the expectation. | Deep relationships with the locals and community. [redacted] It can continue that even as it pivots to better serve the seasonal population. |
| Sharing goals with staff for revenues, sales per customer and online ratings. Give the staff visibility to successes and opportunities. | | |

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# KPI Framework and Performance Management

The City of Nisswa needs more specific ways to show marked improvements and/or impacts of decisions that are being made in its liquor businesses. The City relies entirely on POS reporting combined with traditional P&L/Balance sheet accounting reports. That is fine for reporting historical results using GAAP but rarely helpful in making better business decisions. We urge the city to develop reports and dashboards that are more action driven and implement using them in the city oversight model (below) to analyze and improve business performance.

Retail and Restaurant Scorecarding

Begin by identifying and using an expanded metric set meant to enhance business results. Set monthly, quarterly and annual budgets and targets. Then use these key performance indicators to map gaps and opportunities on a daily, weekly, monthly level to achieve performance goals. Some of this is new, but in the Spirits - for example - the Assistant Manager and Clerk regularly produce some of this reporting. It just is not used to forecast and manage the business.

We acknowledge that this is a learning curve and that the POS will need some attention to shore up data gaps in each location; with the Pickle being in more dire need of POS back office attention.

We recommend these additional metrics to make decisions and improve outcomes:

| Metric / Data | Abv. | Definition / Notes |
|---|---|---|
| Transactions | TRN | *Sum of transactions*. This is different than traffic. |
| Average Selling Price | ASP | *Ave price per unit.* Roll up to wine, beer, food etc. Subtotal at category and total levels. |
| Units Per Transactions | UPT | *Ave number of items per transaction*. Indicates promotional impa sales models, merchandising opportunities.. |
| Revenue Per Transactior | RPT | *Average $ revenue per transaction.* Indicates sales models, merchandising, assortment opportunities. |
| Category Mix | % of total b Category | Each category's contribution to$ Sales, Unit Volume and GP Impac decisions and defines trends. |
| Labor | LBR | Budget vs. Spend & as a % to sales. Impacts payroll and scheduling |
| "Top 50" Reports | T50 | *Instock rate, sales and profit on top items.* Focus and report on yo ~75% of your business Keeps the focus on the most critical items. |
| Margin Erosion | ME | *Total Revenue with discounts/ Total Revenue at full price* Promotic impact. Close out. Pickle Nickel, Happy Hour. And other discountir impact. |

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| | | |
|---|---|---|
| Channel Mix | CM% | *Online versus store versus event $/% of total sales.* Decision suppo for resource investment by channel |
| Transactions per hour/D | TPH/D | *Profit by day part.* Decision support for labor, inventory, staffing. Impact of Happy Hour and other events. |
| Net Operating Profit | NOP | *The bottom line.* What the city earns in its operations. Needs to be forefront on all scorecards. |
| Days of Supply | DOS | *The total inventory divided by the average daily unit sales.* Indicate over/under buying and predicts instock rates and inventory turns. |

Businesses intentionally use these metrics regularly to make business adjustments quickly. These measure outcomes of decisions made within the businesses and the staff's ability to execute. They are also key performance indicators (KPIs) that serve as early warnings for future business performance and outcomes. By tracking and documenting the city's business's performance with these metrics, [redacted] gain insight about how to pivot their business decisions much more clearly than the city's current P&L and accounting practices.

We recommend that the city select key metrics to measure and set concrete targets for each. For example:

- Units per Transaction by day, Labor as a % of sales by week, and Days of Supply reporting would immediately start to assist the [redacted] meet the challenges we set forth to drive topline sales, reduce labor expenses and improve inventory productivity.
- Revenue per transaction, Margin Erosion by Category, Category Mix and Transactions per hour/day would help the [redacted] identify where leakage is occurring in [redacted] as well as indicate where changes in staff scheduling could improve customer experience.

All measurements have value. But as the City rolls out new expectations to improve the businesses with fact-based analysis, it is always best to begin with a limited focus until [redacted] become proficient in their use.

**Summary**

Nisswa's accounting and retail/bar/restaurant reporting needs to evolve to support improved business decision making. This will create more stability in the business by creating baselines and revealing trends that are overlooked today. Generally speaking, the city businesses accounting practices and monthly reporting are sound. However, it needs more context such as P&Ls that show trends month-over-month, year-over-year and year to date.

The city needs reporting to specifically show marked improvements and/or impacts of decisions that are being made. This is a pivot from current reporting measurements and objectives.

The two liquor businesses need retail and restaurant scorecards to identify and detail gaps and opportunities they can address to maximize their returns for the residents of Nisswa.

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# Governance Model, Business Rhythms and City Oversight

As Nisswa looks to improve its liquor business results, making meaningful change to the businesses operational rhythms and processes will be imperative to achieve improvement goals.

Every business has a standard operating blueprint that supports their operations to satisfy their financial objectives, employee needs and customer demands. For Nisswa to achieve different business results, it will have to conduct business differently and internalize new operating standards. Clearly, Nisswa has been successful: the operations are profitable and have loyal customers. But to maximize the investment returns for the citizens of Nisswa and improve upon how the businesses operate: [redacted] all need to evolve.

Assessment of current rhythms:

Reflecting the current state of city administration staff, there are no formal business reviews in place outside of turning in reports on a monthly basis. Prior meetings discussed during our discovery did not reflect *business* needs. They seemed to operate more as one of the many City departments. To that end, they did not dedicate the time and resources reflective of businesses these large. Capacity, [redacted], and resource constraints create decision-making delays for the businesses by the City and [redacted]. Businesses cannot be successful with extended timelines for decisions.

Recommendations and Next Steps for Business Planning Improvements

Our goal is to make recommendations for Nisswa to create meaningful and sustained change. To accomplish that, the Liquor Operations leaders' work will be different and, in some cases, incremental. The City needs to make informed decisions about what it will expect to stop doing, do differently, and what the City will outsource. These recommendations provide a template to help Nisswa evolve through this process.

**Recommended Business Rhythms:**

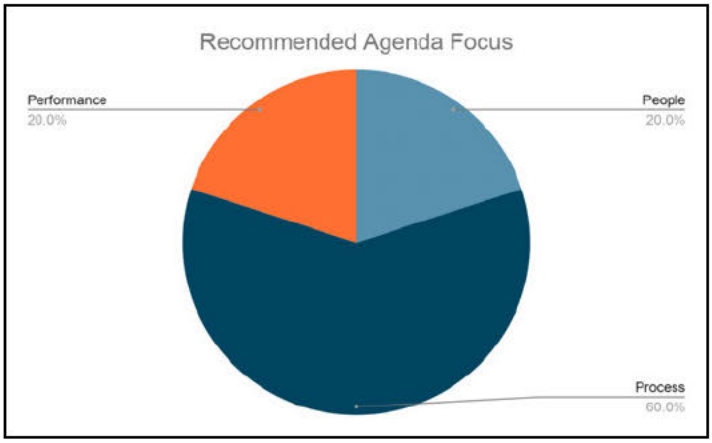
| Type: Frequency | Purpose | Attendees | Duration |
|---|---|---|---|
| Meeting: 1x/year | Annual Budgeting, Prioriti investments & initiatives | City Administrator, CIty Finance, City HR, Liquor Operations GM/Unit Lead | 4 hours |
| Meeting: Quarterly | Approve each business's marketing and promotion plans, Financial trends and adjustments as needed, Seasonal Planning, Integra Communications, Identify emerging opportunities, update annual plan | City Administrator, CIty Finance, City HR, Liquor Operations GM/Unit Lead | 2.5 hours |

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| | | | |
|---|---|---|---|
| Meeting: Monthly | Inform on results, alert on needs, activate resources, Review prior month, plan new results, Update quart plan | City Administrator, CIty Finance, City HR, Liquor Operations GM/Unit Lead | 1 hour |
| 1:1 Calls: Weekly | Follow up to needs and iss presented in the Monthly meeting. Informal - but planned and scheduled. | City Administrator with Li Operations GM and Liquo Operations GM with Unit Leaders | 30 minutes |

Create Meaningful Agendas with Specific Outcomes

Create and facilitate reoccurring agendas, with clear objectives, aligned workstreams, focused on future results. This requires collaboration across multiple roles. We recommend a standing agenda that has consistent themes/expectations, but subtopics that will change as the business does:




| People | Process | Performance |
|---|---|---|
| • Customer insights/trends, learnings, needs, issues.<br>• Employee/staffing needs, performance, updates, training.<br>• City council/other needs outside of direct Muni operations. | • Include new integrated Promotional Planning (IPP)/Marketing rhythm as the basis for this agenda theme.<br>• Calendar planning, execution, results across the IPP calendar.<br>• Key category planning and priority workstreams.<br>• Key decisions, needs, support, alerts, etc. | • High-level business performance review.<br>• How is the current month affecting our trends for the quarter and year?<br>• ~80% dedicated to future-looking activities that will impact performance and any adjustments needed to reach quarterly and annual goals. |

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**Critical Notes for Additional Success:**

**More Planning, Less Reporting.** Most city businesses spend the majority of their time discussing and reporting on past results. But the majority of business planning should be spent creating action and activities that affect future results.

**The City needs different tools and resources.** The City needs to identify the tools and processes, with defined roles and responsibilities, to capture and progress liquor operations in meaningful ways. Simply, this work needs to be organized and documented.

The City's resources will need to be used differently in some cases. This could include new roles, changing responsibilities within current roles and/or shifting historic spend from 'X' to 'Y' to create different results.

There are numerous outside resources the City of Nisswa should utilize:

- MMBA membership benefits should be stretched to provide more value back to members.
- Distributors and vendors should be more deeply engaged to provide training, recipes and business-building recommendations.
- Customers and employees need to be regularly engaged to extract insights to prioritize and act upon.
- Delaney Consulting provided a SOW to the City for a new engagement to help support these efforts.

**Shift the focus and perspective to continuously improve.** Agendas and work cadences should be built in 52-12-4-2-1-week calendar dimensions. This will be imperative to create and execute the promotional and event planning workstreams. Generally, these targets help businesses make planned changes in their operations instead of iterating ongoing operations.

To develop institutional knowledge, critical operating decisions need to be documented. The City needs to have knowledge of what work needs to be done along with the resources and time to achieve the work.

To prioritize new work that needs to be done, old work needs to stop or be done differently. This must be done to create capacity for new initiatives and workstreams. There is some great work happening and the City needs to be aware of what is already successfully embedded in operations while establishing new ways of collaborating.

Account for "Run the Business" responsibilities and tasks:

- Buying
- Pricing
- Merchandising
- Staffing and scheduling
- Training
- Facility management

Account for "Change the Business" responsibilities and tasks:

- Promotional planning and execution

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- Marketing activities
- Developing new cocktail and menu offerings
- City and community engagement
- Loyalty program rollout and operations
- POS data mining
- Operating a true training and meeting cadence will each team at their respective businesses

Map Roles and Responsibilities to All Work Prorities and tasks

- Identify and assess who is currently doing what.
- Identify gaps in capacity, knowledge, skills, roles, budgets in order to get XYZ done.
- Address job descriptions: up to and including resetting roles, pay grades, talent, etc.
- Deploy a different working model to accomplish different work.

Set New Priorities, Objectives, Goals, and Use Specific Metrics to Measure

- This should complement your annual budgeting process and inform how you achieve it.
- Use the IPP capability to organize and document the things you need to do to achieve your budgets and grow your business.
- Create 30-90-180-365-day operational and working plans to achieve the priorities you've agreed to.
- Identity and agree to the right metrics to measure specific goals and workstreams. Follow the SMART Goal-setting formula: Specific, Measurable, Actionable, Reasonable, Timely.
- To start, highly consider adopting the priorities and metrics we have listed throughout this report.

# Implementation Roadmap & Timelines

**Purpose:** The steps to make the changes real. Please review the Decision Trees and make strategic decisions about keeping both operations open, locations, and food service. Then review the recommendations in this document and consider focusing on the following goals:

Short Term (first 90 days)

- Quick Wins: Spirits staffing adjustments, Pickle pricing changes
- Operational Fixes: Pickle Repairs, Security & locks, Professional Cleaning
- KPI Implementation: Business Rhythms and Reporting

Near Term (3-12 months)

- Spirits: Buying changes, Pickle: Cocktail and Menu enhancements
- Promotional planning and execution
- Organizational re-design with staffing and labor plans

Longer Term (1-3 years)

- Facility: Spirits new construction? Pickle Food Prep Remodel?
- Capability Building Staff & City, training and succession planning
- Food Service Contracting?
- Marketing and Spirits Loyalty Program

# Management Assessment

[redacted] and operational structure impact the performance and long-term sustainability of Nisswa's liquor operations. This assessment is based on interviews with [redacted]s, and a sampling of

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the staff. As well as our observations and numerous interactions with the [redacted] where we asked for their perspective on improvements and processes for their businesses.

**Overarching Themes**

**1. Nisswa's job descriptions do not match the skill sets and requirements necessary to run a successful liquor operation today.**

[redacted]

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[redacted]

The other City has set up [redacted] job descriptions with comparable expectations for [redacted] to manage them uniformly while recognizing the differences in [redacted] operations.

Nisswa has not set the proper expectations from the [redacted] high performing liquor operations. We recommend a new approach for the city that both streamlines the City's oversight and [redacted] for the citizens of Nisswa.

**2. Nisswa has [redacted].**

[redacted]

We recommend that the city consider this part of an overall re-structuring of the liquor operations team.

[redacted]

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# Final Thoughts

Our final considerations and recommendations for the City of Nisswa and its Liquor operations.

**Summary**: To achieve improved financial performance, operational consistency, employee experience and long-term sustainability, the City will need:

- Clear operational standards and accountability measures in both operations.
- Modernized role expectations and job descriptions.
- Consistent KPI and Financial performance management.
- Stronger operational controls and business routines.
- [redacted].
- Reinforcement and follow-through mechanisms to ensure operational changes are implemented consistently.

Sustainable improvement will require both [redacted] development and [redacted] oversight and operational expectations. This report could put key staff members at risk to change - desired or undesired. Considering the local labor market and a lack of a succession plan or training, the operations are under pressure throughout the summer of 2026 to operate as uniformly as possible. We urge the City to act but be mindful of the need to functionally operate during the high-traffic 2026 summer season as off-season improvements cannot compensate for summer business declines.

Under the current staffing situation at the City where there is a vacancy for the City Administrator and the [redacted], we have submitted a Statement of Work to the City to play an interim, fractional role to establish some of the reporting, business rhythms, promotional planning and accountability tactics within this document. We urge the City to consider this option as a City Administrator is not likely to come aboard soon nor have the Liquor Operations as their top priority.

Operating a business and operating a City require different lenses, decision-making and focus. We caution the City that this will take sustained focus to make improvements that are dependable year after year. This will be difficult for the City to accomplish without making changes. One of which is fighting inertia that comes with delaying decisions. The city must dedicate itself to executing, possibly making some mistakes, learning and improving each month.

Advancing together is what makes Nisswa great. If the city and its staff can unify behind making progress for these two revenue-generating businesses, it can create a reliable revenue stream for decades to come. It will require open communications, focused goal setting and holding team members accountable for measurable outcomes.

We support you as you make wise decisions.

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**Date:** June 15, 2026

**To:** The City of Nisswa MN
**From:** Flora Delaney, President – Delaney Consulting

With the initial recommendations complete, this statement of work proposes a way forward for the City of Nisswa to use a Delaney Consulting resource as a fractional leader to guide the work to make liquor operations improvements for the next 6 months.

This proposal would begin in mid-August of 2026 and run through mid-February 2027. The timing is meant to allow the city to run its two liquor operations relatively unchanged for the key summer 2026 period. Once begun, we intend to support the city for 6 months in the hopes that new permanent liquor leadership for the City can be in place by that time.

In order to secure our resources, we ask that the City decide to sign this proposal by July 15, 2026.

Thank you for reviewing our proposal. We are eager to help you reach your goals.



**STATEMENT OF WORK – LIQUOR OPERATIONS EXTENSION**
**Effective AUGUST 17, 2026 – FEBRUARY 29, 2027**

This Statement of Work is the entire description of the services to be rendered by Delaney Consulting, LLC to The City of Nisswa, Minnesota ("The City".)

The City wishes to make progress on several of the key recommendations provided in the report dated June 10, 2026. Delaney Consulting will act as a fractional Liquor Operations leader to provide the city with the following services:

**Organizational Redesign**
Delaney Consulting will build a recommended new organizational design for the City of Nisswa's Liquor operations that consolidates management oversight of both operations under a single General Manager (GM) accountable for financial performance, customer experience, employee engagement, and annual transfers to the City. The comprehensive organizational redesign will clarify roles, responsibilities, reporting relationships, and staffing requirements. We will write and recommend new job descriptions for the new GM position, the two (2) unit leaders and their significant staff members. We anticipate that the city would approve the design then post and fill the roles through a structured selection process to ensure the organization has the capabilities needed for future success.

**Deliverables**: New Organizational Design with Recommended Job Descriptions. Ready for the City to conduct pay grade levelling and posting.

**Implement Business Rhythms and Interim Management:**
Delaney Consulting will work to establish the management routines, performance metrics, and oversight processes outlined below. Delaney Consulting will act as external support, supporting Nisswa's Liquor leadership with financial report training, team coaching, and support for delivering measurable improvements in business performance. Additionally, Delaney Consulting will provide city resources with guidance for improving its accounting and reporting to provide clearer retail and restaurant measurements for clearer insight into financial performance, operating trends, and year-over-year changes. We will work to provide monthly reports that include key performance indicators, emerging risks, and factors affecting annual transfers to the City. The goal is to provide City leadership with the information needed to make better decisions, identify issues earlier, and more effectively oversee both operations.

| Type: Frequency | Purpose | Attendees | Duration |
|---|---|---|---|
| Meeting: 1x | Assist with annual budgeting. Prioritize investments & initiatives | City Administrator, City Finance, City HR, Delaney Consulting, Liquor Unit Leaders | 4 hours |
| Meeting: 2x | Recommend each business's marketing and promotional plans, Financial trends and adjustments as needed, Seasonal Planning, Integrated Communications, Identifying emerging opportunities, update annual plan | City Administrator, City Finance, City HR, Liquor Unit Leaders | 2.5 hours |
| Meeting: Monthly | Inform on results, alert on needs, activate resources, Review prior month, plan for new results, Update quarterly plan | City Administrator, Delaney Consulting, Liquor Unit Leaders | 1 hour |

| | | | |
|---|---|---|---|
| 1:1 Calls: Weekly | Follow up to needs and issues presented in the Monthly meeting. Informal - but planned and scheduled. | Delaney Consulting and Liquor Unit Leaders | 30 minutes |

**Deliverables**: Lead and guide Nisswa liquor management team and the City in how to conduct purposeful, effective business planning sessions that identifies and addresses issues in both operations. Develop skills in using reporting and metrics to manage the business and provide direction for making business adjustments. Turn over a functioning business planning cycle to the new City Administrator that leverages a published agenda to keep the City informed of business issues and concerns.

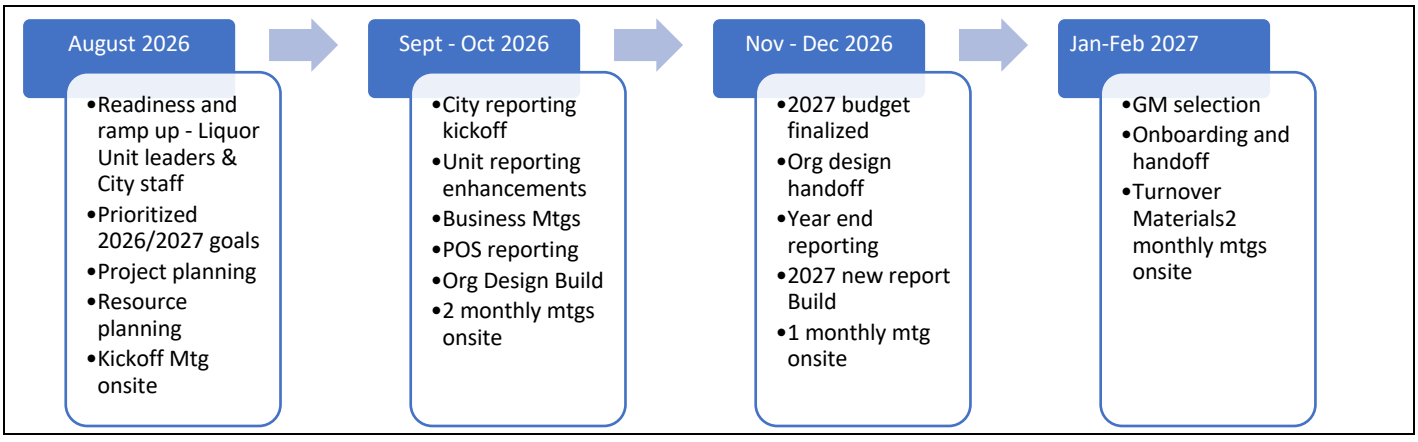
**Operational Improvements**

There were over 2 dozen specific recommendations in the June 2026 report for improvements both operations (Pickle and Spirits) could make to deliver better outcomes for their customers and the residents of Nisswa. It is difficult at this time to predict the items that will be prioritized by the city. But as resources and city approvals allow, we will endeavor to support the city as it tackles those initiatives and help the leaders prioritize and create plans for achieving them. These could include steps to improve staffing and labor scheduling, pricing adjustments, seasonal cocktail and food menu enhancements (Pickle), promotional and event planning, Pickle facility improvements and staff communications.

**Deliverables:** Assistance with prioritized initiatives to improve each operation's 2026 profits. Assistance with planning 2027 budgets that support new changes. Support and guidance for making progress toward prioritized goals that the city wishes the Liquor Operators to achieve.

**Services and Deliverables:** Delaney Consulting shall provide the services of Michael Bitzer, Account Leader with a general plan to achieve the following:

**General Overview**




- **August 2026** Project Kickoff**.** The city is to provide guidance on prioritized initiatives from the June 2026 report. With those priorities, we will structure a kickoff with the city staff and unit leaders and devise a plan to deliver on those priorities.
- **September – October 2026** Kickoff the work to enhance weekly and monthly reports for operating the Pickle and Spirits as well as for City oversight. Select the sourcing and support to complete the work for ongoing measurements. Begin the quarterly, monthly, weekly business meetings that keep city resources

aligned with business needs. Train and coach the unit leaders on effective meeting management. Kickoff staff communication plans. Kickoff the work to complete the city's prioritized initiatives. Conduct the Organizational Design buildout with job descriptions and recommended structure.

- **November- December 2026:** Hand off the recommended organizational design to the city. Recommend an implementation plan. Assist and support 2027 budgeting for the liquor units, as requested. Continue leading and refining monthly and weekly meetings with unit leaders to improve their financial aptitude in using financial metrics to guide business decisions. Minimally impact key holiday weeks.
- **January – February 2027:** As requested, guide the city during its selection process for a Liquor Operations General Manager. Assist with onboarding into the new role and handing off leadership and materials to ensure a smooth transition. Lead Quarterly review meeting. Handover materials and final recommendations to the City.
    - **Deliverables:** Final Reports and all materials created for Nisswa in support of this statement of work.

**Project Management & Communication:**

- We anticipate partnership with the City staff to stay apprised of the work and to create a work plan that meets the City's needs. Project management to be <5% of our overall hours for this SOW. We will provide a "burn down" rate each month and a workload projection so that the City can control expenses and focus over the 6 months of this engagement.
- All documentation created or access during the engagement becomes the property of the City.

**1. <u>Fees and Terms:</u>**

This will be a time and materials billing relationship. The City of Nisswa will have great influence on Delaney Consulting's work priorities. Then the two parties will agree to and document more specific deliverables. We anticipate that we can deliver this work as a fractional leader with 20 hours per week over 23 weeks. We anticipate 4 unassigned weeks to account for national holiday periods and personal vacation time. Michael Bitzer will be provided to the City for ~20 hours per week for 23 weeks at a discounted rate of $150/hour.

| | |
|---|---|
| Total Budget | $69,000 |
| Avg Monthly Amount | $11,500 |

**Travel:**

This agreement anticipates 6 trips to Nisswa. If we forecast 2 hotel nights per trip, we recommend the following for a travel expense budget beyond the hourly rate described above:

| | |
|---|---|
| Roundtrip Mileage @ .72/mile (IRS 2026 standard) @ 325 miles X2 = | $468/roundtrip X 6 trips |
| $60/day food per diem | $ 60/day X 18 days |
| Lodging $150/night | <u>$150/night X 12 nights</u> |

Given the anticipated schedule, we recommend that the City budget for travel at ~$5688.

The City has the right to request an audit of any invoice at any time in the term of this agreement. The consultant shall supply supporting information to prove expenses occurred and how they were calculated within 10 business days of any request. The consultant can also supply evidence the subject work occurred for the timeframe in question within 10 business days of any request. The city may take up to 10 days to review audit materials. Disputed invoices should be directed to flora@floradelaney.com with invoice identification and specific items in question.

**2. <u>Confidentiality Clause</u>**

Both parties agree to maintain the confidentiality of all non-public, proprietary, or sensitive information disclosed during the engagement. This obligation shall survive for two (2) years following the termination of this SOW and shall not apply to information that is publicly available or lawfully obtained from third parties.

| **City of Nisswa Minnesota** | **DELANEY CONSULTING, LLC** |
|---|---|
| By : _____<br><br>Name: _____<br><br>Title: _____<br>Date: _____ | By: _____<br><br>Name: Flora Delaney<br><br>Title: President<br>Date: _____ |

CITY OF NISSWA

**CITY OF NISSWA**
**APPLICATION FOR APPOINTMENT TO A CITY COMMISSION/COMMITTEE**

## PERSONAL INFORMATION

Name: Last Allen First Kyle

Address: [redacted]

Phone: (H) [redacted] (W) [redacted] (Cell) [redacted]

Occupation: Information Employer: Crow Wing Power & Light

Email Address: [redacted]

Are you a Nisswa resident, Nisswa property owner or Nisswa business owner? ☐ Yes ☐ No
If yes, ☐ Seasonal ☐ Permanent

If yes, how long have you been a Nisswa resident, property owner or business owner? 5+

☐ *Please check this box if you are currently on a commission or committee and wish to be considered for reappointment. Please note below the current commission or committee you are currently serving. You are **not** required to complete the remainder of the application.*

Please rank in order which of the following commissions or committees you are interested in serving on:

_____ Planning & Zoning Commission (Nisswa residency required)

_____ Parks & Recreation Advisory Committee (Nisswa residency required)

_____ Public Works Committee (Nisswa residency or property ownership required)

_____ Economic Development Authority (Nisswa residency, Nisswa property ownership or Nisswa business ownership required)

_____ Other/Ad Hoc Committee (Nisswa residency or property ownership required)

*Please answer the following questions as completely as possible. Use a separate sheet if necessary.*

Why are you interested in being appointed to a City advisory commission or committee?

I have a desire to give back to the community, help address concerns and strategically plan for the future of our City. I have lived in the heart of downtown Nisswa on Pine Haven Rd for 5yrs. I hope to assist in planning to help with fostering local businesses, new business investments, redevelopment projects, etc.

What strengths and abilities would you bring to the commission or committee? Please include any education and professional experience that would assist you in serving.



Associates of Applied Science degree In Child Development with 7yrs of Hospitality Management/ IT

What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?

Transparency, communication to our citizens & commitment to serve our

Attendance: Are you aware of the importance of regular meeting attendance, including the time commitment involved in preparing for meetings, and do you feel you have the time available to be an active participant? ☐ Yes ☐ No
Comments:

Yes

**POTENTIAL CONFLICTS**

Conflicts of interest may arise by the participation in any activity, recommended action, or decision from which you receive or could potentially receive direct or indirect personal financial gain. In accordance with this definition, do you have any legal or equitable interest in any business which could be construed as a conflict of interest? ☐ Yes ☐ No
If yes, please explain:

Kyle R. Allen — Signature

05/10/2026 — Date

Note: The selection process may vary according to the number of applications and vacancies, and may not include interviews with all applicants.

THANK YOU FOR YOUR INTEREST IN SERVING ON A CITY COMMISSION/COMMITTEE!

Please return application to:
City of Nisswa
5442 City Hall Street
PO Box 410
Nisswa, MN 56468
218-963-4444 Phone

Or via email to:
maggi@cityofnisswa.gov

**DATA PRACTICES ADVISORY**

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CITY OF NISSWA

**CITY OF NISSWA**
**APPLICATION FOR APPOINTMENT TO A CITY COMMISSION/COMMITTEE**

## PERSONAL INFORMATION

Name: Last Fier First Robert

Address: [redacted]

Phone: (H)_____ (W)_____ (Cell) [redacted]

Occupation: Retired Facility Engineering Mgr Employer: Amgen

Email Address: [redacted]

Are you a Nisswa resident, Nisswa property owner or Nisswa business owner? ☒ Yes ☐ No
If yes, ☐ Seasonal ☒ Permanent

If yes, how long have you been a Nisswa resident, property owner or business owner? (27) years

☐ *Please check this box if you are currently on a commission or committee and wish to be considered for reappointment. Please note below the current commission or committee you are currently serving. You are **not** required to complete the remainder of the application.*

Please rank in order which of the following commissions or committees you are interested in serving on:

NO Planning & Zoning Commission (Nisswa residency required)

NO Parks & Recreation Advisory Committee (Nisswa residency required)

NO Public Works Committee (Nisswa residency or [illegible] ownership required)

(1) Economic Development Authority (Nisswa residency, Nisswa property ownership or Nisswa business ownership required)

NO Other/Ad Hoc Committee (Nisswa residency or property ownership required)

*Please answer the following questions as completely as possible. Use a separate sheet if necessary.*

Why are you interested in being appointed to a City advisory commission or committee?
I have a (14) year period of time where I managed a Facility Engineering Group, for Amgen's Colorado Division, where we oversaw Design, Construction & Startup of $2B of Buildings, roads, bridges and infrastructure. Daily communication with 650 customers was the norm.

What strengths and abilities would you bring to the commission or committee? Please include any education and professional experience that would assist you in serving.

- Facility Engineering Skills
- Project Management Skills
- Significant team member experience.
- Above average communication skills.

What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?

- Better communication with Nisswa Residents'
- Slowing down + possibly pausing Nisswa Budget Growth.
- Better research + purchasing Procedures' + justification procedures on Capital Projects.

Attendance: Are you aware of the importance of regular meeting attendance, including the time commitment involved in preparing for meetings, and do you feel you have the time available to be an active participant? ☒ Yes ☐ No
Comments:

**POTENTIAL CONFLICTS**

Conflicts of interest may arise by the participation in any activity, recommended action, or decision from which you receive or could potentially receive direct or indirect personal financial gain. In accordance with this definition, do you have any legal or equitable interest in any business which could be construed as a conflict of interest? ☐ Yes ☒ No
If yes, please explain:

[redacted]

Signature

05/12/26
Date

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CITY OF NISSWA

# CITY OF NISSWA
# APPLICATION FOR APPOINTMENT TO A CITY COMMISSION/COMMITTEE

## PERSONAL INFORMATION

Name: Last Foy First Mike

Address: [redacted]

Phone: (H) _____ (W) _____ (Cell) [redacted]

Occupation: Business Owner Employer: Self

Email Address: [redacted]

Are you a Nisswa resident, Nisswa property owner or Nisswa business owner? ☒ Yes ☐ No
If yes, ☐ Seasonal ☒ Permanent

If yes, how long have you been a Nisswa resident, property owner or business owner?_____

☐ *Please check this box if you are currently on a commission or committee and wish to be considered for reappointment. Please note below the current commission or committee you are currently serving. You are **not** required to complete the remainder of the application.*

Please rank in order which of the following commissions or committees you are interested in serving on:

_____ Planning & Zoning Commission (Nisswa residency required)

_____ Parks & Recreation Advisory Committee (Nisswa residency required)

_____ Public Works Committee (Nisswa residency or property ownership required)

X Economic Development Authority (Nisswa residency, Nisswa property ownership or Nisswa business ownership required)

_____ Other/Ad Hoc Committee (Nisswa residency or property ownership required)

*Please answer the following questions as completely as possible. Use a separate sheet if necessary.*

Why are you interested in being appointed to a City advisory commission or committee?

What strengths and abilities would you bring to the commission or committee? Please include any education and professional experience that would assist you in serving.

What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?
The direction of the city. Try to keep the small town charm while improving the infrastucture.

Attendance: Are you aware of the importance of regular meeting attendance, including the time commitment involved in preparing for meetings, and do you feel you have the time available to be an active participant? ☒ Yes ☐ No
Comments:

**POTENTIAL CONFLICTS**
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If yes, please explain:

Signature [redacted] Date 5-13-26

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Shawn Hansen | Executive Director of The Outreach Program of
[redacted]

May 11, 2026

City of Nisswa
Attn: Maggi Wentler

RE: Economic Development Authority Application

Dear Maggi and Nisswa City Council,

I am applying today for the openings on your EDA commission.

Although I am not a Nisswa resident (I reside in Lake Shore); I have been involved in the great community of Nisswa for many years. From 2011-2019, I worked at the Nisswa Chamber of Commerce, serving as the Director from June 2012 – March 2019. During that time, I was heavily active with planning and zoning as it pertained to the business community.

I am currently the Executive Director and Chief Officer of an area non-profit, The Outreach Program of Brainerd Lakes. The charity was founded in 2012 and is located at 24489 Hazelwood Drive, Nisswa. I feel my application is appropriate under the Nisswa property ownership or Nisswa business ownership criteria.

Below are my answers to the application questions.

**Why are you interested in being appointed to a city advisory commission or committee?**

- I truly believe that Nisswa is the BEST small town in Minnesota.
- I love the look and flair we have today and am interested in helping shape the look and flair for the future.

**What strengths and abilities would you bring to the commission or committee?**

- I have a bachelor's degree in accounting.
  - I have 26 years of corporate experience, working in accounting, human resources, project management, talent acquisition, Lean Six Sigma, and process improvement.
- I have 8 years of experience working with the business community of Nisswa and surrounding areas through my career at the Nisswa Chamber of Commerce.
- I have 7 years of experience managing, directing and growing a humanitarian food aid organization that resides in Nisswa.
- I am process driven, strategic in thinking, and have a proven track record of working with teams and committees.
- I am interested in the betterment of Nisswa, both small scale and large scale
- I was actively involved with Nisswa's Planning and Zoning commission during my tenure at the Nisswa Chamber of Commerce
- I believe I offer a voice of reason, research and consistency.

**What are the most important issues facing our community over the next several years?**

- Nisswa has experienced tremendous growth over the past decade +.
- Infrastructure, job growth, land use, tax structure, housing, are areas that Nisswa needs to put some concentrated efforts towards these items.
- The EDA should be coordinating existing Comp plans, ordinances, etc. to position the city for today, the next short-term phase (5-10 years); mid-term phase (11-19 years), long term phase (20+years)

Shawn Hansen | Executive Director of The Outreach Program of Brainerd Lakes |
[redacted]

**From a quick review of the City's website, I could not find the definition of the EDA for Nisswa, it's powers, authorities, expectations.**

From AI, this is the information I found that EDAs generally are tasked with.

- An Economic Development Authority (EDA) in Minnesota is a public entity established under Minnesota Statutes Chapter 469 to promote commercial/industrial growth, create jobs, and increase the local tax base. EDAs act as the development arm of a city or county, implementing programs for business retention, redevelopment, and land acquisition to improve the community's overall economic vitality. [

Core Purposes and Functions

- Business Retention & Expansion: Supporting existing businesses and attracting new businesses through programs, financial incentives, and available land.
- Redevelopment & Land Management: Buying, selling, and leasing land for redevelopment projects that might be unviable for the private sector alone, often targeting blighted or underutilized areas.
- Financial Assistance: Administering revolving loan funds, grants, and tax incentives (such as Tax Increment Financing) to support projects.
- Strategic Planning & Research: Conducting economic development studies and developing plans for local economic growth.
- Housing & Community Development: Many EDAs also handle housing development to ensure a diverse and affordable housing stock, fostering a strong workforce.

Key Aspects of Minnesota EDAs

- Independent Entity: While often consisting of city council members, an EDA is a separate body with special powers.
- Partnerships: Frequently work with the Minnesota Department of Employment and Economic Development (DEED) and regional organizations.
- Goal: To improve the commercial/industrial tax base, create jobs, and increase prosperity. An authority may study and analyze economic development needs in the city, and ways to meet the needs.

**What do you think the role of your commission or committee should be in addressing those issues?**

- There appears to be un-rest within the council, staff, community. One aspect of the EDA commission will be to assist in structuring development, helping the council and staff with taking some of the "heavy lifting, time consuming areas" to the EDA and advise back to the council of recommendations.
- I am not 100% familiar with Brainerd Lakes Area Economic Development group, headed by Tyler Glynn but would assume that we would be working closely with this group for the local EDA. Tyler is also a Nisswa resident and would be a great asset to rely on for this commission.

I believe I can commit the time to be an active and engaged member of the EDA and hope that you will look favorably to my application. I look forward to hearing of next steps in the EDA formed commission.

[redacted]

Shawn Hansen (she/her/hers)
Executive Director
The Outreach Program of Brainerd Lakes
[redacted]

CITY OF NISSWA

**CITY OF NISSWA**
**APPLICATION FOR APPOINTMENT TO A CITY COMMISSION/COMMITTEE**

**PERSONAL INFORMATION**

Name: Last Hansen First Shawn

mail: [redacted]
Address: physical: [redacted]

Phone: (H) X (W) [redacted] (Cell) [redacted]

Occupation: Executive Director Employer: The Outreach Program of Brainerd Lakes

Email Address: [redacted]

Are you a Nisswa resident, Nisswa property owner or Nisswa business owner? ☒ Yes ☐ No
If yes, ☐ Seasonal ☐ Permanent

If yes, how long have you been a Nisswa resident, property owner or business owner? since 2019

☐ *Please check this box if you are currently on a commission or committee and wish to be considered for reappointment. Please note below the current commission or committee you are currently serving. You are **not** required to complete the remainder of the application.*

Please rank in order which of the following commissions or committees you are interested in serving on:

_____ Planning & Zoning Commission (Nisswa residency required)

_____ Parks & Recreation Advisory Committee (Nisswa residency required)

_____ Public Works Committee (Nisswa residency or property ownership required)

X Economic Development Authority (Nisswa residency, Nisswa property ownership or Nisswa business ownership required)

_____ Other/Ad Hoc Committee (Nisswa residency or property ownership required)

*Please answer the following questions as completely as possible. Use a separate sheet if necessary.*

Why are you interested in being appointed to a City advisory commission or committee?

See attached

What strengths and abilities would you bring to the commission or committee? Please include any education and professional experience that would assist you in serving.

see attached

What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?

See attached

Attendance: Are you aware of the importance of regular meeting attendance, including the time commitment involved in preparing for meetings, and do you feel you have the time available to be an active participant? ☒ Yes ☐ No
Comments:

**POTENTIAL CONFLICTS**

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If yes, please explain:

[redacted]

Signature

5/11/2026
Date

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CITY OF NISSWA

**CITY OF NISSWA**
**APPLICATION FOR APPOINTMENT TO A CITY COMMISSION/COMMITTEE**

## PERSONAL INFORMATION

Name: Last Hedlund First Brandon

Address: [redacted]

Phone: (H)_____ (W)_____ (Cell) [redacted]

Occupation: Real Estate Broker Employer: Self

Email Address: [redacted]

Are you a Nisswa resident, Nisswa property owner or Nisswa business owner? ☒ Yes ☐ No
If yes, ☐ Seasonal ☒ Permanent

If yes, how long have you been a Nisswa resident, property owner or business owner? 6 Years

☐ *Please check this box if you are currently on a commission or committee and wish to be considered for reappointment. Please note below the current commission or committee you are currently serving. You are **not** required to complete the remainder of the application.*

Please rank in order which of the following commissions or committees you are interested in serving on:

_____ Planning & Zoning Commission (Nisswa residency required)

_____ Parks & Recreation Advisory Committee (Nisswa residency required)

_____ Public Works Committee (Nisswa residency or property ownership required)

X Economic Development Authority (Nisswa residency, Nisswa property ownership or Nisswa business ownership required)

_____ Other/Ad Hoc Committee (Nisswa residency or property ownership required)

*Please answer the following questions as completely as possible. Use a separate sheet if necessary.*

Why are you interested in being appointed to a City advisory commission or committee?
I would love to help give some guidance & direction in the economic future of Nisswa as someone who has called Nisswa home my entire life.

What strengths and abilities would you bring to the commission or committee? Please include any education and professional experience that would assist you in serving.
Helping countless clients with the vision it takes to maximize not only their property, but also their goals

Nearly 10 years in the real estate world, running a successful RE Team.

What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?
Casting the vision and Bringing the community together to understand the need for some changes & updates to town,
working in collaboration w/ the community & businesses to better understand their goals.

Attendance: Are you aware of the importance of regular meeting attendance, including the time commitment involved in preparing for meetings, and do you feel you have the time available to be an active participant? ☒ Yes ☐ No

Comments:

**POTENTIAL CONFLICTS**

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If yes, please explain:

[redacted]

Signature

5-13-26

Date

Note: The selection process may vary according to the number of applications and vacancies, and may not include interviews with all applicants.

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As an active RE Broker & business owner in Nisswa, I have a professional stake in the economic health of this community. I'm committed to transparency & willing to recuse myself from votes or discussions where a direct financial gain exists & always prioritize the broader community.

CITY OF NISSWA

# CITY OF NISSWA
# APPLICATION FOR APPOINTMENT TO A CITY COMMISSION/COMMITTEE

## PERSONAL INFORMATION

Name: Last Huser First Jake

Address: [redacted]

Phone: (H)_____ (W)_____ (Cell) [redacted]

Occupation: Marketing | Sales Employer: WCE Insurance

Email Address: [redacted]

Are you a Nisswa resident, Nisswa property owner or Nisswa business owner? ☒ Yes ☐ No
If yes, ☐ Seasonal ☒ Permanent

If yes, how long have you been a Nisswa resident, property owner or business owner? 16

☐ *Please check this box if you are currently on a commission or committee and wish to be considered for reappointment. Please note below the current commission or committee you are currently serving. You are **not** required to complete the remainder of the application.*

Please rank in order which of the following commissions or committees you are interested in serving on:

_____ Planning & Zoning Commission (Nisswa residency required)

_____ Parks & Recreation Advisory Committee (Nisswa residency required)

_____ Public Works Committee (Nisswa residency or property ownership required)

X Economic Development Authority (Nisswa residency, Nisswa property ownership or Nisswa business ownership required)

_____ Other/Ad Hoc Committee (Nisswa residency or property ownership required)

*Please answer the following questions as completely as possible. Use a separate sheet if necessary.*

Why are you interested in being appointed to a City advisory commission or committee?
- Helping City of Nisswa grow while maintaining the charm and culture the city has today.

What strengths and abilities would you bring to the commission or committee? Please include any education and professional experience that would assist you in serving.
- Business Management Degree
- 20 yrs of Business ownership in Nisswa
- 20 yrs of commercial Insurance experience
- Daily dialog with area business owners

What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?
- Business growth is a challenge in Nisswa. I have been through 2 different construction projects within the city and there were many challenges. I would like to help other area businesses or someone new to the area have a smooth experience investing in our community.

Attendance: Are you aware of the importance of regular meeting attendance, including the time commitment involved in preparing for meetings, and do you feel you have the time available to be an active participant? ☒ Yes ☐ No
Comments:

**POTENTIAL CONFLICTS**
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If yes, please explain:

[redacted] 5/13/26

Signature Date

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CITY OF NISSWA

# CITY OF NISSWA
# APPLICATION FOR APPOINTMENT TO A CITY COMMISSION/COMMITTEE

## PERSONAL INFORMATION

Name: Last Tanhoite First Bruce

Address: [redacted]

Phone: (H)_____ (W)_____ (Cell) [redacted]

Occupation: Retired CPA Employer:_____

Email Address: [redacted]

Are you a Nisswa resident, Nisswa property owner or Nisswa business owner? ☒ Yes ☐ No
If yes, ☐ Seasonal ☒ Permanent

If yes, how long have you been a Nisswa resident, property owner or business owner? 4 yrs

☐ *Please check this box if you are currently on a commission or committee and wish to be considered for reappointment. Please note below the current commission or committee you are currently serving. You are **not** required to complete the remainder of the application.*

Please rank in order which of the following commissions or committees you are interested in serving on:

_____ Planning & Zoning Commission (Nisswa residency required)

_____ Parks & Recreation Advisory Committee (Nisswa residency required)

_____ Public Works Committee (Nisswa residency or property ownership required)

X Economic Development Authority (Nisswa residency, Nisswa property ownership or Nisswa business ownership required)

_____ Other/Ad Hoc Committee (Nisswa residency or property ownership required)

*Please answer the following questions as completely as possible. Use a separate sheet if necessary.*

Why are you interested in being appointed to a City advisory commission or committee?
I want Nisswa to be a successful + prosperous City. Nisswa now is an exciting place to live + work. I want that to continue

What strengths and abilities would you bring to the commission or committee? Please include any education and professional experience that would assist you in serving.

Sheet attached

What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?

Development of Hwy 371 land — Planning for growth of city — Public water system EDA should work on continuing success of Nisswa

Attendance: Are you aware of the importance of regular meeting attendance, including the time commitment involved in preparing for meetings, and do you feel you have the time available to be an active participant? ☒ Yes ☐ No

Comments:

When I volunteer to serve I take that commitment seriously.

**POTENTIAL CONFLICTS**

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If yes, please explain:

[redacted] 5-12-26

Signature Date

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Bruce Imholte
EDA Application
May 17, 2022

Professional + Business Experience

4 year college degree – Moorhead State College

40 years self employed CPA – offices in Detroit Lakes MN + Fargo ND

20 years on City Council – Detroit Lakes

12 years on DL Economic Development

8 years on Detroit Lakes Public Utilities commission

4 years on Detroit Lakes Chamber of Commerce – served 1 year as Chairman

President + other leadership positions on various civic organizations (Kiwanis – Jaycees – Toastmasters – United Way – church – other)

Now serving on Nisswa Park commission

CITY OF NISSWA

# CITY OF NISSWA
# APPLICATION FOR APPOINTMENT TO A CITY COMMISSION/COMMITTEE

## PERSONAL INFORMATION

Name: Last Krueger First Emma

Address: [redacted]

Phone: (H) [redacted] (W) [redacted] (Cell) [redacted]

Occupation: Restaurant Owner, A&W Nisswa Employer: Self Employed

Email Address: [redacted]

Are you a Nisswa resident or property owner? ☐ Yes ☒ No If yes, ☐ Seasonal ☐ Permanent

If yes, how long have you been a Nisswa resident or property owner? 12 years, Nisswa Business Owner

☐ *Please check this box if you are currently on a commission or committee and wish to be considered for reappointment. Please note below the current commission or committee you are currently serving. You are **not** required to complete the remainder of the application.*

Please rank in order which of the following commissions or committees you are interested in serving on:

_____ Planning & Zoning Commission (Nisswa residency required)

_____ Parks & Recreation Advisory Committee (Nisswa residency required)

_____ Public Works Committee (Nisswa residency or property ownership required)

__X__ Economic Development Authority (Nisswa residency or property ownership required)

_____ Other/Ad Hoc Committee (Nisswa residency or property ownership required)

*Please answer the following questions as completely as possible. Use a separate sheet if necessary.*

Why are you interested in being appointed to a City advisory commission or committee?

I am interested in joining the Nisswa Economic Development Authority because I have lived in Nisswa since I was three years old, I have worked solely in Downtown Nisswa my entire life, at the Nisswa A&W and (prior Nisswa Tax Service), and purchased the A&W in 2015. I believe I bring a long standing understanding of Nisswa, as being a local myself, and serving the tourism community. I want to see this community thrive and grow, appropriately, for generations to come.

What strengths and abilities would you bring to the commission or committee? Please include any education and professional experience that would assist you in serving.

I have a multiple degrees from Central Lakes College one of which is in Hospitality & Tourism. I have accounting experience, preparing tax returns for my personal client base of nearly 200 returns for several years. I have high level strategic thinking, kindness, compassion, and an excellent ability to work with others, including but not limited to managing a staff of 15-25 members annually the last twelve years.

What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?

Our community has grown, and will continue to grow and it is crucial that we handle the growth while recognizing the charm and small town atmosphere importance that locals and visitors have cherished for generations in the past and will cherish for generations in the future. I would like to serve on the Economic Development Authority to assist, and bring youthful, female business ownership experience as a perspective to the community and committee of Nisswa, that I love so dearly and have grown up, worked in, and own a business in.

Attendance: Are you aware of the importance of regular meeting attendance, including the time commitment involved in preparing for meetings, and do you feel you have the time available to be an active participant? ☒ Yes ☐ No

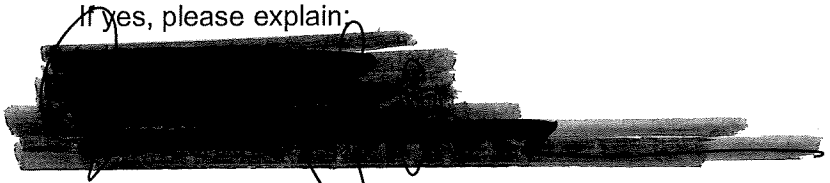
Comments:

Thank you for the opportunity to serve Nisswa, its residents and visitors.

**POTENTIAL CONFLICTS**

Conflicts of interest may arise by the participation in any activity, recommended action, or decision from which you receive or could potentially receive direct or indirect personal financial gain. In accordance with this definition, do you have any legal or equitable interest in any business which could be construed as a conflict of interest? ☐ Yes ☐ No

If yes, please explain:



May 6, 2026

Signature Date

Note: The selection process may vary according to the number of applications and vacancies, and may not include interviews with all applicants.

THANK YOU FOR YOUR INTEREST IN SERVING ON A CITY COMMISSION/COMMITTEE!

Please return application to:
City of Nisswa
5442 City Hall Street
PO Box 410
Nisswa, MN 56468
218-963-4444 Phone

Or via email to:
maggi@cityofnisswa.gov

**DATA PRACTICES ADVISORY**

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CITY OF NISSWA

# CITY OF NISSWA
# APPLICATION FOR APPOINTMENT TO A CITY COMMISSION/COMMITTEE

## PERSONAL INFORMATION

Name: Last Neumeyer First Greg

Address: [redacted]

Phone: (H)_____ (W)_____ (Cell) [redacted]

Occupation: retired Employer:_____

Email Address: [redacted]

Are you a Nisswa resident or property owner? X Yes ☐ No If yes, ☐ Seasonal X Permanent

If yes, how long have you been a Nisswa resident or property owner? family owned property since 1987

☐ *Please check this box if you are currently on a commission or committee and wish to be considered for reappointment. Please note below the current commission or committee you are currently serving. You are **not** required to complete the remainder of the application.*

Please rank in order which of the following commissions or committees you are interested in serving on:

_____ Planning & Zoning Commission (Nisswa residency required)

_____ Parks & Recreation Advisory Committee (Nisswa residency required)

_____ Public Works Committee (Nisswa residency or property ownership required)

__X__ Economic Development Authority (Nisswa residency or property ownership required)

_____ Other/Ad Hoc Committee (Nisswa residency or property ownership required)

*Please answer the following questions as completely as possible. Use a separate sheet if necessary.*

Why are you interested in being appointed to a City advisory commission or committee?

see attached

What strengths and abilities would you bring to the commission or committee? Please include any education and professional experience that would assist you in serving.

see attached

What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?

see attached

Attendance: Are you aware of the importance of regular meeting attendance, including the time commitment involved in preparing for meetings, and do you feel you have the time available to be an active participant? X Yes ☐ No
Comments:

**POTENTIAL CONFLICTS**

Conflicts of interest may arise by the participation in any activity, recommended action, or decision from which you receive or could potentially receive direct or indirect personal financial gain. In accordance with this definition, do you have any legal or equitable interest in any business which could be construed as a conflict of interest? X Yes ☐ No
If yes, please explain:

[redacted] 5-8-26

Signature Date

Note: The selection process may vary according to the number of applications and vacancies, and may not include interviews with all applicants.

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Greg Neumeyer

Economic Development Authority

**Why are you interested in being appointed to the Economic Development Authority?**

I recently(12/31/25) retired as the part time Economic Development Director for the Robins Economic Development Initiative in Robins, Iowa. We had a similar situation wherein a large parcel of ground that was in the City limits was going to be up for sale due to a death. We formed a committee to determine what the City and its residents wanted for development in that area. We then looked at City services(sewer and water) to determine what was needed for adequate service to that area and surrounding areas. We looked at City ordinances to make changes so the ordinances adequately covered the intended development. Finally, we worked with potential purchasers of the property so they knew what the City desired for the property. It ended up with a mixed-use development with commercial, light industrial, residential and park land.

I feel this experience will be helpful in determining what should happen with not only the City owned land along 371 but also the surrounding undeveloped land.

I am interested in Nisswa continuing to be a vibrant community and that is why I want to see this project succeed.

**What strengths and abilities would you bring to the commission or committee?**

My experience in Economic Development will help the Economic Development Authority develop a plan for looking at the City property. I am a collaborative person that tries to bring in all views of an issue.

Prior to my role in Economic Development I was an attorney for @ 4 years and was in banking for @25 years. That helps give me a good understanding of the legal and financial issues involved in development of this type.

**What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?**

I think the issues for Nisswa are similar to the issues for many smaller communities in the Midwest. How does the City provide the services that its residents expect? In order to do that the City needs to grow it revenue sources. Raising taxes is not a preferred option so growth in the form of new properties being added to the tax roles is the best way. How does the City get

that property tax growth? It should come in the form of both commercial and residential growth. The Nisswa Lakes Area has a long history of being a popular vacation area with a substantial increase of population in the summer. While it seems there have been more year-round residents in the area since covid, there also seems to be a shortage of various types of housing for residents and workers. How does Nisswa add new commercial development and more types of housing without sacrificing the current feel of Nisswa? The EDA will have a significant role is those issues in determining what type of development should happen going forward.

**Attendance – Are you aware of the importance of regular meeting attendance, including the time commitment involved in preparing for meetings, and do you feel you have the time available to be an active participant?**

Yes – now that I am retired I have the time and availability needed.

**Potential Conflicts**

None

[redacted] 5-8-26

CITY OF NISSWA

# CITY OF NISSWA
# APPLICATION FOR APPOINTMENT TO A CITY COMMISSION/COMMITTEE

## PERSONAL INFORMATION

Name: Last Schaefer First Andrew

Address: [redacted]

Phone: (H)_____ (W)_____ (Cell) [redacted]

Occupation: Retail Employer: Schaefer's Lake

Email Address: [redacted]

Are you a Nisswa resident or property owner? ☒ Yes ☐ No If yes, ☐ Seasonal ☒ Permanent

If yes, how long have you been a Nisswa resident or property owner? 43 YEARS

☐ *Please check this box if you are currently on a commission or committee and wish to be considered for reappointment. Please note below the current commission or committee you are currently serving. You are **not** required to complete the remainder of the application.*

Please rank in order which of the following commissions or committees you are interested in serving on:

_____ Planning & Zoning Commission (Nisswa residency required)

_____ Parks & Recreation Advisory Committee (Nisswa residency required)

2 Public Works Committee (Nisswa residency or property ownership required)

1 Economic Development Authority (Nisswa residency or property ownership required)

_____ Other/Ad Hoc Committee (Nisswa residency or property ownership required)

*Please answer the following questions as completely as possible. Use a separate sheet if necessary.*

Why are you interested in being appointed to a City advisory commission or committee?

I CARE ABOUT THE COMMUNITY

What strengths and abilities would you bring to the commission or committee? Please include any education and professional experience that would assist you in serving.

I HAVE YEARS of NISSWA KNOWLEDGE
I AM UP TO DATE with A LOT of CITY ISSUES & TOPICS

What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?
Mills property - New Business Grow city property
Blacktop Roads - Set up what is needed before MN DOT sells Needed roads Down

Attendance: Are you aware of the importance of regular meeting attendance, including the time commitment involved in preparing for meetings, and do you feel you have the time available to be an active participant? ☒ Yes ☐ No
Comments:

**POTENTIAL CONFLICTS**
Conflicts of interest may arise by the participation in any activity, recommended action, or decision from which you receive or could potentially receive direct or indirect personal financial gain. In accordance with this definition, do you have any legal or equitable interest in any business which could be construed as a conflict of interest? ☒ Yes ☐ No
If yes, please explain:
Schaefer's Foods

[redacted] 5-6-26
Signature Date

Note: The selection process may vary according to the number of applications and vacancies, and may not include interviews with all applicants.

THANK YOU FOR YOUR INTEREST IN SERVING ON A CITY COMMISSION/COMMITTEE!

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PO Box 410
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218-963-4444 Phone

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CITY OF NISSWA

# CITY OF NISSWA
# APPLICATION FOR APPOINTMENT TO A CITY COMMISSION/COMMITTEE

## PERSONAL INFORMATION

Name: Last Southworth First Dawn

Address: [redacted]

Phone: (H)_____ (W)[redacted] (Cell) [redacted]

Occupation: Managing Director Employer: Grand View Lodge

Email Address: [redacted]

Are you a Nisswa resident, Nisswa property owner or Nisswa business owner? ☑ Yes ☐ No
If yes, ☐ Seasonal ☐ Permanent

If yes, how long have you been a Nisswa resident, property owner or business owner? 2 years

☐ *Please check this box if you are currently on a commission or committee and wish to be considered for reappointment. Please note below the current commission or committee you are currently serving. You are **not** required to complete the remainder of the application.*

Please rank in order which of the following commissions or committees you are interested in serving on:

_____ Planning & Zoning Commission (Nisswa residency required)

_____ Parks & Recreation Advisory Committee (Nisswa residency required)

_____ Public Works Committee (Nisswa residency or property ownership required)

X
_____ Economic Development Authority (Nisswa residency, Nisswa property ownership or Nisswa business ownership required)

_____ Other/Ad Hoc Committee (Nisswa residency or property ownership required)

*Please answer the following questions as completely as possible. Use a separate sheet if necessary.*

Why are you interested in being appointed to a City advisory commission or committee?

see separate sheet

What strengths and abilities would you bring to the commission or committee? Please include any education and professional experience that would assist you in serving.

see separate sheet

What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?

Attendance: Are you aware of the importance of regular meeting attendance, including the time commitment involved in preparing for meetings, and do you feel you have the time available to be an active participant? ☑ Yes ☐ No
Comments:

**POTENTIAL CONFLICTS**

Conflicts of interest may arise by the participation in any activity, recommended action, or decision from which you receive or could potentially receive direct or indirect personal financial gain. In accordance with this definition, do you have any legal or equitable interest in any business which could be construed as a conflict of interest? ☐ Yes ☑ No
If yes, please explain:

Dawn Southworth — Signature

5.13.2026 — Date

Note: The selection process may vary according to the number of applications and vacancies, and may not include interviews with all applicants.

THANK YOU FOR YOUR INTEREST IN SERVING ON A CITY COMMISSION/COMMITTEE!

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**Why are you interested in being appointed to a City advisory commission or committee?**

I am interested in being appointed to the Economic Development Authority Committee because I care deeply about the long-term success, growth, and sustainability of our community. Through my role in hospitality and resort leadership, I have seen firsthand how economic development impacts local businesses, workforce needs, tourism, infrastructure, housing, and the overall quality of life for residents and visitors.

I would welcome the opportunity to contribute a practical business perspective, while also listening and learning from others who are invested in the future of the city. I believe thoughtful economic development requires collaboration between city leaders, business owners, residents, and community partners. My goal would be to support responsible growth that strengthens the local economy, preserves the character of the community, and creates opportunities for both current and future generations.

I am especially interested in helping identify ways to support existing businesses, attract new investment, enhance year-round economic activity, and ensure that development decisions align with the needs and values of the community.

**What strengths and abilities would you bring to the commission or committee? Please include any education and professional experience that would assist you in serving.**

I would bring more than 30 years of experience in the hospitality industry, with professional experience across more than 20 states, including large metropolitan cities, suburban markets, and rural destination communities. This background has given me a broad understanding of how tourism, business development, workforce availability, infrastructure, community partnerships, and quality of life all connect to economic growth.

Throughout my career, I have worked in leadership roles that required strategic planning, financial accountability, team development, guest and community engagement, and collaboration with both public and private partners. I understand the importance of balancing growth with the character and needs of a community, especially in destination markets where residents, businesses, visitors, and local government all play an important role in long-term success.

I have also had the opportunity to serve on tourism development boards in both Nashville, Tennessee, and Jacksonville, Florida. Those experiences gave me valuable insight into how communities can use tourism, events, business partnerships, and thoughtful planning to strengthen the local economy. I believe that experience would allow me to contribute a practical, informed, and collaborative perspective to the committee.

My strengths include strategic thinking, relationship building, operational leadership, problem solving, and the ability to view issues from multiple perspectives. I would bring a strong business background, a commitment to community partnership, and a desire to support responsible economic development that benefits residents, businesses, and visitors alike.

**What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?**

I believe some of the most important issues facing our community over the next several years will be responsible economic growth, workforce availability, housing, infrastructure, year-round business sustainability, and preserving the character that makes our community unique. As a destination community, we must balance the needs of residents, local businesses, seasonal visitors, and future development in a thoughtful and collaborative way.

Workforce and housing will continue to be closely connected. For businesses to grow and provide consistent service, employees need access to attainable housing and a strong quality of life. Infrastructure, including roads, utilities, broadband, public spaces, and community amenities, will also be important as the area continues to grow and attract both visitors and new residents.

I also believe it will be important to support existing businesses while creating opportunities for new investment. Economic development should not only focus on attracting new businesses, but also on helping current businesses remain strong, competitive, and sustainable throughout the year.

The role of the Economic Development Authority Committee should be to provide thoughtful guidance, ask good questions, listen to community input, and help identify opportunities that support responsible growth. The committee can serve as a bridge between city leadership, businesses, residents, and community partners by helping evaluate projects and initiatives through the lens of long-term economic impact, community values, and sustainability.

I believe the committee should help encourage development that strengthens the local economy, supports workforce needs, improves quality of life, and protects the character of the community for future generations.

CITY OF NISSWA

# CITY OF NISSWA
# APPLICATION FOR APPOINTMENT TO A CITY COMMISSION/COMMITTEE

## PERSONAL INFORMATION

Name: Last Wilkening First Valeri

Address: [redacted]

Phone: (H)_____ (W)_____ (Cell) [redacted]

Occupation: Radiologic Technologist Employer: Essentia Health

Email Address: [redacted]

Are you a Nisswa resident, Nisswa property owner or Nisswa business owner? _x_Yes No
If yes, Seasonal x Permanent

If yes, how long have you been a Nisswa resident, property owner or business owner? 9 years

_ *Please check this box if you are currently on a commission or committee and wish to be considered for reappointment. Please note below the current commission or committee you are currently serving. You are **not** required to complete the remainder of the application.*

Please rank in order which of the following commissions or committees you are interested in serving on:

_____ Planning & Zoning Commission (Nisswa residency required)

_____ Parks & Recreation Advisory Committee (Nisswa residency required)

_____ Public Works Committee (Nisswa residency or property ownership required)

__X__ Economic Development Authority (Nisswa residency, Nisswa property ownership or Nisswa business ownership required)

_____ Other/Ad Hoc Committee (Nisswa residency or property ownership required)

*Please answer the following questions as completely as possible. Use a separate sheet if necessary.*

Why are you interested in being appointed to a City advisory commission or committee?

I want to see the City grow in a way that is best for its residents and work to insure that it is done in the most fiscally responsible way for the citizens of Nisswa

What strengths and abilities would you bring to the commission or committee? Please include any education and professional experience that would assist you in serving.

I have 20 years of management experience

What are the most important issues facing our community over the next several years? What do you think the role of your commission or committee should be in addressing those issues?

Fiscal responsibility to the citizens of Nisswa is the biggest challenge for the city. I feel that anyone that serves in a position with the city should always be aware of this and work with the city council to achieve this.

Attendance: Are you aware of the importance of regular meeting attendance, including the time commitment involved in preparing for meetings, and do you feel you have the time available to be an active participant? _XYes _ No

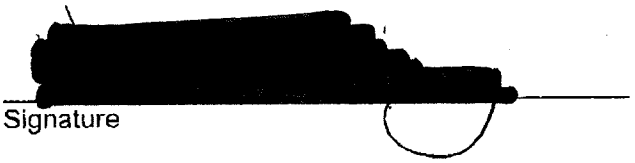
Comments:

If I commit to a committee I am absolutely committed to attending required meetings

**POTENTIAL CONFLICTS**

Conflicts of interest may arise by the participation in any activity, recommended action, or decision from which you receive or could potentially receive direct or indirect personal financial gain. In accordance with this definition, do you have any legal or equitable interest in any business which could be construed as a conflict of interest? _ Yes X No

If yes, please explain:



Signature

5-13-2026

Date

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**ORGANIZING RESOLUTION**
**FOR ECONOMIC DEVELOPMENT AUTHORITY**
**FOR THE CITY OF NISSWA**

**WHEREAS,** on April 21, 2026, the City of Nisswa, Minnesota (the "City"), acting through its City Council adopted an Enabling Resolution establishing the EDA pursuant to Minnesota Statute Sections 469.090 to 469.1082; and

**WHEREAS,** upon enabling the EDA, it is necessary for the Council to organize the EDA to make appointments to the EDA and appoint officers of the EDA.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NISSWA:**

1. That the following EDA appointees are made:

   a. _____, for a one-year term
   b. _____, for a two-year term
   c. _____, for a three-year term
   d. _____, for a four-year term
   e. _____, for a five-year term
   f. _____, for a six-year term
   g. _____, for a six-year term

2. Officers of the EDA are appointed as follows:

   a. President _____
   b. Vice President _____
   c. Treasurer _____
   d. Secretary _____
   e. Assistant Treasurer _____

3. The President shall be the chief presiding officer of the EDA and shall have other responsibilities as may be required by law or conferred on the President by Resolution of the City Council. In the absence of the President, the Vice President shall assume all of said responsibilities of the President. The offices of President, Treasurer and Secretary shall be elected annually, by the City Council. The Secretary shall act as the chief recording officer for the EDA and shall maintain a file of minutes of EDA meetings and resolutions.

Adopted by a ___/5th vote of the City Council of the City of Nisswa on this _____ day of May, 2026.

**CITY OF NISSWA**

_____
By: Jennifer Carnahan
Its: Mayor

Attest:

_____
By: Maggi Wentler
Its: Interim City Administrator/Clerk

**STATE OF MINNESOTA**
**COUNTY OF CROW WING**
**CITY OF NISSWA**

I, the undersigned, being the duly qualified Interim City Administrator/Clerk of the City of Nisswa, Minnesota, DO HEREBY CERTIFY that I have carefully compared the attached and forgoing extract of minutes with the original minutes of a meeting of the City Council held on the date therein indicated, which are on file and of record in my office, and the same is a full, true and complete transcript therefrom insofar as the same relates to the public hearing on the proposed enabling resolution creating an economic development authority.

**WITNESS**, my hand and the seal of the City this _____ day of _____, 2026.

_____
By: Maggi Wentler
Its: Interim City Administrator/Clerk

(Seal)

W:\TEXT\2013\217.160 Nisswa - EDA Formation\Docs\Organizing Resolution.docx

**To:** City Council

**Prepared by:** Maggi Wentler, Interim City Administrator

**Date:** 06/25/2026

**Item:** Data Practices Policy – Charging Fees

**Action Requested:**

Motion to authorize staff to charge and collect fees for public data requests in accordance with the City's adopted Data Practices Policy.

**Background:**

The City has experienced a significant increase in requests for public data and records in recent years. While the City's Data Practices Policy authorizes the collection of fees for staff time, materials, and other costs associated with fulfilling data requests, previous administration practice has been to waive these charges and provide records at no cost to requestors.

As the volume and complexity of requests continue to grow, the staff time required to research, compile, review, redact, and distribute records has increased substantially. These costs are currently absorbed by the City's operating budget and ultimately borne by local taxpayers.

**Data Request Activity**

The number of data requests received by the City over the past five years is as follows:

| Year | Number of Requests |
|---|---|
| 2020 | 2 |
| 2021 | 15 |
| 2022 | 15 |
| 2023 | 13 |
| 2024 | 21 |
| 2025 | 31 |
| 2026 (YTD) | 25 |

**Budget Impact:**

Implementing the fee structure already established in City policy will allow the City to recover a portion of the actual costs incurred and help ensure that general tax revenues are directed toward core municipal services.

**Attachments:**

Data Practice Policy

# Data Practices Policy

# For

# Members of the Public

**Adopted by the City Council of Nisswa, Minnesota**

**April 18, 2018**
**Amended: September 16, 2020**
**Amended: August 17, 2021**
**Amended: October 21, 2025**

# Section 1

## Right to Access Public Data

The Government Data Practices Act (Minnesota Statutes, Chapter 13) presumes that all government data are public unless a state or federal law says the data are not public. Government data is a term that means all recorded information a government entity has, including paper, email, DVDs, photographs, etc.

The Government Data Practices Act also provides that the City of Nisswa must keep all government data in a way that makes it easy for you, as a member of the public, to access public data. You have the right to look at (inspect), free of charge, all public data that we keep. You also have the right to get copies of public data. The Government Data Practices Act allows us to charge for copies. You have the right to look at data, free of charge, before deciding to request copies.

## How to Make a Data Request

To look at data or request copies of data that the City keeps, the City requires a written request. Make your request for data to the appropriate individual listed in the Data Practices Contacts on page 4. You may make your request for data by filling out a form provided by the City (also attached to this Policy) and sending it by email, U.S. mail, or by hand-delivering it to the City.

Please be sure that your written data request is as clear and detailed as possible. If the City does not understand your request, the City may ask you for clarification. The City cannot begin processing your data request if you do not provide the requested clarification.

In addition, if your request is so broad that it yields voluminous data, the City may ask if there is more specific data you seek. The City may also ask whether you wish to inspect the data at City offices prior to making copies, or require a deposit for actual costs of providing the copies. (See **Section 3** for information on copy costs and payment.)

The City cannot require you, as a member of the public, to identify yourself or explain the reason for your data request. However, depending on how you want us to process your request (if, for example, you want us to mail you copies of data), we may need some information about you. If you choose not to give us any identifying information, we will provide you with contact information so you may check on the status of your request. In addition, please keep in mind that if we do not understand your request and have no way to contact you, we will not be able to process your request.

## How We Respond to a Data Request

Upon receiving your request, the City will work to process it.

- If we do not have the data, we will notify you in writing as soon as reasonably possible.
- If we have the data, but the data are not public, we will notify you as soon as reasonably possible and state which specific law says the data are not public or cannot be disclosed.
- If we have the data, and the data are public, we will respond to your request appropriately and promptly, within a reasonable amount of time by doing one of the following:
    - arrange a date, time, and place to inspect data, for free, if your request is to look at the data, or
    - notify you in writing that the data is available for pickup at City Hall and the corresponding fees, if any, that you must pay prior to the City releasing the data.
        - If you want us to send the copies through the mail, you will need to provide us with an address and remit any/all fees before the City will mail the data.

We may provide electronic copies (such as email or CD-R/USB) upon request if we keep the data in electronic format.

Please see Section 3, so that you understand how the City calculates costs for copies and your obligations regarding payment of copies. You will be responsible to pre-pay for the cost of copies prior to receipt of the copies. In addition, if a deposit is required as described in Section 1, *How to Make a Data Request*, you must pay the deposit before the City will begin working on your data request.

If you do not understand some of the data (technical terminology, abbreviations, or acronyms), please let us know. We will give you an explanation if you ask.

The Government Data Practices Act does not require us to create or collect new data in response to a data request if we do not already have the data, or to provide data in a specific form or arrangement if we do not keep the data in that form or arrangement. For example, if the data you request are on paper only, we are not required to create electronic documents to respond to your request.

In addition, the Government Data Practices Act does not require us to answer questions that are not requests for data.

## Requests for Summary Data

Summary data are statistical records or reports that are prepared by removing all identifiers from private or confidential data on individuals. The preparation of summary data is not a means to gain access to private or confidential data. We will prepare summary data if you make your request in writing and pre-pay for the cost of creating the data. Upon receiving your written request – you may use the data request form on page 6 – we will respond as soon as reasonably possible with the data or details of when the data will be ready and how much we will charge.

# Section 2

## Data Practices Contacts

**Responsible Authority**

Maggi Wentler,
Finance Specialist/Interim City Admin.
5442 City Hall St, PO Box 410
Nisswa, MN 56468
Tel: 218-963-4444
Email: maggi@cityofnisswa.gov

**Data Practices Compliance Official**

Maggi Wentler
Finance Specialist/Interim City Admin.
5442 City Hall St, PO Box 410
Nisswa, MN 56468
Tel: 218-963-4444
Email: maggi@cityofnisswa.gov

**Data Practices Designee(s)**

Maggi Wentler
Finance Specialist/Interim City Admin.
5442 City Hall St, PO Box 410
Nisswa, MN 56468
Tel: 218-963-4444
Email: maggi@cityofnisswa.gov

Todd Szymanski
Chief of Police
5442 City Hall St, PO Box 410
Nisswa, MN 56468
Tel: 218-963-4301
Email: todd@cityofnisswa.gov

Shawn Bailey
Fire Chief
5442 City Hall St, PO Box 410
Nisswa, MN 56468
Tel: 218-963-4444
Email: nisswafd@cityofnisswa.gov

# Section 3

## Copy Costs and Payment – Members of the Public

The City of Nisswa charges members of the public for copies of government data. These charges are authorized under Minnesota Statutes, section 13.03, subdivision 3(c).

Pre-payment is mandatory for all copy requests for which fees are charged. Additionally, if a data request will result in voluminous numbers of documents, the City may ask for a deposit prior to copying data. If the cost of providing the copies is less than the deposit amount, you will receive a refund of the unused deposit amount. If the cost of providing the copies exceeds the deposit amount, you are responsible for the remaining balance before the copies will be provided to you. You must pay the deposit amount before the City will begin working on your request.

Copy Charge (per side): $.10 per B/W copy; $.25 per Color copy, standard 8.5" x 11" paper
Fax Charge: $1.00 per page
CD-R or USB with audio copy of meeting or electronic copy of files: $15.00 per disk/USB

The charge for most other types of copies, when a charge is not set by statute or rule, is the actual cost of searching for and retrieving the data, and making the copies, or electronically transmitting the data (e.g. sending the data by email).

In determining the actual cost of making copies, the City considers factors including but not limited to:

- Staff time to:
  - retrieve documents (except when the subject of the data is making the request);
  - make, certify and compile copies;
  - sort and label documents only if necessary to identify the data to be copied ;
  - remove staples or paper clips;
  - **Please note:** the cost of employee time to search for data, retrieve data, and make copies should generally not exceed those of the lowest-paid employee who can complete the task performed. However, if, because of the subject matter of your request, we find it necessary for a higher-paid employee to search for and retrieve the data, we will calculate the search and retrieval portion of the copy charge at the higher salary/wage;
- Materials (paper, copier ink, staples, magnetic tapes, CD's or DVD's, thumb drives, etc.);
- Special costs associated with making copies from computerized data, such as writing or modifying a computer program to format data;
- Mailing costs; and/or
- Costs to pay an outside vendor (including transportation to and from the vendor) if your request is for copies of data that we cannot reproduce ourselves, such as photographs.

# INFORMATION DISCLOSURE REQUEST

## Minnesota Government Data Practices Act

### A. Completed by Requestor

| | |
|---|---|
| REQUESTER NAME (Last, First, M.): | DATE OF REQUEST: |
| STREET ADDRESS: | PHONE NUMBER: |
| CITY, STATE, ZIP CODE: | SIGNATURE: |

Describe the data you are requesting as specifically as possible. If you need more space, please use the back of this form:

I AM REQUESTING ACCESS TO THE DATA IN THE FOLLOWING MANNER:

____ Inspection

____Copies

Paper_____Pick up_____ Mail_____
Email_____Other_____

Email address: _____

____Both inspection and copies

Paper_____Pick up_____Mail _____
Email_____Other _____

### B. Completed by the City of Nisswa

| | |
|---|---|
| INFORMATION CLASSIFIED AS:<br>☐ PUBLIC ☐ NON-PUBLIC<br>☐ PRIVATE ☐ PROTECTED NON-PUBLIC<br>☐ CONFIDENTIAL | ACTION:<br>☐ APPROVED<br>☐ APPROVED IN PART (explain below)<br>☐ DENIED (explain below) |

CITY CLERK REMARKS OR BASIS FOR DENIAL INCLUDING STATUTE SECTION:

_____

_____

MINNESOTA CLASSIFICATION CODE:

| | |
|---|---|
| COPYING CHARGES/ASSOCIATED COSTS:<br>☐ NONE ☐ DEPOSIT $_____<br>☐ _____ Pages x_____=_____<br>☐ Actual Cost: _____ | IDENTITY VERIFIED FOR PRIVATE INFORMATION:<br>☐ IDENTIFICATION: DRIVER'S LICENSE, STATE I.D., etc.<br>☐ COMPARISON WITH SIGNATURE ON FILE<br>☐ PERSONAL KNOWLEDGE<br>☐ OTHER: _____ |

CITY CLERK SIGNATURE: _____ DATE: _____

| | |
|---|---|
| DEPARTMENT SIGNATURE:<br>_____ DATE:_____ | DEPARTMENT REMARKS: |

**Make check/money order payable to: City of Nisswa**

If mailed, return form: City of Nisswa, Attn: Finance Specialist/Interim City Admin., 5442 City Hall Street, PO Box 410, Nisswa MN 56468, or email form to maggi@cityofnisswa.gov