



**ETHICAL  
LEADERS  
IN ACTION**

# Attachment A

January 6, 2020

Mr. Dave Perrault, City Administrator  
City of Arden Hills  
1245 West Highway 96  
Arden Hills, MN 55112

RE: Proposal to Facilitate City Council/Staff Strategy and Team Development Retreat

VIA EMAIL

Dear Mr. Perrault,

Thank you for your interest in engaging Ethical Leaders in Action (ELA) to facilitate a team development process for the Arden Hills City Council and Staff. This letter is presented as a concise proposal to do that work. In the interest of brevity, we have chosen to omit background materials on ELA. Information about our firm is available at [www.ethinact.com](http://www.ethinact.com). We are also pleased to provide additional information, including references from other cities and organizations with whom we have worked, upon request.

## **Situation Summary and Project Objectives**

The City of Arden Hills is considering a process for effectively engaging elected and staff leaders to create a shared strategic direction, and to establish shared principles to guide effective interactions and collaboration among council members and between council and staff. This process will include a full-day retreat; it will also include preliminary meetings and interviews to build working relationships with participants and to inform the design of the retreat.

This is not a remedial effort, nor is it a response to a perceived deficit in either strategy or teamwork. Rather, as city administrator you have recognized an opportunity to build on the current strengths of council and staff leadership, and to invest in forward-thinking, thoughtful, continuous improvement.

## **Project Approach and Parameters**

A highly relevant retreat must be informed by the goals and perspectives of your elected officials and department heads. Therefore, we propose to:

- Briefly introduce our approach, and me as the facilitator, to the council at a scheduled council work session.
- Conduct a working session (1-2 hours) with all department heads. We will discuss what is working well, and identify areas for improvement, with respect to their own teamwork and with respect to interactions with the council.
- Conduct individual interviews with the mayor and council members by telephone. I will seek their input on how to make the best use of our time in the retreat, based on the objectives noted above.

We will conduct this work in the weeks leading up to the retreat. Based on the input from the above meetings and interviews, we will draft a proposed agenda and plan for the retreat, and present it for your review, modification, and ultimate approval.

We will then lead the retreat, at a location determined by the City. While the specifics of the retreat will be defined in the planning effort outlined above, we anticipate the following activities in that retreat:

- A substantive team development activity aimed at strengthening mutual understanding among elected and appointed leaders. We will use this activity to build greater familiarity with one another, thereby reinforcing trust among council members.
- A discussion of guidelines to inform council and staff interaction (if our interviews suggest that this would be valuable). A draft set of guidelines would be generated by this discussion.
- Strategic planning exercises calibrated to the level of detail desired by you and the council.

We anticipate about six hours of work, plus time for a non-working, socially oriented lunch.

Finally, we will conclude the engagement with a memorandum to you documenting the retreat process and conveying deliverables generated in the retreat itself.

## **Fees**

We propose a fixed fee of \$3,500 for this project, which includes all professional labor.

Fees do not include meals, facilities costs, or other out-of-pocket expenses; we expect that the City will provide a venue and refreshments as you see fit. We may also ask the City to duplicate some working documents for participants, and we will not charge for within the metropolitan area. Beyond that, we do not anticipate additional expenses.

We propose to invoice for the project upon delivery of the final memorandum, net 15 days.

## **Conclusion**

Thank you for considering ELA as a resource for the City Arden Hills. We are open to modifying our approach to best meet the needs of the City. We are likewise pleased to provide any additional information upon request.

We are prepared to begin work on this project upon your written acceptance of this proposal (email will suffice).

Very truly yours,



Charles A. Weinstein, Ph.D.  
President  
Ethical Leaders in Action, LLC