



**ETHICAL  
LEADERS  
IN ACTION**

# Attachment A

February 18, 2023

Mr. David Perrault, City Administrator  
City of Arden Hills  
1245 Hwy 96 West  
Arden Hills, MN 55112

RE: Proposal to Facilitate City Council/Staff Retreat

VIA EMAIL

Dear Mr. Perrault,

Thank you for your interest in engaging Ethical Leaders in Action (ELA) to facilitate an Arden Hills City Council and Staff Retreat. This letter is presented as a concise proposal to do that work.

## **Situation Summary and Project Objectives**

The City of Arden Hills is governed by a City Council consisting of a mayor and four council members, all elected at large. The 2023 City Council consists of three newly elected council members, one incumbent council member, and an incumbent mayor. Based on the significant number of new members and the nature and scope of decisions facing the council in the future, there is an opportunity for elected and appointed leaders to build effective working relationships and to formulate shared strategic priorities and shared norms that will enable them to most effectively lead the City of Arden Hills. An extended work/study session, organized in the form of a local “retreat,” is an effective means of achieving this sort of team and strategic development.

## **Project Approach and Parameters**

The success of the retreat depends on good preparation. To plan the sessions, prepare participants, and orient the facilitators, we propose to:

- Do any background research, with guidance from you as city administrator and from the mayor.
- Briefly introduce our approach and gather input at a staff senior leadership meeting.
- Conduct individual interviews with the mayor and council members by Zoom or telephone. We 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 also gather their individual thoughts with respect to norms and strategies, to create a thoughtful starting point for retreat discussions.

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, which we anticipate will require 10-12 working hours, spread over two or three sessions. We recommend a half day and a full day, adjacent if possible. We could also do three half-day sessions. Either format will enable us to facilitate exercises and discussions aimed at:

- Building stronger working relationships among elected and between elected officials and City staff.
- Establishing and documenting shared expectations to guide relationships among elected officials and between elected officials and staff leadership.
- Identifying shared priorities to guide strategic, policy and operational decisions in the coming 1-2 years.

We will conclude the engagement with a memorandum documenting the retreat outcomes and processes. These will include shared expectations for council and council-staff interactions, shared priorities for city leadership, and any other guidance or action items coming from the retreat.

ELA will deliver this project in accordance with the following tasks and scope parameters:

- Review of written and online information to familiarize facilitators with the City and the teams involved.
- One preparatory meeting with senior staff.
- One individual interview with each elected official (five total).
- Up to three additional interviews.
- Meetings with you or your designate to provide additional context and guidance from our orientation activities.
- Preparation of draft agenda and materials for the retreat, and review by mayor and city administrator (or your respective designates). Amendment of approach, agenda, or materials as necessary.
- Facilitation of three half-day or and one full and one half day or working sessions.
- Preparation of a summary memorandum of retreat outcomes.

We briefly discussed using a personality type indicator as one tool for the retreat. After reviewing video of council interactions, two ELA team members (including one subject matter expert) reached the same conclusion: that those are not the right tools for this situation. We agree that helping people to get to know one another and building self-awareness are relevant goals, but we will present alternative exercises better suited for teams in active conflict for achieving those goals.

Chad Weinstein will lead the project with an additional ELA team member serving as co-facilitator.

## **Fees**

We propose a fixed fee of \$11,000 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 travel to Arden Hills. Beyond that, we do not anticipate additional expenses.

We propose to invoice for the project based on the following milestones:

- 40% of project fees upon completion of the first council interview.
- 60% of project fees and any expenses upon delivery of the final memorandum.

We ask that invoices be paid net 15 days.

## Conclusion

Thank you for considering ELA as a resource for the City of 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,

A handwritten signature in blue ink that reads "Charles A. Weinstein" followed by a horizontal line.

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