<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda Item</th>
<th>Description</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00</td>
<td>Call to Order</td>
<td></td>
<td>Gladhill</td>
</tr>
<tr>
<td>1:00</td>
<td>Roll Call</td>
<td></td>
<td>Andrusko</td>
</tr>
<tr>
<td>1:01</td>
<td>Consent Agenda</td>
<td>• Exhibit 3.1: Minutes from January Board Meeting • Exhibit 3.2: Appoint Dr. Luis Esteves as Faculty Liaison (discussed at March Meeting)</td>
<td>Andrusko</td>
</tr>
<tr>
<td>1:02</td>
<td>Spotlight Recent Success Stories</td>
<td>• Brown Bag Lunch Series • Legislative and Law Committee Webinar and Legislative Updates</td>
<td>Allen/Bernard</td>
</tr>
<tr>
<td>1:10</td>
<td>Receive Update on DRAFT Work Plan</td>
<td>• Exhibit 5.1: Receive Update on DRAFT Work Plan (Informational Only – No Action)</td>
<td>Perdu</td>
</tr>
<tr>
<td>1:20</td>
<td>Discuss Potential 2019 Budget Impacts due to COVID-19</td>
<td>• Corporate Sponsorship Update</td>
<td>Gladhill/Zimmerman/Trapp</td>
</tr>
<tr>
<td>1:30</td>
<td>Discuss Executive Director Search Options</td>
<td>• Exhibit 7.1: Proposal from HueLife for Search Services</td>
<td>Gladhill</td>
</tr>
<tr>
<td>2:00</td>
<td>Consider Adjusting 2020 Minnesota Planning Conference to Virtual Conference</td>
<td>• Inquiry from APA IA and APA WI for Joint Virtual Conference</td>
<td>Habberman/Henderson</td>
</tr>
<tr>
<td>2:45</td>
<td>Adjourn</td>
<td></td>
<td>Gladhill</td>
</tr>
</tbody>
</table>
APA Minnesota Chapter Board Minutes
March 13, 2020

Beginning of Meeting
President Tim called the meeting to order at 8:03 AM
Roll Call was held at 8:05AM
Maureen Hoffman
Erin Perdu
Tim Gladhill
Chloe Bergl
Andrew Andrusko
Justin Otsea
Luke Sims
Mike Thompson
Peggy Sue
Jane Kanzier
Haila Maze
Stephanie Falkers
Raya Esmaeili
Eric Maas
Jason Zimmerman
Shannon Engstrom
Jed Hanson
Angie Bersaw
Eric Weiss
Alec Henderson
Minutes

Minutes are being reviewed and were laid over for discussion at the May meeting. Please send any edits or revisions to Secretary Andrew Andrusko.

Executive Director Position

The chapter is discussing the potential for an executive director to assist the organization after the departure of the past executive director.

The Executive Committee has received interest from several potential consultants. The EC has also reached out to professional organizational management companies to determine costs for a potential position.

A summary of interest received is:

- **Thrive Consulting - Breanne Rothstein**
- **Lance Bernard and his wife**
- **Hue Life Consulting**

Tim summarized that a search has not been authorized, however, the groups noted above have expressed interest based on knowledge of the organization. Tim stated that the Board could make a decision or selection for the Executive Director. The Executive Committee did not want to bring on an interim position but that there may need to be one if the search process takes multiple months to inform a final recommendation.

Discussion was opened up to Board and Committee members to discuss potential options. Significant discussions were held about process and concerning the groups that have provided interest. There was a desire to have a job description created. Several Board members and ex-officio members expressed concern with making a decision immediately regarding the executive director role. Several commented support for an open 30 day period for proposals to increase transparency.

Alternatives such as opening up a 30 day solicitation period, selecting an interim immediately, or, a long term search process over several months were discussed.

Tim proposed that the Executive Committee work on a draft position description, budget amount and to create a 30 day solicitation to open up to proposals to provide services to the Chapter for the work.

An online meeting will be held with the full Board to review the draft documents prior to moving forward.

Appointment of the Faculty Liaison Position
APA Minnesota Chapter Board

Dear Board members,

I have learned about the Faculty Liaison vacancy in the APA Minnesota Board of Directors. As an associate professor in the Department of Geography and Planning at St. Cloud State University and as the Director of our School of Public Affairs Research Institute, I am interested in supporting the APA Minnesota through my participation in this position. With my academic and professional experience in planning, I feel I could be of help as a Faculty Liaison.

My professional and teaching experience have been fostered by more than 17 years’ worth of teaching and mentoring both at undergraduate and graduate. Almost fifteen years of planning experience as a practitioner have proven to be valuable for my research and teaching activities.

It is because of my current position at SCSU and this professional experience that I think I may be of help in this position. Thank you very much for your consideration.

Sincerely,

Luis Estevez
Associate Professor
Director SoPA Research Institute
Planning and Community Development
Department of Geography and Planning
School of Public Affairs (SoPA)
APA MN 2020 Work Plan

The APA Minnesota 2020 Work Plan is focused on the three priority areas discussed at our Winter Retreat:

- Diversity, Equity and Inclusion
- Member Outreach
- Board Recruitment
- The Student Experience

While COVID-19 and the departure of our administrator has delayed the development of this plan, the Board is committed to these priorities and actions. We anticipated that many of these items will continue into 2021 and will be revisited at the Winter 2021 retreat.

Diversity, Equity and Inclusion

Background

Acknowledge frustrations

- Lack of follow through from board members. Messaging is difficult, emotional labor. Frustration at work done and not appreciated. Lots of ideas; lack of acknowledgement to hard work; critiques and questions. Always on defense. Board needs to be supportive first & only provide constructive criticism if asked. Create a culture and tone of appreciation. Lack of “job description” or expectations from the board.

Build on opportunities and successes

- Committee formed, approachable (i.e. initiatives), Happy Hour, 30-40 active members, one-on-ones, DEI CM Requirements, mission posted during discussion, Eric co-chair, start discussion, safe space, new members, UM PSO.

Goal: Define diversity, equity, and inclusion (ideas to draw from)

- Diversity – The term diversity is used to describe individual differences and group/social differences (e.g., race/ethnicity, class, gender, sexual orientation, country of origin, and ability as well as cultural, political, religious, or other affiliations) that can be engaged in working together. Diversity means accepting, understanding and valuing differences among individuals. Diversity is about the length and breadth of our experience and what we bring to an organization, community or society.

- Equity – The creation of opportunities for historically underrepresented populations to have equal access to and participate. Equity is an approach that ensures everyone has
access to the same opportunities. Equity recognizes that we don’t all start from the same place because advantages and barriers exist. It’s a process that acknowledges uneven starting places and seeks to correct the imbalance. **Diversity and inclusion are both outcomes. Equity is not.** It refers to the process an organization engages in to ensure that people with marginalized identities can grow, contribute, and develop.

- **Inclusion** – The active, intentional, and ongoing intellectual, social, cultural, and geographical diversity with which individuals might connect within systems and institutions. Inclusion is the practice of someone being accepted for who they are, and changes are made accordingly. Inclusion promotes equality of opportunity and ensures that everyone’s needs are met. The essence of inclusion is often removing the things we cannot see, such as attitudes and prejudice. Inclusion has to do with people with different identities feeling and/or being valued, leveraged, and welcomed within a given setting.

### Plan Development Goals:

1. Identify mission or purpose – Example: "We strive to respect and embrace individuals from different age groups, classes, ethnicities, genders, abilities, races, sexual orientations and religions."
2. Set Measurable Goals: (3-5 goals recommended, but depends on group discussion)
   a. Policy (e.g., Adopt diversity, equity and inclusion policies and practices by [date])
   b. Engagement (e.g., Develop a member engagement strategy by [date])
   c. Communication (e.g., Identify [X number of] ways to intentionally communicate about DEI initiatives)
   d. Training (e.g., Sponsor [X number of] diversity training sessions annually)
3. Identify Strategies to Meet Goals
4. List Action Steps to Achieve Strategies and Assign Roles (What, Who, By When)
5. Evaluate
6. Refine Goals
7. Re-evaluate and Adjust

### Actions

1. Engagement – Develop a member engagement strategy [by December 31, 2020]
   a. Select [3-4] current strategies and successes to pursue, (e.g. targeted happy hour, DEI CM requirements, one-on-one personal outreach)
      i. Assign responsible member(s) to schedule and organize
   b. Identify [2-3] member input opportunities (e.g., survey, newsletter, brown bag sessions, annual conference)
      i. Assign responsible member(s) to schedule and organize
   c. Brainstorm ideas for personal outreach in metro and greater MN (e.g., personal invitations to events, incentives for bringing guests to events, write and send personal notes, mentor new members, buddy up at meetings and conferences, encourage sharing cultural food, stories, traditions, etc.)
i. Assign responsible member(s) to schedule and organize

2. Communications – Identify [five] ways to intentionally communicate about DEI initiatives
   a. Update website information (e.g., post committee activity report, mission, DEI definitions, current dashboard of diversity in MN APA, new initiatives, awards, etc.)
      i. Assign responsible member(s) to schedule and organize
   b. Add a regular DEI feature in Newsletter (guest commentaries on DEI; feature article about POC member; feature about inclusionary planning effort, business practice, etc.)
      i. Assign responsible member(s) to schedule and organize
   c. Introduce a new DEI Award: consider annual award(s) that address DEI (project, planner, business, community, etc.)
      i. Assign responsible member(s) to schedule and organize
Membership Outreach

Background

Acknowledge frustrations

- Greater MN engagement remains limited.
- Student participation from institutions outside of Twin Cities Metro remains limited.
- Limited data or feedback to understand why these issues exist. Is it lack interest? Lack of access? Poor communication? Uncertainty of how to get involved and who to talk to? Economic factors? Other?

Build on opportunities and successes

- Range of professional development and networking opportunities has grown. Examples include brown bags, webinars, non-APA CM, Spring Seminar, and committee activities/events.
- Technology available to support distance engagement of all types.

Goals and Actions:

1. **Investigate Membership Outreach Issues and Needs**

   a. Conduct a membership survey to determine:

      - Identify contact list that includes members as well as stakeholders. Non-member groups could include related membership groups, universities, others.
      - How best to engage members? What engagement would you like to see?
      - How to engage potential members and with other organizations (i.e., RDCs/MPOs)?
      - Why do people leave? Who is leaving?
      - What do people want from the organization?
      - How best to communicate?
      - Are there organizational or cultural issues that need to be addressed – such as transparency, clarity of goals, organization of action plans, schedules, next steps?
      - What incentives would make you more involved with the organization?

   b. Identify other opportunities to gather input – annual conference, committee meetings, events
2. Research Other Organizations

   a. How do other organizations (i.e., SLUC, ULI, EDAM, AIA, ASLA, WTS) handle the following? What are we competing with?
   
   - General outreach
   - Communication
   - Professional development

   b. Engage with other University across the state to see how MNAPA can better serve the needs of them and their students.

3. Establish Goals and Objectives for Membership Outreach.

   a. What do we want to achieve?
   b. What are we trying to address?
   c. Who are we trying to reach? With what geographies and populations do we need to do better?

4. Develop an Action Plan – Ideas are noted below but should be confirmed/refined through member survey.

   a. Create an ad hoc committee to work on this issue
   b. Reevaluate districts/geography – governance, professional development, networking
   c. Establish a communications plan - Partner with other committees and stakeholders to develop update communication plan in hopes to create more engaging content for members throughout state.
   
   - Clear schedule of events and emails
   - Calendar of events on website
   - Facebook events better utilized
   - How to get involved and who to contact
   - Community success stories,
   - Field expert excerpts,
   - Competitions/Collaborations with similar membership organizations,
   - Job postings, etc.
   - Improve online calendar presence for events via website and social media.
   - Seek more face-to-face interaction opportunities for committees to further collaboration either at conference or via virtual forums.
   - Develop more robust website presence (**This point may have come prior to the new MN APA format. And may not need to be included**) 
   - Continue efforts to provide inclusive remote meeting experience through technology and venue consideration of board meetings.
5. Engage Greater MN planners
   a. Committee works with board to consider district director boundary changes
   b. Encourage district directors to host at least one local event per year.
   c. APA board to provide support funding as appropriate.
   d. Explore ways to utilize technology to create more interactive forums for planners throughout the state.
   e. (Current COVID-19 conditions could be excellent opportunity to test different forums/events out given much of the workforce has work from home capabilities/requirements currently)
   f. Consider committee group partnerships with individual district director once per year to increase capacity for event planning and reach of organization.
   g. Consider ambassador or similar program to provide exposure to board/events to members who may not be aware or have had opportunity.
Board Recruitment

Background

Acknowledge Frustrations

- High turnover of board members
- Little recognition for volunteer efforts

Celebrate Successes

- Governance & Operations
  - Greater MN
  - Technology
  - Meeting format/logistics
- Professional development offerings
  - Brown bags
  - Webinars
  - Non-APA CMs
  - Rural/Greater MN
  - Spring Seminar
  - Legislative and Law Reboot
  - Women in Planning
  - Events/networking
  - Conference session

Goals and Actions

1. Identify needs for Outreach and Recruitment Improvement
   a. Create an ad hoc committee to focus on issue and enact work plan.
   b. How do other organizations (i.e., SLUC, ULI, EDAM, AIA, ASLA, WTS) handle board recruitment? What are we competing with?
   c. What is the incentive to participate? To be on the board or a committee? How will committees be utilized?
   d. Provide results and workplan in advance for Board to review and provide feedback.
2. Increase understanding of benefits to Board membership and responsibilities of Board Members.
   a. Continue to provide opportunities for CM credits, brown bags, webinars, and other existing successful events.
   b. Create onboarding materials for new members. (Example content includes: History, mission, board responsibilities, bylaws, committee descriptions, etc.)
   c. Develop content to use as marketing through existing platforms increasing visibility of opportunities and benefits to members who may not know they exist.
   d. Seek additional ways to engage members about opportunities/benefits for being board members.
   e. Develop a succession plan and/or update the succession handbook for board members

3. Engage and empower committees
   a. Provide opportunities for additional face time at conferences
   b. Robust website - committee job descriptions, expectations, FAQs
   c. Email address for each committee chair
   d. Allow committee chair to upload and edit resources to website and Facebook events
   e. Create a culture of appreciation
   f. Create onboarding materials
   g. Provide clear expectations on work plan requirements
   h. Receive conference session evaluations

4. Create a recruitment and retention committee to:
   a. Clear job descriptions
   b. Clear call for nominations - transparency
   c. Put job information on website
   d. Apply through national to get on ballot
Student Experience

Background

Acknowledge Frustrations

- Access to the Annual Conference may be difficult for students due to cost
- There is a need for more connection/communication to the schools through multiple avenues

Celebrate Successes

- Young Planners Group
  - 32 Mentors
- Multiple Events Held
  - Speed Dating
  - Capstone Presentations
  - Mentee-run event

Goals and Actions

1. **Address Conference Hurdles for Student Members**
   a. Students should volunteer and provide proof of attending sessions for a free rate to encourage more student participation
   b. Student Director can provide additional oversight or should coordinate the above
   c. Conference information and process to attend, related to the above, should be communicated directly through the Student Director and through the schools’ respective communication channels

2. **Scholarships**
   a. Board members should be involved in promoting scholarships at schools, including attendance at events and communication with schools’ program directors on a regular basis

3. **Encourage More Communication with Greater MN Schools**
   a. Addressing the conversations around the percentage of HHH students, the Board should work to nurture relationships with Minnesota State, Mankato and Saint Cloud state through regular outreach
   b. Related to the above, board members should be responsible for regular engagement with their alma maters and attendance of events should be encouraged

4. **Event Engagement**
   a. The chapter should hold one mock interview events for students each year. Timing toward early Spring or the late Fall semester would be beneficial for student seeking internships and jobs in the field
   b. Committees should host at least one joint event with the student representative
Case #7
Executive Director Search

Background

The Board recently discussed the process for selecting a new Executive Director at our March Board Meeting, prior to the current COVID-19 Pandemic. At that time, the Board directed the Executive Committee to prepare a draft Job Description and open up a 30 Day Search. Subsequent to that discussion, a number of social distancing and stay at home orders were put into place due to the COVID-19 Pandemic. In a follow up Remote Update of the Board, it was further discussed about hiring a search firm to assist with the recruitment for reasons noted above, as recommended by the Executive Committee. This case is this next step in that process.

Attached is a proposal from HueLife to assist with the Executive Director Search. HueLife has provided a range of options to consider in both search services as well as interim administrative support.

While no vote has been taken, the Executive Committee has focused discussion on Option A, which are the search options. Within this activity, there are also a range of options from coaching the Board to complete the search itself to HueLife managing all aspects of the search at the direction of the Board. There is also an option for an activity for the Board to think more strategically better define this position/role.

There are sufficient funds in reserves to complete the full suite of Option A. In addition, there are anticipated costs savings as a result of the vacant position.

The actual proposal will be send under separate cover.

Requested Action

Motion to approve a contraction for Option A of Search Services Proposal.
PROPOSAL
FOR RECRUITMENT, INTERIM, AND MANAGEMENT SERVICES

Human Understanding & Engagement
**HueLife Values**

**INTEGRITY**
Be worthy of trust. Take responsibility. Keep principles and values present.

**COURAGE**
Be open. Take smart risks. Be a change agent.

**RELATIONSHIPS**
Build strong ties. Develop and maintain caring support systems.

**HUMILITY**
Be a servant leader. Always be learning.

---

**Thank you for the opportunity**

Dear Mr. Gladhill,

We appreciate being considered for the opportunity to discuss your needs and aspirations for executive director position to be designed and filled in the next several months.

Working with organizations to provide skills and tools to assist with organization development, growth and change is at the heart of what we do.

This proposal includes three options we’ve discussed in order to fill the need for executive director, please let us know what questions you might have at this time.

We are truly looking forward to working with you!

Irina Fursman, CEO/President
HueLife
Irina.Fursman@hue.life
763.232.2338
PRICE & SCOPE

Based on our understanding of your needs, we propose three different options for your consideration. These options are reflective of HueLife’s commitment and packaged to accommodate your current and future needs. When contracting for several services, the price per service will be adjusted accordingly. Options proposed can be combined and continue to build on each other.

<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
<th>What is included</th>
<th>Price</th>
<th>Time Frame</th>
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</table>
| **A**  | Standard Executive Recruitment Services | HueLife will conduct a comprehensive executive recruitment process, including:  
- organizational assessment  
- recruitment  
- screening and selection  
- final interviews  
- onboarding | $16,000 (plus recruitment expenses ~$4K) | 4-6 months |
| **B**  | Executive Recruitment + Interim Director Services | HueLife will perform interim director services while conducting the executive search, selection and onboarding of a new director.  
HueLife consultants will work as a team to deliver all the necessary services. | $4,000 /month (plus recruitment expenses) | 7-9 months |
| **C**  | Management Services: Serving You and Your Members | HueLife will serve as a management company providing and/or coordinating all the necessary services to your organization, utilizing a team approach to deliver various aspects of the job: Board meetings facilitation, event coordination and management, volunteer coordination and member communication and engagement. | $40,000 - $50,000 | 12 months |
EXECUTIVE RECRUITMENT

Proposed as Option A: comprehensive approach to finding the right fit to fill the immediate need

Recruiting for a part-time leadership position is going to require some in depth analysis and evaluation of organization’s capacity, current structure and new position requirements. This assessment is best done with the entire Board and all involved in current management of the organizational activities. Collectively identifying and agreeing to the Executive Director position’s responsibilities and expectations will be necessary for a successful outcome.

Comprehensive executive recruitment approach will require organization development expertise as well as onboarding expertise to help establish clarity of roles and responsibilities, priorities and position’s expectations for executive director to be effective. This approach consists of five phases: 1) Org Assessment & Position Development; 2) Recruitment; 3) Candidates Screening and Selection of Semifinalist; 4) Final Interviews & Negotiation; and 5) Onboarding. Fees can be reduced if the client takes responsibility for some parts of the process and performs certain tasks in house.

Organization Assessment & Position Development .............................................................. $5,000
This phase is the most critical in establishing position’s expectations, job description and priorities. To ensure success, engagement from organizational leadership is required. This may include interviews, survey and/or group workshops to provide input, clarify and establish shared agreements around the position. Deliverable: job description and position profile (to be used for recruitment).
Timeline: June – July 2020

Recruitment*.......................................................................................................................... $2,500
Recruitment phase consists of placing advertisements, direct email, social media, and personal outreach to engage with potential candidates.
Timeline: July- August 2020

Candidates Screening and Selection of Semifinalists...............................................................$3,500
Once the recruitment phase is complete, the candidates will be reviewed and evaluated against the criteria established in the position profile; most qualified candidates will be interviewed and progress report will be delivered to the Executive Committee for finalist selection.
Timeline: August - September 2020

Final Interviews & Contract Negotiations .................................................................$ 3,000
Final interviews format and protocol will be designed with the Executive Committee, facilitated by the HueLife Consultant who will also negotiate the contract on behalf of MN APA.
Timeline: September – October 2020

Onboarding............................................................................................................................$ 2,000
HueLife will design and facilitate an onboarding session for the new Executive Director during the first 30 days of their start date.
Timeline: October -November 2020
Proposed as Option B: preparing the organization and recruiting for the future

This option is focused on preparing the organization for the new director, building clarity around the role and identifying structural and behavioral changes that need to happen in order for the director to be successful. This approach will allow the HueLife team to learn the organizational dynamics and critical needs to be fulfilled by the director, which will inform the consultants about not only the technical qualifications that are necessary to fulfill the position requirements, but also capabilities from the future oriented, strategic point of view.

The organization will continue to operate with the support and oversight from the Board. Executive Committee will work closely with the HueLife consultants to build the organizational structure, develop job description and position profile. HueLife will approach this assignment as a team, providing different staff based on the task. The main contact and the lead consultant will be responsible for the overall project and report directly to the Board Chair and work closely with the Executive Team.

The HueLife team responsibilities will include:

- Facilitate Board meetings (coordinate, communicate, document)
- Convene and engage members (various meetings, committees, etc.)
- Coordinate events (small and large fall event)
- Coordinate and manage existing sub-contractors (marketing, bookkeeping, etc.)
- Conduct hiring process (all phases as described in Option A)

HueLife team will allocate 40-60 hours / month to APA MN, including the hiring process. It will be the responsibility of the lead consultant to manage the team’s time and provide reports for work accomplished to the executive committee. It will be the responsibility of the Executive Committee to assist with communication and coordination of existing work groups/member engagements and provide all the information needed to provide quality administrative support.

A team of consultants supporting you in the interim period will be working remotely, coordinating all the activities and working with you on managing member events virtually. If and when in person meetings are required, the lead consultant will be present.

This option presents an opportunity for APA MN to take time during this crisis and evaluate carefully what are the critical skills that are necessary for this position to be successful and for the executive director to be equipped to meet the expectations of the membership now and in the future.
MANAGEMENT SERVICES

Proposed as Option C: Outsourcing your administrative and management needs

This option is focused on partnering with HueLife team of consultants and facilitators long-term for developing and growing your organization. We will take on responsibilities of the executive director, manage your day to day activities and long term/strategic plan, coordinate member activities and serve as a facilitator and coordinator for your Board, Executive Team and other member committees and groups until such time that the need for an Executive Director full time becomes critical.

While serving you in the consulting capacity we will promote inclusive leadership, strategic thinking and culture of engagement within your Board, committees and membership. HueLife will serve as a partner in member engagements and be a service provider to APA MN for management services if/when it is necessary to have a full-time position.

This partnership approach may include all or select elements from the list below:

• serve as a facilitator and coordinator for the APA MN Board
• serve as a members/volunteers coordinator for all member related activities, committee work, educational events, and workshops.
• work closely with the Executive Committee and provide operational oversight, including coordination and management of existing sub-contractors (marketing, bookkeeping, etc.)
• facilitate a strategic planning process that will guide APA MN into a new reality, identify areas of change and requirements for member development and support
• evaluate existing processes, structure, and organizational culture and provide support with making any desired changes
• co-developing processes, norms, and decision-making frameworks
• assist with the selection and adaptation of tools, technologies, and new systems as needed (especially with going online for meetings and facilitating learning and workshops online)

Pricing structure for this option is based on the initial intake interview, estimated budget is proposed based on the typical activities of the executive director and suggested scope of responsibilities above. Ideally, this service is best structured via retainer or hourly. Total contract amount will depend on the scope, duration and qualifications of the consultants, ranging from $40,000 - $50,000.

Retainer – based on the scope of responsibilities, duties and operational tasks, monthly retainer will be established; evaluation will be conducted on the quarterly basis to adjust retainer as needed.

Hourly – could be adjusted at any time during the duration of the contract, based on the changing needs and organizational capacity. Hourly rates may vary depending on the consultant or facilitator qualifications and the nature of the work, ranging from $50 - $250/hour.

In either case, the lead consultant will be identified, who’s responsibility will be to manage the time, work completed and report directly to the Board Chair or Executive Committee on a agreed upon schedule.
# HueLife Team Bios

<table>
<thead>
<tr>
<th>Name</th>
<th>Role and Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Irina Fursman</td>
<td>Engagement consultant, trainer and facilitator, as well as HueLife’s co-founder and President. She is a Certified ToP® Facilitator and Mentor Trainer specializing in organization and team development, adult learning, change management, conflict resolution and strategic planning. She trains individuals and groups in the art and science of human engagement and facilitation.</td>
</tr>
<tr>
<td>Stephanie Ahles</td>
<td>VP of Training and Development. She has 20 plus years of leadership experience in local government as well as experience and expertise working with for profit and nonprofit organizations. She is a Certified ToP® Facilitator and Mentor Trainer, specializing in leadership and organizational development, change and project management, and strategic planning.</td>
</tr>
<tr>
<td>Dr. Richard Fursman</td>
<td>Co-founder of HueLife, he has worked with over 100 public sector and non-profit organizations recruiting and placing senior staff, developing strategic plans, and helping organizations take steps to become more effective and great places to work. As a former City Manager, he advises, mentors and coaches leaders across the United States and abroad, helps executive teams create a shared purpose, strategic plans, and implementation paths.</td>
</tr>
<tr>
<td>Megan Jacobson</td>
<td>Insights Discovery Coordinator/Practitioner for HueLife. She has recently completed the ToP® Mastery program and is working towards facilitation certification. She is experienced in facilitating teams towards shared awareness and shared agreement. Megan has a passion for working on projects related to youth empowerment, employee well being and community engagement. Her caring and empathetic style helps bridge differences and heal teams in conflict.</td>
</tr>
<tr>
<td>Karie Terhark</td>
<td>Certified ToP Facilitator and Qualified Trainer who previously worked as the Director for Allies for Substance Abuse Prevention Coalition (A.S.A.P.). While at A.S.A.P., she facilitated a countywide coalition of volunteers to assess, plan, and implement environmental strategies to change the culture around underage drug and alcohol abuse.</td>
</tr>
<tr>
<td>Jeremy Kautza</td>
<td>Certified ToP® Facilitator and Mentor Trainer with over 20 years of facilitation experience. He brings in depth expertise in strategic planning, conflict resolution, organizational change management, and interest based negotiation. He also continues to serve the University of Wisconsin-Madison, facilitating the employee groups as they work to build their capacity for organizational change and improvement within complex systems.</td>
</tr>
<tr>
<td>Angie Asa-Lovstad</td>
<td>Certified ToP® Facilitator and Mentor Trainer. Prior to joining HueLife, she served as the director of a local non-profit drug prevention coalition for 19 years. In this role, she facilitated the efforts of local drug prevention coalitions across all of Iowa. Today, Angie continues to support and coach coalition leaders in their efforts to engage stakeholders and develop strategic plans that meet the desired outcomes of the grants they have received.</td>
</tr>
</tbody>
</table>

*We inspire action for the greater good of Human Understanding and Engagement*

[www.hue.life](http://www.hue.life)
Company Name: HueLife

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