



## MEMORANDUM

**To:** Mayor and Common Council

**From:** Casey Bradley, City Administrator

**Date:** February 23, 2026

**Subject:** Proposal to Partner with the Arbinger Institute for Leadership Training

### Purpose

This memo recommends that the City of Sheboygan partner with the Arbinger Institute to provide leadership training for 32 staff members, focusing on developing an Outward Mindset approach to leadership and organizational culture.

### Background

The City has made great strides in its policies and practices supporting a healthy and safe work environment. City leadership has continued their education to support this focus by participating in CVMIC's Emerging Leader and/or Perfecting Leader programs. In 2021, the Sheboygan Police Department utilized the Arbinger Institute's Outward Mindset framework during department supervisory meetings to augment leadership development and enhance collaborative and supportive relationships. The Arbinger material was well received by department staff and helped fill gaps left by other leadership and supervisory training programs. Given the improvements seen within the department, City Administration and department heads support expanding program participation to the other City departments via a phased implementation plan whereby all department heads and their executive leadership participate in 2026. In future years, the City's human resources team would train incoming leaders.

The Arbinger Institute, founded in 1979, is a globally recognized leadership and organizational development firm specializing in mindset-based transformation. Their core philosophy distinguishes between two mindsets:

- **Inward Mindset:** Individuals focus primarily on their own objectives, often leading to siloed thinking and limited collaboration.
- **Outward Mindset:** Individuals and organizations focus on the needs, challenges, and objectives of others, fostering collaboration, accountability, and long-term success.

Arbinger's programs are widely used by government agencies, municipalities, and Fortune 500 companies. Their approach is research-based and has proven effective in improving organizational culture, reducing turnover, and enhancing service delivery.

**Casey Bradley**  
City Administrator

CITY HALL  
828 CENTER AVE.  
SHEBOYGAN, WI 53081

920-459-3287  
[www.sheboyganwi.gov](http://www.sheboyganwi.gov)



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Organizations that complete outward mindset training generally report improved collaboration across departments, enhanced employee engagement and retention, proactive collaboration and responsiveness to community needs, and better organizational alignment of goals. City leadership anticipates this program will strengthen innovation, transparency, and continuous improvement.

### Scope and Cost

Based on the attached quote from Arbinger Institute, the proposed training includes:

- Two one-day onsite facilitation sessions
- Digital workbooks and online resources for 32 participants
- Three strategic working sessions
- Six virtual Outward Application sessions
- Implementation coaching: Six 45-minute sessions per participant

The City's total investment of \$206,378 includes facilitation, materials, coaching, and instructor travel.

### Return on Investment (ROI)

The benefits of this training extend beyond leadership development and directly impact operational efficiency and employee retention:

- **Reduced Turnover Costs:** A modest 10% reduction in turnover among leadership positions could save the city \$50,000–\$75,000 annually in recruitment and onboarding costs.
- **Improved Productivity:** Enhanced collaboration and decision-making can reduce project delays and inefficiencies, potentially saving hundreds of staff hours annually.
- **Better Service Outcomes:** Increased engagement and accountability lead to improved resident satisfaction, reducing complaints and costly service corrections.

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- **Long-Term Cultural Impact:** Establishing an outward mindset creates a foundation for sustained improvement, reducing future training and consulting expenses.

### Funding Sources

- **Professional Development Budget:** Allocate from existing training and development funds.
- **Departmental Contributions:** Distribute costs across participating departments to align investment with benefit based upon the department's actual participation costs.
- **Council-Approved Contingency Fund:** Utilize the Contingency Fund for the portion of cost that wouldn't be covered by existing budgets.

### Recommendation

Department heads have been discussing this potential opportunity for several months and collectively, we recommend approving this partnership with the Arbinger Institute to deliver this leadership training. This investment will strengthen our leadership capacity, improve organizational culture, and ultimately enhance the quality of services we provide to our community.

**Casey Bradley**  
**City Administrator**

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February 10, 2026

Casey Bradley  
City Administrator  
City of Sheboygan  
920-459-3287  
casey.bradley@sheboyganwi.gov  
Quotation #88477-00007979

With regard to your request for quotation, the details are as follows:

Description	Additional Information	Unit	Qty	Price	Total Price
One-Day Onsite Facilitation - Master Facilitator		Per Unit	2	\$7,500.00	\$ 15,000.00
Developing and Implementing an Outward Mindset Digital Workbook <i>Includes access to Developing and Implementing an Outward Mindset Digital Workbook, Outward Mindset Online, published books Leadership and Self-Deception and The Outward Mindset (Downloadable)</i>		Per Unit	32	\$325.00	\$ 10,400.00
Travel		Per Unit	1	\$2,273.00	\$ 2,273.00
One-Day Onsite Facilitation - Master Facilitator		Per Unit	1	\$7,500.00	\$ 7,500.00
Outward Leadership Online Resources <i>Includes access to Outward Leadership Digital Resources</i>		Per Unit	32	\$295.00	\$ 9,440.00
Travel		Per Unit	1	\$1,820.00	\$ 1,820.00
Strategic Working Session <i>A tailored strategic working session facilitated by Arbinger Master Facilitator to include all pre-work, discovery and preparation, and post-work follow-up.</i>		Per Unit	3	\$14,995.00	\$ 44,985.00
Travel		Per Unit	3	\$1,820.00	\$ 5,460.00
Outward Application Session <i>A 90-min virtual Outward Application Session facilitated by Arbinger Master Facilitator to include all pre-work, discovery and preparation, and post-work follow-up.</i>		Per Unit	6	\$2,250.00	\$ 13,500.00
Implementation Coaching <i>Includes six practical application coaching sessions lasting 45 minutes each</i>		Per Person	32	\$3,000.00	\$ 96,000.00
Subtotal:					\$206,378.00
<b>Total Price**:</b>				<b>\$206,378.00</b>	

Please review all Terms and Conditions included in this quotation. Please contact our Finance Department and reference the quotation number listed above to make payment. Our office is open 9am to 5pm Mountain Time and can be reached by phone: (801) 447-9244 or email: [finance@arbinger.com](mailto:finance@arbinger.com). Any other questions not related to payment, please contact me at the information below. Thank you!

Regards,

Jordan Young  
Account Executive  
[jyoung@arbinger.com](mailto:jyoung@arbinger.com)

\*\* The following terms and conditions apply to the prices quoted:

1. Quote Details

- a. This quote is valid until Mar 13, 2026
- b. This quotation is offered at firm-fixed price and travel, shipping & handling, and duties & taxes (if applicable) are offered at firm-fixed-price.

2. Standard Terms

- a. **Arbinger Property.** Client recognizes that it has no right, title, or interest, proprietary or otherwise, in the intellectual property owned or licensed by Arbinger, unless otherwise agreed upon by the Parties in writing. Client agrees that Arbinger is, and will remain, the sole and exclusive owner of all right, title, and interest, throughout the world, to all copyrighted intellectual property that is owned or controlled by Arbinger. Arbinger is the sole owner and deliverer of Arbinger programs, training, consulting, and materials. The Arbinger Company, D/B/A "The Arbinger Institute, LLC," is the sole owner and deliverer of Arbinger's Outward Mindset series of training and related train-the-trainer programs, including all associated printed and digital course materials (the "Materials"). These Materials represent Arbinger's copyrighted intellectual property and are prohibited from being delivered by any other company or organization except when upon receiving express prior written consent from Arbinger.
- b. **Enjoyment of Use.** Nothing in this agreement shall prevent trained Client personnel from possessing or viewing, upon Arbinger's provision of the services any Arbinger training materials delivered pursuant to the agreement, provided that any unauthorized use (including, but not limited to, presentation of the Program content without purchase of the required training materials), reuse, copying, reproduction, recording, transmittal, modifications, or revisions of any such training materials and/or derivative works of the training provided in connection with the services is prohibited.
- c. **Grant of License.** Subject to the Arbinger Terms of Service, available at <https://arbinger.com/TermsOfService.html>, which are incorporated by reference herein, Arbinger grants to Client a limited, non-exclusive, non-sublicensable, non-transferable, terminable license to use the Materials solely in connection with Arbinger's provision of the services.
- d. **Indemnification.** Client hereby agrees to indemnify, defend, and hold harmless Arbinger, and its officers, directors, employees, subcontractors, and agents from and against any and all claims, damages, losses, costs, and expenses, including reasonable attorneys' fees, arising out of Arbinger's performance of the services, except to the extent they result from Arbinger's, and its officers, directors, employees, subcontractors, and agent's gross negligence or willful misconduct.
- e. **Independent Contractor.** This Agreement is not intended to and does not constitute a joint venture, partnership, or other formal business organization. Each party shall act as an independent contractor and not as an agent for the other for any purpose whatsoever. No party shall have the authority to bind the other except to the extent set out in this agreement.

- f. Assignment. Client may not assign any of its rights or obligations pursuant to this agreement absent Arbinger's prior written consent, which consent may be withheld in Arbinger's sole discretion.
- g. Termination. Either party may terminate this agreement, for cause, if the other party has defaulted on any obligation pursuant to this agreement ("Event of Default") and has not cured such Event of Default within seven (7) business days following written notice from the non-defaulting party setting forth the Event of Default in reasonable detail ("Notice of Default"). Such termination shall be effective immediately upon receipt of the Notice of Default by the defaulting party.
- h. Force majeure. Neither party shall hold the other responsible for damages or delays in performance caused by force majeure; acts of God; epidemic, pandemic or similar public health issues; or other events beyond the control of the other party or that could not have been reasonably foreseen and prevented.
- i. Severability. If any provision, or any portion thereof, of this agreement is determined by competent judicial legislative or administrative authority to be prohibited by law, then such provision or part thereof shall be ineffective only to the extent or such prohibition, without invalidating the remaining provisions of this Agreement.
- j. Survivability. All rights, obligations, and duties under this agreement, which by their nature or by their express terms extend beyond the expiration or termination of this agreement including but not limited to those relating to indemnification, Arbinger intellectual property, and publicity, shall survive the expiration or termination of this agreement.
- k. Entire Agreement. This agreement contains the full and complete understanding of the Parties with respect to the subject matter hereof, and supersedes all prior representations and understandings, whether oral or written.
- l. Applicable Law. The laws of the State of Utah shall govern all issues related to or arising under this agreement. Each party consents to the jurisdiction of any federal or state court of competent jurisdiction sitting in the State of Utah for purposes of any suit arising under or relating to this Agreement and to service of process therein by an international courier service company or by certified or registered mail, return receipt requested.
- m. Publicity. Except as required by law, Client shall not issue or release for publication any articles or advertising or publicity matter relating to this agreement or mentioning or implying Arbinger or any of its Affiliates, or the subject matter hereof, unless prior written consent is granted by the Arbinger.
- n. Amendments. This agreement shall not be amended or modified, in whole or in part, except by signed, written agreement of the Parties.

### 3. Payment Terms

- a. Purchase order and payment questions should be directed to The Arbinger Institute, ATTN: Finance, phone: +1 (801) 447-9244, email: [finance@arbinger.com](mailto:finance@arbinger.com), Mailing address: 686 Arbinger Way Suite 200, Farmington, UT 84025.

- b. Client can pay with a credit card, billed via electronic invoice, or as directed by a Purchase Agent or Contracting Officer. If client chooses to pay with a purchase/credit card, purchases over \$3600 will be assessed a 2.0% fee when payment is made, GSA MAS Schedule-eligible clients are exempt from this policy.
- c. Upon the signature of a service agreement, Arbinger reserves the right to invoice for all services and materials, including both digital and physical items, unless otherwise agreed upon in writing. Digital licenses for Arbinger Online Resources are delivered immediately upon receipt of order and are non-refundable. Physical materials are shipped in accordance with Arbinger's Shipping Terms.
- d. Sales Tax may apply. Arbinger will collect sales tax in states where we have nexus. If your organization is tax-exempt, please provide your exemption letter before services are rendered.
- e. All dates are considered tentative and subject to availability until an official commitment to pay (e.g., purchase order, service agreement, SF182, credit card information, contract, or task order) or payment is received from the client. Official commitments must be received 30 days in advance of the scheduled event to ensure timely purchase of travel arrangements and shipment of course materials. An event is considered confirmed and becomes binding upon receipt of an official commitment.
- f. If the commitment is received less than 30 days before the scheduled event, the client will be assessed expedited shipping, handling, and travel charges.

#### 4. Copyright Information

- a. Client recognizes that it has no right, title, or interest, proprietary or otherwise, in the intellectual property owned or licensed by Arbinger, unless otherwise agreed upon by the Parties in writing. Client agrees that Arbinger is, and will remain, the sole and exclusive owner of all right, title, and interest, throughout the world, to all copyrighted intellectual property that is owned or controlled by Arbinger. Arbinger is the sole owner and deliverer of Arbinger programs, training, consulting, and materials.
- b. The Arbinger Company, D/B/A "The Arbinger Institute, LLC," is the sole owner and deliverer of Arbinger's Outward Mindset series of training and related train-the-trainer programs, including all associated printed and digital course materials (the "Materials"). These Materials represent Arbinger's copyrighted intellectual property and are prohibited from being delivered by any other company or organization except when upon receiving express prior written consent from Arbinger.

#### 5. Shipping

- a. Physical materials ordered pursuant to a purchase order will not be delivered until receipt of such countersigned purchase order.

#### 6. Event Logistics

- a. For in-person events, client is responsible for providing event space and logistical items relevant to the presentation including VGA/HDMI capable projector, screen, two (2) flip charts, markers, seating, tables, and a sound system or speakers suitable for participants and venue. In addition, for events where client has purchased digital workbooks, client must also provide participant-accessible Wifi. To ensure an impactful experience for all during virtual events, Arbinger strongly encourages on-video participation for all attendees. For any facilitator training, participants are required to log into the Arbinger portal and download applicable facilitator materials to the computer they will bring to the course.
- b. Number of participants must be confirmed no later than 30 calendar days before the scheduled event to allow for timely printing and shipping. Client may incur additional expenses for expedited printing and shipping if number of participants changes within 30 calendar days of the event.

#### 7. Cancellation and Reschedule

- a. Events canceled after a commitment is received will be subjected to a 30% cancellation fee. Events rescheduled at the convenience of the client after a purchase order or equivalent is received from the client will result in a rescheduling fee of 30%.
- b. Client agrees to incur return shipping costs for materials already shipped at the time of cancellation.
- c. Client may incur additional fees if shipped materials are not returned in unused/unopened and reusable condition.

#### 8. Coaching Terms

- a. Coaching sessions must be scheduled in advance. It is the Client's responsibility to notify coach 24 hours in advance of the scheduled call/meeting to reschedule or cancel. No shows, reschedule requests or cancellations received without adequate notice (at least 24 hours before the scheduled call) will be considered consumed. Coaching sessions scheduled and then unexecuted due to a force majeure event may be rescheduled and are considered unconsumed.

**Modifications:** The provisions of this Agreement are intended by The Arbinger Institute and Client as a final expression of their agreement and are intended also as a complete and exclusive statement of all terms applicable to The Arbinger Institute’s provision of services to Client under this Agreement.

**Governing Law:** This Agreement shall be governed in accordance with the laws of the State of Utah in the United States of America. In the event that any action is necessary to enforce the terms of this Agreement, the prevailing party shall be entitled to recover reasonable costs and attorney’s fees, whether or not any suit is filed.

**Entire Agreement** Any Change or modification of this Agreement shall be made only upon the mutual written agreement of both parties. This Agreement supersedes all prior written or oral agreements between parties.

**ACCEPTED and AGREED:**

Arbinger  
Signature: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Client  
Signature: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_