

**Proposal to  
Provide Strategic Planning Facilitation Services  
for the  
Marina Coast Water District**

**Submitted by:**

***The Ingram Group***  
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***The Ingram Group***  
**Proposal to Provide Strategic Planning Facilitation Services  
for the Marina Coast Water District (MCWD)**

<b>Proposed Project Objective</b>
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To identify and strategically focus planning, policy and program implementation for the District in a mid-range time frame (approximately 5 years).

**Discussion:** Strategic planning sessions within many agencies and jurisdictions are frequently presented and conducted using models that develop/reaffirm vision and mission statements and create objectives and tasks focused on management implementation of identified objectives within a 6 month to 3 year time frame. This format/model is typically intended and works best as a short term management or implementation tool.

Policy and mid-to-longer-range strategic planning entails initial focus on identifying policy issues and direction that will guide an agency/jurisdiction over a longer period of time. In this mid/longer-term focus model (which can be within a 5-10 year period), emphasis is placed on identifying what is most likely needed (or to be explored) to attain identified or desired longer term achievements. Within the longer term objective context, shorter term actions/tasks are developed in increments and evaluated for their applicability to the longer term goals and objectives. Short term plans are still needed and can be developed by management for policy (Board) review and approval, or can be jointly developed in session with policymakers and management, then reviewed and approved by the Board.

The primary difference in focus between the two models is that in shorter term planning, tasks tend to be identified that are geared more toward daily or annual activities to be accomplished, whereas the longer term model measures the shorter term planning/objectives in the context of achieving the longer range "vision".

## Proposed Methodology

### A. Initial Contacts for Identification of Session Topics/Interests

- Consultant requests 1-2 initial meetings with the General Manager to obtain information about and discuss/refine goals and format items for the strategic planning session.
- Consultant will prepare interview materials and conduct confidential interviews with Board members and, if desired, identified management staff to assist in identifying topics and interests related to the session. It is preferred that that interviews be conducted via telephone conversations. The advantage to using direct conversation is that conversation is typically more efficient, allows for more effective dialog and clarification, and is less costly as compared to preparing, distributing and compiling information using written questionnaires. Information from the conversations will be compiled by Consultant into a brief report distributed prior to the session noting topics/interests, and will be used to assist in structuring the session agenda and format. The report will not attribute items mentioned nor comments to specific individuals.

### B. Session Structure/Activities

**Participants** The session can include only Board members and the General Manager (and Legal Counsel), or also include primary management staff/department heads. In determining attendees for the session, the District may wish to consider that management staff will have the responsibility for implementing policy direction and developing action plans to refine and accomplish objectives, and they can also serve as technical resources and contributors in session discussion. Inclusion of the management team can also encourage stronger team work and “ownership” in District plans, activities and goals. The Board ultimately retains the authority for review and approval of District direction, policy, and results emerging from the session.

**Session Agenda and Materials** Consultant will develop a draft agenda and work with the General Manager and others to identify, provide and distribute materials needed prior to and during the session.

**Length of Session** It is our understanding that the session is to be held on a Saturday but that specific hours have not yet been determined. It is suggested that the session be at least 4 hours and preferably 6 hours in length.

**Session Content** It is proposed that the session be structured to include the items noted below. If this structure is not desired by the Board, Consultant will adjust and revise the content.

- Brief review of session purpose and outcomes expected;
- Brief review of interview results and perspectives and District accomplishments and challenges;
- Brief review and possible revisions to the Mission and Vision statements for the District;
- Focused discussion on future opportunities and requirements; interests and issues; priorities/direction; and identifying resources available/needed to address priorities/direction within the context of a “big picture”.

From this session, and following submission of a summary report, next steps can include direction to management to develop specific task work plans for 6-12 months and/or annual objectives for later review and action by the Board.

The Board may also want to consider having another limited session in 6-12 months to consider: 1) whether there are any modifications needed to the initial longer term plan; 2) whether the District would benefit from further refinement of mission and vision; and, 3) possible status review of shorter term work/management activity plans within the context of longer term future planning.

**Session Product/Results:** Consultant will provide a draft written report/summary of the session including actions/decisions to the General Manager within 10 days of the session. That draft can then be reviewed within the District for accuracy and any further suggestions. It is then expected that the report will be forwarded to the Board for review and action within approximately 15-30 days (next regularly scheduled meeting).

## **EDUCATION**

Master Degree: Public Administration (MPA)

Bachelor of Arts Degree: Spanish/English

## **CURRENT COMMUNITY INVOLVEMENT**

Board of Directors, Monterey Credit Union

Chair - Volunteer Committee

Past member and Chair - Supervisory Committee

Member, past-President and Vice-President

Soroptimist International of the Monterey Peninsula

## **PRIOR COMMUNITY SERVICE**

Public Member and former Chair

Monterey County Local Area Formation Commission

Member and Board President

Board of Education, Pacific Grove Unified

Member/past-President; Session Presenter

Board of Directors, Leadership Monterey Peninsula

Member and past-President

Board of Directors, Elkhorn Slough Foundation

Commissioner and Vice-Chair

Monterey County Community Services Commission

Public Representative

Monterey County Administrative Review Board

Nominating Committee

Tri-County Area Girl Scouts

## **REFERENCES**

Michael A. Houlemard, Jr.

Executive Officer

Fort Ord Reuse Authority

(831) 883-3672

Steven A. Johnson

Executive Director

Central Coast VNA and Hospice, Inc.

(831) 372-6668

William Merry

General Manager

Monterey Regional Waste Management District

(831) 384-5313

Mary Claypool

Executive Director

Monterey County Business Council

(831) 883-9943

### **Other Area Projects**

***City of Sanger (General Plan Update process):*** Public outreach and information, Identification and engagement of stakeholders. Community meeting facilitation. Materials and communication methodologies.

***Merced County - Stevinson Community Plan:*** Community outreach and information in development of Community Specific Plan/EIR. Meeting facilitation, materials, stakeholder identification and contact.

***Alameda County (EBCRC):*** Business, organizations and community involvement and funding outreach strategy and meeting facilitation for regional economic development process.

### **CANDACE INGRAM**

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### **PROFESSIONAL EXPERIENCE**

#### **Principal**

The Ingram Group

Pacific Grove, CA

Principal/consultant for private consulting firm providing services related to land use, community and governmental relations; public relations and marketing; political campaign management; strategic planning; administrative and management consultation; process facilitation and management skills training; organizational development; meetings and conferences facilitation and management.

#### **Executive Director**

Community Human Services Project

Monterey, CA

Administrator of Joint Powers Agency. Fiscal and contracts management; personnel management, supervision and development; program development and implementation; data collection and analysis; grants and reports; community organization and liaison; fund raising; marketing; training.

#### **Executive Director**

The Center

Pleasanton, CA

Administrator of non-profit corporation. Responsible for establishment of agency. Duties similar to those described above.

#### **Director, Information and Education**

Planned Parenthood of Western Missouri and Kansas

Kansas City, MO

Administrator of program and volunteer services. Program development; administration and management; grants management; fiscal systems compliance; fund raising; personnel supervision, training and evaluation; data collection and analysis; community liaison; media and public relations.

#### **Program Director**

YWCA

Ogden, UT

Administrator of program and volunteer services. Development and supervision of programs/services; fund raising; contracts management; volunteer recruitment, supervision, training, public relations; and publicity.

**Marina Coast Water District:** Advisory to GM in augmentation project EIR outreach process. Strategic Planning program facilitator. Staff training in public outreach and communications. Facilitation of Board workshops and strategic planning sessions.

**Monterey County Redevelopment Agency:** Community and government relations for Castroville Revitalization Project. Public and agency information and outreach. Meeting facilitation. Media management. Reports preparation.

**Monterey County Water Resources Agency:** Public, business and agency outreach for fee assessment project related to Basin Management Plan/EIR process. Strategic Planning workshops (design and facilitation) for Board and staff.

**Transportation Agency for Monterey County (TAMC):** Public outreach and information program for select road improvement projects including Hwy 68-Ragsdale, Hwy 68-Community Hospital, and Carmel Hill-Hatton Canyon Bike Trail projects. Meeting facilitation. Community, business, agency and media relations and informational materials. Events.

**Monterey County Agricultural Commissioner's Office/California Department of Food & Agriculture:** Facilitation of community information meetings related to aerial application project.

**Central Coast State Veterans Cemetery Foundation:** Consulting administrator for establishment of cemetery and ancillary services and facilities. Development and implementation of information and fund raising programs, coordination of volunteers, and organizational management.

**YWCA:** Recruited as consulting administrator for agency for 4 months during search for permanent executive director. Administration of agency, programs and personnel, budgeting and finance, grants preparation and management, and coordination of Board and volunteer services.

**Pebble Beach Company - Real Estate Division:** Community Relations consultant for Spanish Bay project EIR and approval process, and other future planning and development projects. Preparation of informational materials. Community and agency liaison. Community/agency meeting facilitation. Media management.

### **Santa Cruz County Area**

**Pajaro Valley Water Management Agency:** Development and implementation of public information and outreach program for Basin Management Plan/EIR. Community, agency and stakeholder meeting facilitation and contact. Public outreach & management advisor to GM and Board. Media management.

**Department of Public Works and Planning:** (Graham Hill Road Safety Improvement Project and Sandhills Habitat Conservation Plan/EIR Process) Public outreach and involvement consultant. Community meeting facilitation. Media information and liaison. Agency presentations.

**Santa Cruz City-County Library System:** (Felton Branch Relocation and Scotts Valley Expansion Projects) Public involvement plan development and implementation. Identification and liaison with stakeholders. Selected interviews, survey & questionnaires, focus groups, materials, media communications.

### **San Benito County Area**

**Gavilan-Fairview Corners:** Project area plan for establishment of college campus in Hollister and adjacent private and employee housing and neighborhood commercial project. Public outreach and information and management/planning process consulting.

## Exhibit B Resume and Experience

### ***The Ingram Group***

Post Office Box 51661 Pacific Grove CA 93940  
Telephone (831) 373 -3609 Fax (831) 373-0108 Cell (831) 596-8860  
Email [ingramgp@ix.netcom.com](mailto:ingramgp@ix.netcom.com)

**Firm Description:** Public, private and non-profit consulting in community/government relations, public affairs, strategic planning, and public relations and marketing. Services primarily focus on public outreach, information/education and facilitation related to projects involving public and private entities, including planning, public service, environmental, planning and land use related programs and projects. The firm also provides political and campaign management, administrative and management consultation and training, and organizational development. *The Ingram Group* is a woman-owned firm doing business in California.

**Firm Principal:** Candace Ingram. Education: BA in English/Spanish and Master in Public Administration. Elected and appointed official — Pacific Grove Unified School District (16 years), LAFCO Public Member (20 years). Other officer/leadership positions: Leadership Monterey Peninsula Board; Monterey Credit Union Board and Supervisory Committee; Soroptimist International; Monterey County Administrative Review Board; Elkhorn Slough Foundation Board. Prior career in administration of non-profit and Joint Powers agencies.

### **Sample Projects Summary**

#### **Regional Area**

**Fort Ord Reuse Authority:** Reuse Plan/EIR development and implementation process - public and agency outreach, information, meeting facilitation. Current public information officer/consultant for the agency. Publications and materials, facilitation of numerous community and agency meetings, media information and liaison, and special events management.

**Monterey Regional Water Pollution Control Agency:** Preparation of Public Relations Plan. Facilitation of regulatory meetings for agency project. Assistance in preparation of agency annual report.

**National Oceanic & Atmospheric Administration (NOAA):** Development, implementation and facilitation of Partnership Program for National Marine Sanctuary. Community/business/agency information, materials and workshops.

**Monterey Regional Waste Management District:** Development and facilitation of Strategic Planning process for Board and staff, and facilitation of management and task group meetings

**Associated Monterey Bay Area Governments (AMBAG):** Board workshop facilitation.

**Elkhorn Slough Foundation:** Strategic Plan development and facilitation. Board member.

#### **Monterey County Area**

**Monterey Peninsula Water Management District:** Public outreach/information for development of waster projects and EIR process. Publications, public and agency meeting facilitation, media liaison/management.

## **Exhibit A      Estimated Budget**

Rate: Principal                \$ 125/hour  
      Project Assistant      \$ 80/hour

### Principal

Initial Meetings		
2 meetings with General Manager/designees	5 hours	\$ 625
Prepare interview materials/conduct interviews		
Est. 7-9 interviews	10 hours	\$1,250
Session Preparation and Facilitation	10 hours	\$1,250
Initial summary and Final report	10 hours	\$1,250
Contingency	<u>3 hours</u>	<u>\$ 375</u>
	TOTAL	38 hours      \$4,750

### Project Assistant

Session Preparation and Recording	8 hours	\$ 640
Initial Summary and Final report	10 hours	\$ 800
Contingency	<u>2 hours</u>	<u>\$ 160</u>
	TOTAL	20 hours      \$1,600

TOTAL ESTIMATED COST: \$ 6,350

## Background Information – *The Ingram Group*

*The Ingram Group* was established in 1985 and provides a variety of services in the public, private and non-profit sectors. Consulting activities are primarily focused on community and government relations; strategic planning; meeting and issue facilitation; environmental and land use issues; customer service and management; organizational consultation, training and development; and campaign management. *The Ingram Group* is a sole proprietor, woman-owned small business that maintains flexibility in responding to client needs through the use of skilled independent contractors on a project-specific basis.

Candace Ingram, founder and principal consultant, has a Master degree in Public Administration, a Bachelor degree in English/Spanish, and has held leadership and elected and appointed positions within several local and regional jurisdictions, agencies and organizations. Additional information about *The Ingram Group*, sample projects, and a resume for Candace Ingram is included with this proposal.

**Project Facilitator:** Candace Ingram (“Consultant”) will conduct the proposed session and provide all contact interface and project design and activity services noted in this proposal. A Project Assistant will be used to take notes during the session and assist in preparation of the final Plan report back to the District.

## Estimated Cost/Fees

It is estimated that fees for all activities noted in this proposal will not exceed \$6,350 plus actual out-of-pocket expenses, if any, and may be adjusted with concurrence between the parties following initial consultation between the District’s General Manager and Consultant regarding scope of services.

Billing by Consultant is based on actual time spent. To the extent feasible, every effort will be made to reduce costs as work is performed.