



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Reviewed by [Signature] Date 1.12.07
General Manager

DATE: January 12, 2007
TO: Board of Directors
FROM: Administrative Services Manager
SUBJECT: Strategic Planning

RECOMMENDATION: That the Board of Directors authorize an Agreement with The Ingram Group to provide professional services assisting with a District Strategic Planning Workshop for an amount not to exceed \$5,800.

DISCUSSION

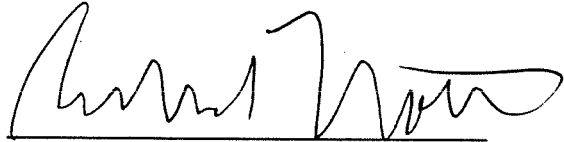
The current strategic plan developed in April 2004 and composed of three-year strategic objectives, has been updated and is enclosed for your information. All items have been addressed and most have been completed, as noted. Staff believes developing new strategic plans, with perhaps longer time frames, would be advisable this year. We think that an additional session in 2008, and possibly in 2009, may be worthwhile in order to complete work related to organizational "vision" and "values". Like the application of the "guiding principles" with outside waste decisions, such work would be useful as building blocks for future strategic planning.

When the matter was presented to the Board in May 2006, the Board suggested that staff consider the use of an outside consultant to assist in developing long range plans to improve operations and diversion programs and to solicit proposals to facilitate a strategic workshop. As a result, the General Manager, with input from Board Directors and local general managers, has asked for and received proposals from Snider and Associates, Brigid McGrath Massie, and The Ingram Group to facilitate a planning session. He also asked SCS Engineers to submit a proposal to assist in reviewing long range waste management options. SCS Engineers' scope of work and cost estimate is discussed separately for Board consideration.

After review, staff recommends selection of the proposal from The Ingram Group. Candace Ingram, principal consultant, has worked with many local public agencies including: Fort Ord Reuse Authority, Monterey County, Marina Coast Water District, Monterey Peninsula Water Management District, Carmel Area Wastewater District, and Monterey Regional Water Pollution Control Agency. In contrast to Brigid McGrath Massie's listed work, much of Candace Ingram's public agency work has been in strategic planning and her proposal aligns closely with our concept of the project. Marilyn Snider did a good job of facilitating the previous half-day strategic planning sessions in 2002 and 2004 which involved the full Board and the full management team; however, her participation would involve a commute from the Bay area and we believe that a local firm with extensive experience within this community adds unique value to the work in regards to incorporating the specific issues and challenges facing the District.

If acceptable, staff would begin by scheduling the session for the morning on April 18th (2nd choice) or April 26th (1st choice) at an offsite facility. At this time, it is anticipated that the full management team will participate in the process and attend the workshop. It is expected that the consultant would meet with management several times before the Strategic Planning Workshop to help identify relevant issues and assist with preparatory work. In addition, Ms. Ingram is prepared to contact each Board member individually prior to the workshop to solicit ideas and concerns. The consultant will prepare a strategic planning report following the workshop.

The cost proposed by The Ingram Group is \$5,800. Brigid McGrath Massie estimates her fee would be \$6,400 and Marilyn Snider's fee is \$3,700, but does not include meeting with the management team several times before the workshop.

A handwritten signature in black ink, appearing to read "Richard Norton", written over a horizontal line.

Richard Norton

**MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT (MRWMD)
SIX-MONTH STRATEGIC OBJECTIVES**

THREE-YEAR GOAL: MAINTAIN AND IMPROVE THE DISTRICT'S FINANCIAL CONDITION, INCLUDING ADEQUATE RESERVES

	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REVISED DATE	
1	By November 1, 2004	Board's Customer Service and Revenue Task Force (Including Dan Albert, Gary Bales, Leo Laska), working with staff	Report to the Board on service levels and additional revenue sources, including service levels and importing outside waste.	X			Task force recommendations presented to Board on 9/17/04. Adopted on 10/15/04.
2	By November 1, 2004	Finance/Information Systems Manager, working with staff	Develop and present to the ad hoc Finance Committee a 5-year projection outline for the following strategic planning elements: Capital Outlay Plan, financing options, and cash flow projection.	X			Included in 2003-04 budget. Will be revised after rate increase/outside waste scenarios are approved.

THREE YEAR GOAL: SELECT A NEW GENERAL MANAGER TO REPLACE THE RETIRING GENERAL MANAGER

	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REVISED DATE	
1	By November 1, 2004	Board	Hire a new General Manager.	X			Assistant General Manager William Merry selected to take over 12/1/04.

Note: Current Changes are Underlined & Italicized

THREE YEAR GOAL: IMPLEMENT COST-EFFECTIVE IMPROVEMENTS IN OPERATIONS

	WHEN	WHO	WHAT	DONE	STATUS		COMMENTS
					ON TARGET	REVISED DATE	
1	By October 1, 2004	District Engineer and Assistant Site Superintendent	Complete the Sludge Composting Feasibility Study and make a recommendation to the General Manager whether marketing sludge is feasible.	X			Executive Summary presented to Board on 11/19/04.
2	By November 1, 2004	Finance/Information Systems Manager and Site Superintendent	Evaluate the purchasing process and consider use of a consultant to advise on changes (e.g., use of a centralized purchasing agent, use of Internet to search best prices) and make a recommendation to the General Manager.			1/12/07	Work in progress.
3	By November 1, 2004	MRF Manager and Assistant MRF Manager	Identify and report to the General Manager ways to increase cost-effectiveness of MRF operations (e.g., a time and motion study, use of magnet to remove ferrous metal, use of air to remove paper, high grading of metals (copper, aluminum, brass), removing more valuable materials, as well as heavy materials, evaluating hours of operation, and evaluation of wood grinding equipment replacement systems).			1/12/07	Work in progress.
4	By November 1, 2004	Senior Engineer	Review use of cover soil at landfill, evaluate cost-effective use of landfill air space and recommend changes in operations to the General Manager to increase refuse to soil ratio.	X		1/12/07	SWANA ARF report finalized. In August 2006, the annual Airspace Utilization (AUD) calculation indicated that operational efficiencies resulted in a 4.3% increase in AUD over the previous 12 month period.
5	By November 1, 2004	Assistant Site Superintendent	Review off-site operations, including litter pickup and recycling drop boxes and make a recommendation to the General Manager.	X			Status Report to Board 2/17/06.

THREE YEAR GOAL: ATTRACT AND RETAIN QUALIFIED AND QUALITY STAFF

	WHEN	WHO	WHAT	DONE	STATUS		COMMENTS
					ON TARGET	REVISED	
1	At the May 2004 Board meeting	Administrative Services Manager	Recommend to the Board whether the Safety Officer should be a full-time employee or outsourced to a consultant.	X			New Safety Manager hired effective 11/1/04.
2	By November 1, 2004	Administrative Services Manager	Evaluate and update job descriptions so that they describe accurately and fully qualifications we are seeking in all positions.			1/12/07	Work in progress. <u>Approximately half of the 50 classification have been reviewed. Target completion date 6/30/07</u>
3	By November 1, 2004	Administrative Services Manager	Examine and provide to the General Manager the hiring processes to include advertising options other than newspaper ads (e.g., incentives for employee referrals) and to address diversity in hiring.	X			Completed and reported to the Board 12/17/04

THREE YEAR GOAL: INCREASE PUBLIC KNOWLEDGE AND PARTICIPATION IN WASTE MANAGEMENT PROGRAMS

	WHEN	WHO	WHAT	STATUS		COMMENTS
				DONE	ON TARGET REVISED	
1	By May 31, 2004	Public Education Coordinator	Provide a tour for the new Environmental Reporter at the Monterey Herald.		<u>1/12/07</u>	<u>Invitation extended; hope to schedule by February 2007</u>
2	By November 1, 2004	Public Education Coordinator	Reach out to 3 new community groups with presentations, films and tours.	X		
3	By November 1, 2004	Public Education Coordinator, working with haulers and other participants	Create a Public Education Outreach Program to promote waste reduction in multi-family and business facilities.		<u>1/12/07</u>	<u>New special event recycling grant underway. New round of DOC grants for multi-family recycling expected spring 2007</u>
4	By November 1, 2004	Public Education Coordinator	Increase public exposure to District facilities by placing 3 ads or news articles in local media and providing 3 tour days.	X		
5	By November 1, 2004	Public Education Coordinator (lead), General Manager, working with the Customer Service and Revenue Task Force and local jurisdictions	Encourage at least one community to adopt an ordinance that diverts construction debris.		<u>1/12/07</u>	<u>Model Ordinance presented to Board August 2006. Cities are considering adoption.</u>

THE INGRAM GROUP

COMMUNITY/GOVERNMENT RELATIONS CONSULTANTS

P.O. BOX 51661 • PACIFIC GROVE, CA 93950

TELEPHONE (831) 373-3609 • FAX (831) 373-0108 • E-mail: ingramgp@ix.netcom.com

January 5, 2007

William Merry, General Manager
Monterey Regional Waste Management District
Post Office Box 1670
Marina CA 93933

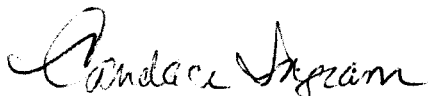
Dear Mr. Merry:

Thank you for the opportunity to submit a proposal to provide facilitation in a Strategic Planning process for the Monterey Regional Waste Management District.

The enclosed materials describe a proposed approach for your consideration. After reviewing the proposal, should you prefer a different approach or have questions about the proposed activities and related costs, I hope you will contact me.

Thank you again for considering *The Ingram Group*.

Sincerely,



Candace Ingram, Principal

**Proposal to
Provide Strategic Planning Facilitation Services
for the Monterey Regional Waste Management District**

Submitted by:

The Ingram Group

Community/Government Relations Consultants

Post Office Box 51661

Pacific Grove CA 93050

Telephone (831) 373-3609

Fax: (831) 373-0108

Email: Ingramgp@ix.netcom.com

January 2007

The Ingram Group
**Proposal to Provide Strategic Planning Facilitation Services
for the Monterey Regional Waste Management District (MRWMD)**

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; facilitation; environmental and land use issues; customer service and management and 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 can be found as Exhibit B.

Project Facilitator: Candace Ingram (“Consultant”) will conduct the proposed session(s) and provide all contact interface and project design and activity services noted in this proposal.

Proposed Project Objective

To identify and strategically focus planning and program implementation efforts toward longer range (10-20 year) policy and planning related to district and community needs and services.

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 3-5 year time period. This format/model is typically intended and works best as a shorter term management or implementation tool.

Policy or 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 (10-20 years). In this longer-term focus model, emphasis is placed on identifying what is most likely needed or to be explored to attain identified or desired longer term achievements. Within this longer term objective context, shorter term actions/tasks are developed in increments and evaluated for their applicability to the longer term goals/objectives. Shorter term plans are still needed and can be developed by management for policy (board) review and approval, or can be jointly developed in sessions with policymakers and management and 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".

MRWMD is acknowledged as a well-functioning district generally devoid of critical/major issues and concerns at this time. For this reason, we are suggesting that strategic planning efforts be focused on the longer term planning view for the District.

Proposed Project Methodology

A. Consultant Pre-Session Meetings It is our understanding that Board workshops related to future planning items/interests are being planned January – March. Consultant will attend those workshops.

B. Initial Contacts for Identification of Session Topics/Interests

- Consultant will conduct at least 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 materials and conduct initial interviews with board members and identified management staff to assist in identifying topics and interests related to the session. It is preferred that that interviews be conducted via direct conversations. The advantage to direct conversation is that it is typically more efficient, allows for more effective dialog and clarification with the consultant, and it is less costly compared to preparing, distributing and compiling information from written questionnaires. Information from

the conversations will be compiled into a report and distributed prior to the session noting topics/interests and will be used in helping to structure the session agenda/format. The report will not attribute items mentioned or other comments to specific individuals.

C. Session Structure/Activities

Participants It is suggested that the session include both board members and primary management staff/department heads. 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 also encourages 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. Consultant will meet ahead of the session with management staff/department heads to review the intent and process for the board session.

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

Length of Session The session is currently expected to be approximately 4-5 hours (½ day) in length.

Session Content It is proposed that the session be structured to include the following items. If this structure is not desired by the board, Consultant is very willing to adjust and revise the content.

- Brief review of session purpose and outcomes expected;
- Brief review of interview results and district accomplishments and challenges, and policy-maker and management perspectives; and,
- 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” (longer term) approach (as compared to shorter term (3-5 year) plan approach).

From this session, and following submission of a summary/report, next steps could include directing management to develop shorter term work plans for 1-3 years for review and action by the board.

The Board may also want to consider having another limited session in 9-12 months to consider: 1) whether there are any modifications needed to the initial longer term plan; 2) whether the district would benefit from development of a "vision statement/plan" or further review of its "mission statement"; 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 30 days (next regularly scheduled meeting).

Estimated Fees/Costs for Services

It is estimated that fees for all activities noted in this proposal will not exceed \$5,800. Please refer to Exhibit A for a detailed breakdown of estimated costs. Billing by Consultant is on the basis of actual time spent on task; therefore, costs may vary, but will not exceed the estimated amount. To the extent feasible, every effort will be made to reduce costs as work is performed.

MRWMD STRATEGIC PLANNING PROPOSAL**The Ingram Group****Estimated Fees****EXHIBIT A****Rate: \$100 per hour plus reimbursement of out of pocket expenses**

Time shown below is estimated. Actual on-task hours will be billed.

Phase I : Proposed Project Methodology

A. Attendance at Board Workshops in January, February and March \$900
Estimated time: 3 hours per workshop

B. Initial meetings with General Manager \$700
Estimated time: 2 meetings 2 hours each
Additional calls/discussion prior to April session: 3 hours

C. Contact/calls with Board and Management Staff \$1,500
Estimated time: 30-45 min per call x 20 calls

D. Report and session materials preparation \$1,000

Phase II: Strategic Planning Session **\$650**
Estimated time 6.5 hours

Phase III: Report/Summary Document **\$500**
Estimated time: 5 hours inc. revisions

Expenses Anticipated **\$50**
Contingency **\$500**

TOTAL ESTIMATED FEES **\$5,800**

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EXHIBIT B

FIRM DESCRIPTION

The Ingram Group provides a variety of consulting services for the private, public and non-profit sectors in the fields of community, government, public affairs and public relations and marketing; strategic planning; community/ government relations; customer service; legal, environmental and permit approval process services related to land use planning and development; political and campaign management; administrative and management consultation and training; organizational and program development; meeting facilitation; conferences and meetings; and fund raising and grants preparation services.

Formed in 1985, *The Ingram Group* maintains flexibility in responding to the varying needs and desires of clients through the use of highly skilled and trained independent contract professionals whose talents and abilities are applied on a project-specific basis, ensuring provision of responsive and reliable services.

Candace Ingram, founder and principal consultant for *The Ingram Group*, has a Master's degree in Public Administration and a Bachelor's degree in Spanish. Ms. Ingram served as the Public Member of the Monterey County Local Area Formation Commission (LAFCO) for nearly 20 years, was an elected member of the Pacific Grove Unified School District Board of Education for over 16 years, and holds leadership positions in several local and regional organizations.

The Ingram Group
SELECTED PROJECTS/EXPERIENCE

FORT ORD REUSE AUTHORITY

Reuse Plan/EIR team member. Lead firm for Public Information in preparation of Fort Ord Base Reuse Plan and Environmental Impact Report. Current contract for select public relations and marketing related to economic development. Public information, community/government relations involving liaison, media, publications, organizing community/committee meetings and information, strategic planning, special events. Currently involves preparation of media alerts, updates, releases; feature stories; special events; consultation with administration; web site review & recommendations; brochures and background papers.

COUNTY OF SANTA CRUZ DEPARTMENTS OF PUBLIC WORKS AND PLANNING

Graham Hill Road Safety Improvement Project

Sand Hills Habitat Conservation Plan

Team member and lead firm on Community Involvement programs for a road improvement project in design, engineering, environmental and construction approval processes; also lead firm for Public Involvement in development of a Habitat Conservation Plan within areas of privately owned properties containing rare and endangered species. Information, outreach and participation, media, and public hearing process including coordination with project team and county, identification of issues, preparation of community plan and database, community contacts and liaison, scheduling, noticing and facilitation of meetings, preparation of public information materials, media releases and relations.

EAST BAY CONVERSION AND REINVESTMENT COMMISSION

Contracted to provide planning and implementation of a project to link public, foundation & community-based resources for military base conversions. Included identification and solicitation of support and interest from foundations, corporations and other funding resources to develop sustainable financial and program partnerships, and development and implementation of workshops and conferences for projects.

COUNTY OF MONTEREY

Redevelopment Agency and Water Resources Agency

Community and governmental relations for Castroville Revitalization project: community liaison, community meetings, materials, media information, organizational development, reports. Community/government relations for Water Resources Agency including co-facilitation of board/staff strategic planning, materials related to fee assessment project.

MARINA COAST WATER DISTRICT

Strategic Planning facilitations with Board and staff; customer service training; consultation services with management on agency and staff development, project development, and community, agency and media relations.

SANTA CRUZ CITY-COUNTY LIBRARY SYSTEM

Needs assessment project to identify and place priorities on the type of library and information services desired in acquiring new space and assessing the services and collections offered by the Felton Branch library. Separate project for potential expansion of Scotts Valley Branch and submission for state construction grant. Development of participation plan, identification of interested parties and key process participants; selected interviews; design and implementation of community surveys/questionnaires; focus group sessions; preparation of meeting and discussion materials; interface communications with media,

interest groups and branch and central administrative staff; and preparation of executive summary and report findings for presentation to the joint powers administrative agency and other jurisdictions.

CITY OF SANGER

Public information/participation in update of City's General Plan. Involves identifying and engaging community leaders, residents, businesses, agencies and interested others in developing a 20-year vision for the community that represents the desires and interests of a diverse population. Involved bi-lingual (English/Spanish) service provision in meetings, interviews, strategic planning, preparation of materials, and communication methodologies.

NATIONAL OCEANIC & ATMOSPHERIC ADMINISTRATION - MONTEREY BAY NATIONAL MARINE SANCTUARY

Development and implementation of a series of workshops and events to create cooperative ventures in public/private partnerships involving businesses, chambers of commerce, hospitality industry; elected and appointed officials; and various governmental and non-profit agencies and organizations.

MONTEREY PENINSULA WATER MANAGEMENT DISTRICT

Strategic planning and public information program for agency and community; preparation of Public Information Plan; community and media relations; materials; advice and assistance in coordination of community and agency meetings and presentations.

CARMEL AREA WASTEWATER DISTRICT

For CAWD-PBCSD Wastewater Reclamation Project Management Team. Development and implementation of public information, materials, and groundbreaking and grand opening events for Project.

MONTEREY REGIONAL WATER POLLUTION CONTROL AGENCY

Preparation of Public Relations Plan for agency; consultation with General Manager and Community Affairs Director; assistance in preparation of agency annual report; facilitation of regulatory meetings.

PAJARO VALLEY WATER MANAGEMENT AGENCY

Advisory to General Manager and interface with Board of Directors, contractors, public and agencies in Public Information Program for Agency related to water resource management and development of Basin Management Plan water management projects; contract development and implementation of Public Information Program; liaison with agency Outreach Committee and selected agencies and public; assisted GM in media and community relations, preparation of public information and education and materials; interface with related consultants and U.S. Bureau of Reclamation on community presentations.

PEBBLE BEACH COMPANY - REAL ESTATE DIVISION

Advisory to President, VP-Real Estate Division/ General Counsel, VP-Planning, VP-Community Affairs and Executive Management team in community/government relations strategy and implementation; spokesperson for Company for selected community relations issues; development of Community Relations Plan and activities related to asset development; liaison with community, other consultants, and government officials on various issues and projects; media interface/management; development and production of *SCOREBOARD* newsletter for area residents and public; public information/education workshops and materials; public/media information and materials, issue intervention, and work with construction contractors during construction of the Carmel Area Wastewater District - Pebble Beach Community Services District Wastewater Reclamation Project; special events including groundbreaking, workshops and grand opening ceremonies for various projects.

TRANSPORTATION AGENCY FOR MONTEREY COUNTY (TAMC)

Highway 68-Ragsdale Drive Road Improvement Project Public Information Consultant. Development and implementation of public information program including community, media and government relations; preparation of informational materials; communications, meetings and interface with construction team, businesses, residents and media; groundbreaking and grand opening events.

NATIONAL ACCREDITATION COMMISSION OF COSMETOLOGY ARTS AND SCIENCES

Leader of teams conducting reviews and evaluations of schools of cosmetology for a nationally recognized vocational training accreditation agency. Involved travel throughout the United States, Puerto Rico and Guam observing and evaluating operations, interviewing students and school owners, conducting evaluation exit interviews (English and Spanish), and preparing and presenting final written reports for the organization.

WORKSHOPS AND SEMINAR FACILITATION

Needs of the Homeless
Monterey County Office of Administration

Making Career Changes
U.S. Department of the Army

Dealing With Difficult People
Customer Services and Customer Relations
Northern California LAFCO Clerks
Marina Coast Water District

Involving the Public
LAFCO Special Districts

Leadership Styles and Definitions
Leadership Monterey Peninsula

"Colors" in Work Styles
Fort Ord Reuse Authority

Visioning/Organizational Development
Oldtown Soledad Business Association
Carmel Sunset Theater Project

Developing Public/Private Partnerships

National Oceanic & Atmospheric
Administration
Monterey Bay Marine Sanctuary series

Strategic Planning
Boards of Directors and Councils
Monterey Commercial Property Owners
Association
Monterey County Water Resources Agency
Marina Coast Water District
City of Soledad
Elkhorn Slough Foundation
Association of Monterey Bay Area
Governments
Big Sur Land Trust
Monterey County History & Art Association
Monterey County Medical Society
Steinbeck Foundation (Monterey)

EVENTS AND SPECIAL PROJECTS

**Campaign design and management and community
Media relations for eight local candidate and issue campaigns**

**American Planning Association Award Ceremony
Fort Ord Reuse Authority - FORA Reuse Plan**

City of Marina Municipal Airport Dedication

**Wastewater Reclamation Project Grand Opening
Pebble Beach Community Services District/
Carmel Area Wastewater District**

**Groundbreaking
Seaside Hotel Redevelopment Project**

Pebble Beach Fire Station Grand Opening

**Development/Fund raising Events
Elkhorn Slough Foundation**

**Las Palmas Ranch Groundbreaking
(subcontractor)**

**Fund raising events and Regional Conference
Soroptimists International of the Monterey Peninsula**

Group

CANDACE INGRAM
The Ingram Group

P.O. Box 51661
Pacific Grove, CA 93950
Phone: (831) 373-3609 Fax: (831) 373-0108
Email: ingramgp@ix.netcom.com

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.

CURRENT COMMUNITY INVOLVEMENT

Member and current Chair
Supervisory Committee, Monterey Credit Union

Member and past-President
Board of Directors, Elkhorn Slough Foundation

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

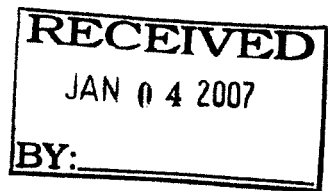
Commissioner and Vice-Chair
Monterey County Community Services Commission

Public Representative
Monterey County Administrative Review Board

Nominating Committee
Tri-County Area Girl Scouts

EDUCATION

Master Degree: Public Administration (MPA)
Bachelor of Arts Degree: Spanish/English



BRIGID McGRATH MASSIE, M.B.A.
BUSINESS CONSULTANT/SPEAKER

International Headquarters: 430 Airport Boulevard
Salinas, CA 93905-3357

T: 831.757.8514

F: 831.751.6885

C: 831.206.5050

December 27, 2006

E: massie10@earthlink.net

W: www.brigidmcgrathmassie.com

Mr. William Merry, General Manager
Monterey Regional Waste Management District
P. O. Box 1670
Marina, CA 93933-1670

Dear William,

Thank you for the opportunity to discuss how my facilitating services can make the upcoming Board/Staff retreat for the Monterey Regional Waste Management District as productive and enjoyable as possible.

I have found it most productive to have a pre-Retreat meeting and planning session with the Staff prior to the joint Board/Staff retreat. I have priced this research and session as Phase I. My approach to Retreat facilitation involves a brief interview with all potential attendees (both Board and Staff) regarding their expectations and desires regarding the content of each of the Retreats and their outcomes. At Attachment A-1 is a sample of questions I might ask of Board (Phase II) and at Attachment A-2 is my proposed questionnaire that could be distributed to Staff via fax or email prior to any retreat.

Based on the input, I formulate exercises and handouts that guide the discussion to the goals expressed by the attendees. Depending on the vitality of the discussion, I either expand or contract the use of handouts.

Retreats that I have recently successfully facilitated include:

Salinas Valley Solid Waste Authority (both Board and Staff)	Steve Johnson (831) 755-1300
Central Coast Recycling Media Coalition	Steve Johnson (831) 755-1300
Oldtown Salinas Association	Luis Alvarez, President (831) 753-7677 X 1011

Association of California School Administrators (Board and Staff)	Dr. Toni Hyland, 2006 ACSA Board President (831) 915-0490
Merced County Office of Education, Fatherhood Coalition Retreat	Dennis Haines, Executive Director (209) 381-5980
Winn & Company Insurance Brokers (Management Retreats and All Staff training)	Don Winn, Owner/Broker (408) 671-3728
ERA Steinbeck Realty & Steinbeck Advantage Mortgage	Cheryl Savage, Owner/Broker (831) 417-7325

My professional fees for Phase I (Staff research and session facilitation) are \$2,750.00, they include the following:

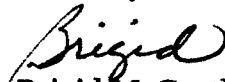
- Development of interview scripts for Staff session
- Conducting the Staff interviews via email or fax
- Collaborative development of the format and execution of the Staff retreat with the MRWMD General Manager
- Development of an agenda and time line
- Development of customized handouts and a Power Point presentation
- Facilitation of the retreat
- Development of an executive summary with action steps from the Staff retreat

My professional fees for Phase II (Board research and session facilitation) are \$3,650.00, they include the following:

- Development of interview scripts for the Board members
- Conducting the Board interviews via telephone
- Collaborative development of the format and execution of the Board/Staff retreat with the MRWMD General Manager
- Development of an agenda and time line
- Development of customized handouts and a Power Point presentation
- Facilitation of the Board/Staff retreat
- Development of an executive summary with action steps from the Board/Staff retreat


I look forward to discussing with you how my facilitating services can make the proposed Retreats the best ever!

Sincerely,

A handwritten signature in cursive script that reads "Brigid".

Brigid McGrath Massie, M.B.A.

Attachments/As Indicated

	Dan Albert, Chair
	Sue McCloud, Vice Chair
	Gary Bales
	David Pendergrass
	Ken Gray
	Leo Laska
	Joseph Russell
	Jerry Smith
	Don Jordan

1. What do you see as MRWMD's top priorities?
2. To what extent do you feel you fully support them?
3. In what ways do you feel staff might improve their performance?
4. Would you like to have a full Board workshop on setting of goals and objectives for MRWMD?
5. Where? When? At Board meeting?
Weekend?
6. What would you most like to get out of workshop on goals & objectives?

Proposed Staff Retreat Questionnaire

In planning for the Staff Retreat that is scheduled for _____ from 9:00 A.M. until 1:00 P.M., as much as possible, we would like to address topics and issues of interest to you.



Please answer the following questions candidly and return them to the individual who will be facilitating the Retreat, Brigid McGrath-Massie. Her email is massie10@earthlink.net. or you can print your responses and fax them to 831.751.6885. Your answers will be collectively analyzed for the development of a productive, enjoyable retreat. Your response is confidential.

1. What would you most like to have the retreat focus on?
 - a. Review of annual work plan
 - b. Prioritizing of projects
 - c. Team building
 - d. Learning new skills together
 - e. Gaining more knowledge about the agency and the various projects
 - f. Other:
2. What do you see as the biggest challenge facing the MRWMD?
3. What do you see as the biggest challenge facing the staff?
4. What is the best part of working at the MRWMD?
5. What, if anything, frustrates you about working here?
6. Specifically, what would you like to have as an outcome of the retreat?

Please add any other comments or ideas you have that would assist us in planning and executing a terrific retreat to exceed your expectations:

January 10, 2007

William Mary, General Manager
Monterey Regional Waste Management District
P.O. Box 1670
Monterey, CA 93933

Dear William:

Thank you for your call regarding facilitation of a Monterey Regional Waste Management District Strategic Planning Retreat on April 26 or April 18, 2007. After talking with you and Rich Norton this morning, I would propose the following agenda that would have the Board participate from 8:30 until 1:00 (since I understand that the members are not available all day) and the Management Team continuing after lunch from 2:00 to 4:00.

The morning session (8:30 to 1:00) would include:

- Assessment of MRWMD's strengths and weaknesses
- Assessment of the external factors/trends that will/might have an impact on MRWMD in the next three years (2007-2010)
- Development of a 5-year vision statement (what MRWMD will become/achieve)
- Identification of three-year strategic goals to be consistent with the mission statement and move toward accomplishment of the vision
- Identification of a follow-up process to monitor progress on the strategic plan

Lunch would occur at 1:00 p.m.

The afternoon session (2:00 to 4:00) with the Management Team only (unless some or all of the Board members are available) would include:

- Identification of 6-month strategic objectives (how the goals would be addressed – by when, who would be accountable, for what specific, measurable results) for each of the three-year goals

The fee, including an agenda planning conference call, preparation, facilitation by me, and visual recording and transcription by a recorder, is \$ 3750 plus mileage at 48.5 cents per mile.

If you need additional information, please call me at 510-531-2904. I look forward to hearing from you right after the Board meeting on January 19th. Until that time, I will hold the date of April 26th and April 18th.

Sincerely,
Marilyn Snider, President
Snider and Associates
P.O. Box 13053
Oakland, CA 94661
510-531-2904 (phone)
510-530-1568 (fax)
marilynsnider@sbcglobal.net