



August 17, 2017

Mr. David E. Chardavoyne  
General Manager  
Monterey County Water Resources Agency  
893 Blanco Circle  
Salinas, CA 93901

Dear Mr. Chardavoyne:

Thank you for the opportunity to submit a proposal to facilitate a strategic planning workshop in November for the Monterey County Water Resources Agency. We understand the value of allocating time to prioritize important projects and initiatives, and to discuss policy issues. We have previously facilitated strategic planning workshops for the Agency and would be pleased to do so again this year. Jan Perkins, Senior Partner, will be the facilitator for the retreat.

## **Approach**

To optimize Board members' and staffs' time during the workshop, we are proposing that careful advance planning be done. This planning will include discussing your desired outcomes; preparing an agenda and reviewing it with you; and coordinating workshop logistics with your staff. Following the workshop, we will prepare a report that documents the consensus achieved. The following describes the plan of work anticipated for the engagement.

Based on Jan Perkins' discussions with your staff, we understand the focus of the workshop will largely be on realignment of the Agency's goals, building on previous years' work by staff and Board members. Staff will do some advance work to sort the projects discussed and prioritized during last year's retreat into several broad goal areas focused on outcomes. During the November session, staff will present a status report on the projects identified in the last retreat as priorities for accomplishment. The focus will be on what was accomplished and impediments encountered so a realistic assessment of priorities for the coming year can be made.

We also understand that the Agency may want this upcoming session to serve as the foundation for a future comprehensive strategic planning process that would begin in 2018. Such a process takes several months, so using the November 2017 workshop to define expectations for the comprehensive strategic plan may also be helpful.

***Activity 1 – Prepare for the Strategic Planning Workshop***

Jan will start by having a telephone conversation with you and others you designate to discuss the approach and schedule, objectives, and preparation needed to ensure a productive session. Jan will then design the workshop and prepare a draft agenda and discuss it with staff.

***Activity 2 – Facilitate Workshop and Summarize Results***

Jan will facilitate the workshop. She will design the session to be interactive and engaging, with a focus on achieving the outcomes you intend for the day. Jan will use a combination of small and large group discussions, with processes to achieve consensus about direction.

After the workshop, we will prepare a summary of the results and follow-up steps to be taken.

**Facilitator**

Jan Perkins' qualifications are provided below.

**Jan Perkins, Senior Partner**, has 30 years of management experience in local government. Before joining Management Partners in 2005 she served in several California and Michigan jurisdictions, including as city manager in Fremont and Morgan Hill, California. She also served the cities of Santa Ana, California; Grand Rapids, Michigan; and Adrian, Michigan. She provides assistance to government leaders in organizational analysis, leadership development, facilitation, strategic planning, teambuilding, executive performance evaluation, and policy board/staff effectiveness. Jan is a frequent speaker at conferences and has authored a number of articles including "Hiring 2.0: 23 Creative Ways to Recruit and Keep Great Staff," which appeared in the January/February 2011 issue of *Public Management* magazine; "Successful Leadership," which appeared in the March 2005 issue of *Public Management* magazine; "The Value of Going Back to the Basics," co-authored with former Fremont Mayor Gus Morrison, which appeared in the June 2005 issue of *Western City* magazine; "It's (Gulp) Evaluation Time," July 2005, *PM* magazine; "Ethics: Alive and Well," co-authored by Elizabeth Keller and published in the January/February 2007 issue of *Public Management*, and "Assessing the Ethical Culture of Your Agency," co-authored by JoAnne Speers and Arne Croce, which appeared in the January/February 2007 issue of *Public Management*; "Building Career Resiliency: Hone Your Ability to Grow From Adversity," co-authored with Pat Martel, which appeared in the March 2016 issue of *Public Management*; and, "Maximizing Manager Success," co-authored by Kevin Duggan, Frank Benest and Kevin O'Rourke, published in the April 2016 issue of *Public Management*. She completed the Program for Senior Executives in State and Local Government from Harvard University and is an ICMA Credentialed Manager.

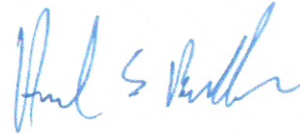


### **Project Hours and Cost**

Management Partners estimates 43 hours will be required for the project. We will complete the plan of work described above for a fixed fee of \$9,900, which includes our expenses.

We would enjoy working with you. Please feel free to contact either Jan Perkins at 949-202-8870 or me if you have any questions.

Sincerely,



Andrew S. Belknap  
Regional Vice President

Accepted for the County of Monterey Water Resources Agency by:

Name: David E. Chardavoyne

Title: General Manager

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

