



Carmel Area Wastewater District

Request For Proposal- Executive Coaching

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The Board of Directors of the Carmel Area Wastewater District (CAWD) invites proposals from experienced executive coaches to support the agency's General Manager in accomplishing goals defined by the Board, and enumerated below. The purposes of this exercise are to free the GM from the time-absorbing day-to-day details of managing the district and its employees so that she focuses on the future direction of the District, and to support the GM to lead staff in implementing data acquisition, analysis, and the framing of information presented to the Board in terms of analytically supported proposals, risks, and alternatives.

Context

CAWD is a wastewater treatment district that collects, treats, and recycles wastewater from the City of Carmel-by-the-Sea, Pebble Beach, and surrounding areas of Monterey County. The District is of such a size that the General Manager's position and the subordinate management positions are staffed by talented individuals who are managing for the first time in their careers.

The General Manager serves at the pleasure of the Board, is guided by policies adopted by the Board as a whole, and does not implement the desires of individual board members. The Board historically has been, and continues to be, enthusiastic about the general manager's performance, and appreciates her earlier achievements in reforming the culture of the organization.

Human resource functions are outsourced to a consultant. This consultant occupies a neutral position vis-à-vis staff and management, and to some extent has the confidence of staff. Line staff recently unionized.

Goals for the coaching project

The successful coach will be hired by the Board of Directors, and will work to achieve the Board's goals for the General Manager.

- A. Analysis of Management Structure: Assessment of the adequacy of the number and responsibilities of subordinate management positions.
 - 1) Assessing what is required to enable the GM to have sufficient time to devote to planning and implementing projects, and to address challenges arising during implementation.

Such assessment to include:

Limiting the number of direct reports by consolidating reporting from one department to another (e.g., Maintenance to Plant Supervisor), then to GM;

Succession planning for eventual transitions in positions.

2) The above assessment will familiarize the coach with the operation, and inform the Board of the presence or absence of constraints to achieving the following goal.

B. Second, the coach is expected to develop in the GM the capacity to create an approach to managing CAWD based on data acquisition and analysis so that she can lead subordinate managers and staff to approach duties and problems in terms of data collection, analysis, and the transmission of information to the GM and Board.

This goal is to be realized:

in terms of daily operations and maintenance of assets,
in relations with employees, in contract negotiations with their Union,
and in relations with the public and the Board.

The Board believes achievement of this goal will lead to respectful interactions and factually supported outcomes.

Process

The search committee and the GM will review the RFPs, interview all applicants, and recommend two applicants to the Board.

Contact Person(s)

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