



OLYMPIC VALLEY PUBLIC SERVICE DISTRICT



EXHIBIT F-7
4 Pages

MANAGEMENT COACHING – PATHWAYS CONSULTING

DATE: April 29, 2025

TO: District Board Members

FROM: Charley Miller, General Manager

SUBJECT: Management Team Coaching – Professional Services Agreement

BACKGROUND: As part of our ongoing efforts to foster a unified, high-performing organizational culture, it is important to strengthen the capacity of our Management Team and invest in leadership development that builds alignment, strengthens working relationships, and supports a shared approach to leadership. Coaching and team support will also help the Management Team work together to carry out the District's new strategic plan, keep priorities on track, and lead by example. A consistent outside coach who understands how we operate will also give the team a valuable resource as we move through this process.

DISCUSSION: Ms. Frenkel, through her firm Pathways Consulting, LLC, has submitted a proposal to provide a comprehensive leadership development and facilitation program for the District's Management Team. The scope includes:

1. **Initial Strategy Sessions** with the General Manager to clarify leadership goals and communication strategy.
2. **One-on-One Meetings** with each Management Team member to understand individual goals, perspectives, and development needs.
3. **Collaborative Planning** of a Management Team workshop to establish shared leadership practices and expectations.
4. **Facilitation of a Half-Day Workshop** focused on alignment, team dynamics, and core leadership practices.
5. **Individual Coaching** for each Management Team member over a three-month period, with six coaching sessions per person.
6. **As-needed Follow-up Support** to sustain momentum and address emerging needs.

This work is designed to help build trust and alignment within the team, support individual leadership growth, and ensure a shared understanding of how we operate as a leadership group. The process will be tailored based on initial input from the team and myself, and will allow for flexibility as we move forward.

ALTERNATIVES: 1. Approve the proposal and authorize execution of the agreement.
2. Decline to proceed with leadership development services at this time.

FISCAL/RESOURCE IMPACTS: The total not-to-exceed cost of the proposed services is \$18,000, to be billed at a time and materials basis at a reduced rate of \$200/hour for direct work and \$100/hour for indirect work (e.g., preparation, materials, travel). Funding for this initiative is available in the FY 2024-2025 Administration Department professional services budget.

RECOMMENDATION: Authorize the General Manager to enter into a professional services agreement with Pathways Consulting, LLC for leadership development and coaching services for the management team, in an amount not to exceed \$18,000.

ATTACHMENTS: Proposal from Veronica Frenkel / Pathways Consulting, LLC – dated March 17, 2025

DATE PREPARED: April 14, 2025

Date: 3/17/2025

To: Charley Miller, General Manager, Olympic Valley Public Service District (OVPSD)

From: Veronica Frenkel, President/Principal Consultant, Pathways Consulting, LLC

RE: Proposal for Leadership Development and Facilitation Services

Project Background and Objective

Pathways Consulting, LLC, led by Owner and Principal Consultant, Veronica Frenkel, MA, SPHR, SHRM-SCP, has been approached by the General Manager (GM) of the Olympic Valley Public Services District (OVPSD) to support him with his efforts to create and sustain a unified culture of high-performance and to strengthen the leadership capacity of his management team.

Ms. Frenkel ("Consultant") is a recognized leadership consultant, coach, and trainer and a well-respected human resources and organizational development professional with significant experience assisting public works and public services organizations with such leadership development efforts.

Proposed Project Scope

Consultant proposes the following approach to meet the Company's goals, with an understanding that specific process details (including individual meetings and group sessions) will evolve as the project proceeds.

1. **Strategy and Visioning Meetings with GM:** Consultant will first hold individual meetings with the Company's General Manager to explore the current situation, help him clarify his team and leadership vision, and refine the goals and objectives for this leadership development process. She will also support him as he develops his messaging to the management team about this project. (est. 3-5 hours)
2. **Initial Meetings with Management Team members:** Consultant will then hold initial meetings with each member of the Management Team to explore their individual perspectives and individual leadership goals, to discuss their thoughts on opportunities to strengthen leadership practices and management team dynamics, and to reflect on their needs and expectations for the forthcoming management dialogue. (est. 10 hours)
3. **Collaborative Workshop Planning and Design:** Consultant will work with the General Manager to finalize the goals for and collaboratively design an interactive Management Team workshop in which the team will dialogue and build alignment around a leadership vision, discuss common leadership challenges, and explore and come to agreement regarding best practices for high-performing leaders (including problem-solving and decision-making, communication, conflict management, teambuilding, etc.) that the team wishes to utilize going forward. (est. 5 hours)

4. **Workshop Development and Facilitation:** Based on the design, Consultant will finalize the agenda, materials, and process for a 4–6-hour workshop with the Management Team to achieve the goals outlined in Step 3 and facilitate said workshop on-site at the Company offices (est. 12-15 hours, including workshop development, session facilitation, and travel).
*The Team Session will provide the Management Team the opportunity to explore current team and leadership opportunities, to learn about effective leadership characteristics and strategies, and to build alignment around a leadership vision and shared practices.
5. **Individual Leadership Development through Coaching:** Following the Management Team workshop, Consultant will provide ongoing leadership development support (for an initial 3-month period) through individual coaching of each member of the Management Team. Consultant recommends bi-weekly sessions to enable each leader to grow and sustain their leadership skills in areas of opportunity that they identify in concert with their GM and in alignment with the newly-created shared vision and expectations around leadership practices. The provision of Individual coaching offers personalized support to each leader that will enhance their ability to integrate the vision into their daily practice. (Est. 40-45 hours. Estimated time includes up to 36, one-hour coaching sessions [6 with each leader], the development and preparation of materials, tools and processes to support their leadership and skill development goals, telephone/email support between coaching sessions, and additional status dialogues with the GM).
6. **Additional As-needed Support:** Consultant will be available to assist with and facilitate as needed additional dialogues among members of the Management Team and between the GM and team members.

Professional Fees (estimate)

The proposed fees for **Tasks 1 through 6** would be a not-to-exceed amount of **\$18,000**, which would be billed hourly at a discounted rate of \$200/hour for direct work (including consulting, planning meetings with management, individual coaching, and facilitation services) and \$100/hour for indirect work (including administrative work, materials and session development, and travel time). Company would be invoiced monthly, along with time logs detailing services provided.

Consultant would request an initial deposit of \$4000 for the first 20 hours of services.

NOTE: This document represents only a proposal for services.

Consultant welcomes the opportunity to discuss the proposed approach, scope, fees, and provisions so that we can best meet your needs and expectations.

Once we have agreed on the scope and payment terms for my coaching services, we will draft up a final agreement outlining specific timelines, payment, and other terms for our signatures.

Thank you for the opportunity to be of service to you and your organization!