

Group Leadership Development RFP – Addendum #1

1. Is there a target or not-to-exceed budget range for the initial 18–24 month contract period?

Dalton Utilities has not publicly established or published a not-to-exceed budget for this initiative. Proposals should include clear, itemized pricing reflective of the proposed scope, duration, and level of engagement outlined in the RFP.

2. Are there any constraints or preferences regarding the balance between in-person and virtual session delivery?

Dalton Utilities is open to a hybrid delivery approach. We expect a mix of in-person and virtual sessions and welcome proposals that offer flexibility while prioritizing effectiveness and participant engagement.

3. Will Dalton Utilities provide the topics for the four group projects, or should we propose potential focus areas?

Project topics will be developed collaboratively. The selected vendor will work with executive leadership to identify focus areas aligned with Dalton Utilities’ strategic organizational priorities.

4. Is there an existing leadership competency framework or performance measurement tool we should align our program with?

There is no prescribed framework in place. Vendors should be prepared to collaborate with leadership to define success measures and align with internal expectations.

5. Will Dalton Utilities make internal staff or resources available to assist in program evaluation and measuring impact?

Dalton Utilities will coordinate the availability of executive leadership for relevant meetings or trainings but will not assign internal staff for program evaluation or participant tracking. As outlined in the RFP, vendors are expected to provide their own tools, platforms, and methodologies for measuring progress, tracking outcomes, and supporting accountability.

6. Should we include separate line items for anticipated travel expenses, or should all costs be bundled into the base pricing?

Please itemize all anticipated costs, including but not limited to travel, administrative, and other related expenses. Proposals should clearly list each component as a separate line item. This allows for a more consistent and equitable comparison across all submissions. This level of transparency will not impact scoring but is intended to assist in ensuring a clear and thorough evaluation process.

7. Are there specific departments, divisions, or staff levels that must be included in each leadership cohort?

Cohorts will consist of leaders/supervisors from various sectors. Participant selection will be made internally by Dalton Utilities, with vendor input after assessing the organization's structure, priorities, and program outcomes. Vendors should deliver content suitable for a cross-functional, multi-level audience.

8. Will the selected vendor be required to use any existing platforms or systems for virtual delivery, scheduling, or participant tracking?

No platforms are mandated. Vendors may propose their preferred tools for virtual delivery and tracking. Please include relevant details in your submission.

9. Should we limit our references to public sector and utilities clients, or are similar engagements in other industries acceptable?

References from public sector or utility clients are ideal. However, similar engagements in other industries with comparable organizational structures are acceptable.

10. Could you please confirm the anticipated timeline for award notification and program kickoff following the August 1 submission date?

Proposals will be reviewed promptly following the deadline. We anticipate selection and contracting by early fall, with the program launching in Q4 2025.

11. What is the expected length of the leadership development program that each cohort will undergo?

The program is expected to run over the course of 18 to 24 months. Both RFPs state that the initial contract period for leadership development services will be between eighteen to twenty-four months from the program launch date, with renewal options based on performance and mutual agreement.

12. Is there an estimated budget range or not-to-exceed amount specifically for the 12-15 person leadership development cohort?

Dalton Utilities has not publicly established or published a not-to-exceed budget for this initiative. Proposals should include clear, itemized pricing reflective of the proposed scope, duration, and level of engagement outlined in the RFP.

13. Should digital tools and accountability platforms be included in the base price, or can they be proposed as optional enhancements?

Please itemize all anticipated costs, including but not limited to travel, administrative, and other related expenses. Proposals should clearly list each component as a separate line item. This allows for a more consistent and equitable comparison across all submissions. This level of transparency will not impact scoring but is intended to assist in ensuring a clear and thorough evaluation process.

14. How many in-person full-day workshops do you expect each year, and do you have preferred times of year for scheduling these?

Dalton Utilities anticipates a minimum of three full-day, in-person workshops throughout the 18-24 month program length.

15. Has Dalton Utilities used Catalyst DiSC for leadership or team development before? If not, would you be open to integrating Catalyst DiSC tools?

Dalton Utilities has used DiSC training in the past. However, there are no mandated tools for either program. Vendors may propose Catalyst DiSC or similar tools if they enhance outcomes.

16. Should RFP PE-75553-NONST-2025-000000043 and RFP PE-75553-NONST-2025-000000042 be treated separately or as one engagement?

These RFPs are separate standalone opportunities. Vendors may respond to both and identify efficiencies if awarded both.

17. We understand that a minimum of four group projects need to be completed over the course of the program (i.e., within a 2-year period: 18–24 months). Do these four group projects need to be completed by each cohort, or should four projects be completed across all cohorts over two years?

The Group RFP specifies that over the course of the program, the selected provider will collaborate with participants and executive leadership to identify and structure a minimum of four group projects. This implies that four group projects are expected per cohort.

18. We understand that each cohort will include approximately 12–15 participants identified as potential emerging leaders. How many cohorts are expected to undergo the leadership development program over the 18 to 24-month period?

The Group RFP states that the leadership development program is intended for a cohort of 12–15 participants. Vendors should base their proposals on supporting one full cohort over the 18–24 month engagement.

19. Could you please help us clarify the nature of these group projects? Would these be actual work projects, such as finding an efficient way to improve the quality of water in the City of Dalton, or would they be more behavior-based projects, such as improving cross-departmental communication processes or enhancing conflict resolution skills within teams?

The group projects referenced on page 3 of the RFP are intended as practical, collaborative learning experiences supporting leadership development aligned with Dalton Utilities' strategic goals. These may include operational improvements and behavioral leadership topics. Exact topics will be collaboratively identified with Dalton Utilities' executive leadership, balancing skill development with tangible outcomes.

20. Can you share the specific desired outcomes the training program should meet?

Desired outcomes include increased leadership readiness, enhanced collaboration, and support for succession planning. Vendors should propose measurable outcomes consistent with these goals.

21. Can you share the Utility's strategic goals?

While detailed strategic goals are not published in the RFP, the program should align with organizational growth, leadership development, and succession planning efforts.

22. I understand the required RFP submission details are stated on page 15 of the RFP. However, I would like to verify that you are seeking both a PDF sent via email, and 2 printed hard copies either delivered by mail or hand?

As noted in the RFP, one (1) electronic PDF and two (2) printed signed submittals are required. Printed submissions must be delivered in person or by mail before the stated deadline.

23. Please share any documents that define Dalton Utilities' goals for organizational growth, leadership readiness, and succession planning as alluded to in the RFP on page 3, Work To Be Done, paragraph 2.

Dalton Utilities has not published supplementary documents related to these goals. Vendors should rely on the RFP language and propose methods that support these focus areas.

24. There is a discrepancy regarding price evaluation on page 5. Section I, Evaluation of Bidders, states “lowest responsible and responsive bidder” while I.A.1 states “best overall value to the Owner.” Is the pricing evaluation lowest price technically acceptable OR best value to the Owner?

While the RFP references both terms, Dalton Utilities will evaluate proposals based on best overall value, including price, program design, experience, and fit with organizational needs.

25. Please provide specific learning objectives that the Buyer wants as outcomes.

Specific learning objectives have not been defined. Vendors should define leadership learning objectives aligned with the goals of cross-functional collaboration, readiness for advancement, succession planning and measurable individual growth.

26. Please confirm that the leadership development program will cover three (3) to four (4) cohorts of approximately 12–15 individuals each.

No. The leadership development program outlined in the Group RFP is intended to support one (1) cohort of approximately 12–15 participants over the initial 18–24 month contract period. Vendors should base their proposals accordingly.

27. Has Dalton Utilities conducted a leadership cohort program in the past? If so, what elements were successful, and what lessons learned should inform this project?

Dalton Utilities has not previously implemented a formalized leadership cohort program of this scope. Vendors should propose best practices based on their experience delivering similar programs.

28. What is the expected minimum and maximum monthly and annual time commitment for participants in the leadership development program?

Dalton Utilities has not defined exact time commitments. Vendors should propose a structured, realistic schedule aligned with industry standards for leadership development programs, clearly outlining anticipated monthly and annual commitments.

29. Which executive or internal team will be responsible for key decisions related to the design and participant experience of the leadership development program? Additionally, who is the executive sponsor for this initiative?

The leadership development program will be developed in collaboration with Dalton Utilities' executive leadership team. Specific oversight/sponsorship responsibilities will be communicated to the selected vendor upon award.

30. What career levels is this program geared toward, and how does Dalton Utilities define 'emerging leaders'?

The 12-15 participants will primarily be upper leadership supervisors, managers, or key personnel identified by executive leadership as potential successors for expanded leadership roles. Dalton Utilities defines emerging leaders as individuals demonstrating high potential and readiness for future leadership opportunities.

31. What level of involvement is expected from Dalton Utilities' executive team throughout the program?

Dalton Utilities anticipates consistent executive involvement to provide strategic oversight, guidance on group projects, and participation in key milestone events. Vendors should propose recommended best practices regarding executive engagement frequency and depth.

32. Is there an existing 360° feedback, performance management, or employee engagement platform currently utilized by Dalton Utilities that vendors can integrate with?

Dalton Utilities does not currently utilize a specific 360° feedback or employee engagement platform. Vendors may propose their own preferred tools or platforms within their proposals.

33. Will Dalton Utilities establish a steering committee or designate an internal champion to assist with logistics coordination and ensure ongoing alignment with organizational objectives?

Dalton Utilities will coordinate with executive leadership and designated points of contact to support program alignment and logistics coordination as needed. However, internal staff will not be assigned for ongoing program evaluation or participant tracking. Vendors are expected to provide their own tools, platforms, and methodologies to support accountability, track outcomes, and ensure program success.

34. If subcontractors are not utilized, should bidders submit the subcontractor affidavit marked N/A?

Yes, if subcontractors are not utilized, bidders should submit the subcontractor affidavit clearly marked "N/A."

35. If the bidder is not based in Georgia, how should page 10 (Non-Collusion Affidavit) be completed?

All bidders, regardless of location, must fully complete, sign, and notarize the Non-Collusion Affidavit. If a bidder is not based in Georgia, the affidavit can be notarized by a duly authorized notary from the bidder's jurisdiction

36. Should the corporate certificate reflect registration in the State of Georgia, and can registration occur post-award?

The Corporate Certificate should accurately reflect the state in which the bidder is currently registered and in good standing. If awarded, out-of-state bidders will be expected to register with the Georgia Secretary of State prior to contract execution.