

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

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

**4. 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.

**5. 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.

**6. 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.

**7. 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.

**8. 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.

**9. What is the expected length of the leadership development program?**

The program is expected to run over the course of 18 to 24 months. The RFP 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.

**10. 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.

**11. 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.

**12. Is there an existing leadership competency framework or performance model that we should align our individualized development plans and tracking with?**

No formal framework is currently in place. Vendors should propose their recommended approach and be prepared to customize it collaboratively.

**13. Will the executive leadership team be available to co-design each participant's plan, or is the vendor expected to manage the entire individualized plan development independently?**

Dalton Utilities' executive leadership team will participate in reviewing and shaping each plan in partnership with the selected vendor.

**14. Are there any guidelines for the frequency and duration of 1:1 executive coaching sessions you envision for each participant over the 18–24 month period?**

There is no prescribed cadence. Vendors should recommend a frequency and duration aligned with best practices and intended outcomes.

**15. Will Dalton Utilities provide internal staff or resources to help with progress tracking, check-ins, or participant support during the 1:1 coaching process?**

Dalton Utilities will coordinate executive leadership availability but will not assign internal staff to support participant tracking or coaching logistics. Vendors must provide their own tools for measurement, accountability, and delivery.

**16. Is there a preferred technology platform for delivering virtual 1:1 coaching sessions, virtual workshops, or tracking participant progress?**

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

**17. 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.

**18. Should anticipated travel and administrative costs for in-person coaching and workshops be proposed as separate reimbursable expenses, or included in the base bid?**

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.

**19. 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.

**20. 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.

**21. Is there any preferred mode for One-on-One Coaching? Is the department open for the virtual one-on-one coaching?**

Yes, Dalton Utilities is open to virtual one-on-one coaching. There is no required delivery format as long as the proposed approach supports accountability, engagement, and accessibility.

**22. 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.

**23. 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.

**24. 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.

**25. 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.

**26. 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.

**27. 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.

**28. Could you share more about the roles or levels of the 12 selected participants?**

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.

**29. Will any of the participants be working remotely, or are all expected to attend in-person sessions?**

None of the participants would be working remotely and would be expected to attend the in-person sessions.

**30. Has Dalton Utilities conducted similar programs in the past, and are there any takeaways you’d like us to consider?**

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

**31. Are there any existing digital tools or platforms used internally for tracking progress or engagement?**

Dalton Utilities does not currently have mandated internal platforms for tracking leadership development progress. Vendors may propose preferred tools or platforms within their proposals.

**32. What prompted the timing of this RFP? Are there specific organizational shifts or succession planning goals driving this effort?**

The timing aligns with Dalton Utilities' commitment to succession planning, leadership readiness, and organizational capacity building.

**33. Is there a preferred format or page limit for proposal submission?**

There is no mandated page limit. Proposals should be concise yet comprehensive, clearly addressing all stated requirements and criteria outlined in the RFP.

**34. What specific business need is driving the creation of this leadership development program?**

No specific business need is a driving factor. The development of a leadership development program is in support of Dalton Utilities' commitment to succession planning, leadership readiness, and organizational capacity building.

**35. Do the 12 participants already work together, or will relationship building be part of the program?**

Participants may or may not currently collaborate closely. Vendors should include elements of relationship-building and collaboration within their program design.

**36. When was the last time Dalton Utilities conducted succession planning for key roles?**

Dalton Utilities conducts ongoing succession planning efforts; however, this initiative represents a structured and formalized approach intended to strengthen and enhance existing practices.

**37. What existing management or leadership training does Dalton Utilities have, and how should this program differ?**

Dalton Utilities has previously participated in formalized leadership training programs, but does not currently have an active program. This program is intended to offer deeper, personalized professional growth opportunities, tailored coaching, and measurable individual development plans.

**38. Will participants receive performance acknowledgment, additional compensation, or other incentives beyond the learning opportunity?**

No additional compensation or incentives are associated with participation in this program.

**39. What minimum and maximum monthly and annual time commitment should participants expect for program activities?**

Dalton Utilities has not established a fixed time commitment. Vendors should propose a realistic and sustainable engagement schedule aligned with industry best practices. The program should be structured to complement participants' regular job responsibilities and avoid disruption to day-to-day operations. Proposals should clearly outline anticipated time commitments on both a monthly and annual basis.

**40. What is the desired duration for executive coaching—12 months or the full 24-month program duration?**

Dalton Utilities has not outlined a duration for executive coaching. Vendors are encouraged to recommend a coaching schedule—whether for 12, 18, or 24 months that best supports leadership development outcomes. Proposals should clearly explain how the proposed coaching duration aligns with the overall program structure, participant goals, and measurable progress over time.

**41. Are any specific coaching certifications preferred for executive coaches?**

Dalton Utilities does not mandate specific coaching certifications; however, certifications from recognized professional organizations are preferred.

**42. 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."

**43. 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

**44. 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.

**45. Will additional leaders be included in the program in year two, or will the same individuals participate throughout?**

The initial 12-15 selected individuals are anticipated to participate throughout the full duration of the program (18–24 months).