

REQUEST FOR PROPOSALS

LEADERSHIP DEVELOPMENT SERVICES

FOR

THE BOARD OF WATER, LIGHT AND SINKING FUND COMMISSIONERS

OF

THE CITY OF DALTON, GEORGIA

COMMISSIONERS

JOE YARBROUGH – CHAIRMAN

ED ANTHONY

TOMMY BOGGS

TOMMY THOMPSON

KEVIN BRUNSON

JOHN THOMAS

CHIEF EXECUTIVE OFFICER



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LEADERSHIP DEVELOPMENT SERVICES
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**ADVERTISEMENT FOR BIDS
FOR
LEADERSHIP DEVELOPMENT SERVICES
FOR
THE BOARD OF WATER, LIGHT AND
SINKING FUND COMMISSIONERS
OF THE
CITY OF DALTON, GEORGIA
D/B/A DALTON UTILITIES**

Sealed Proposals for LEADERSHIP DEVELOPMENT SERVICES for the BOARD OF WATER, LIGHT AND SINKING FUND COMMISSIONERS OF THE CITY OF DALTON, GEORGIA D/B/A DALTON UTILITIES (“Owner”) will be received in the Auditorium of the Dalton Utilities Administration Building at 1200 V.D. Parrott Jr. Parkway until **2:00 P.M.** local time **August 1, 2025**.

Work to be Done: Proposals are requested for the design and facilitation of a structured, outcome-based leadership development program centered on group, project-based learning for emerging leaders. The program should support cross-functional collaboration across departments and align with Dalton Utilities’ goals for organizational growth, leadership readiness, and succession planning.

The program is expected to run over a period of 18 to 24 months and should be designed to complement participants’ existing job responsibilities while encouraging teamwork across the Utility. Each cohort will include approximately 12–15 participants identified as potential emerging leaders.

The program should include a combination of monthly group learning sessions (delivered through a mix of in-person and virtual formats). Full-day, in-person workshops focused on active, outcome-based learning and real-time group work on live projects that benefit the Utility

Over the course of the program, the provider will collaborate with participants and Utility leadership to identify and structure a minimum of four group projects. These projects should address real organizational needs and give participants the opportunity to plan, test, and present new initiatives with executive-level impact. Proposals should clearly outline the project planning process and how these projects will be integrated across the program timeline.

The selected provider will work closely with the executive team to align development activities with organizational priorities, ensure group projects are reasonable and meaningful, and provide frameworks for measuring growth, collaboration, and readiness for future leadership roles.

Time Allotted The initial contract period will be between twelve to twenty-four months from the program launch date, with the option to renew based on mutual agreement and successful delivery of outcomes. Respondents should include an implementation timeline with key milestones and anticipated frequency of engagement.

Bids: Bids shall contain complete and detailed information including pricing.

Licenses and Certifications: All bidders must possess any and all licenses and permits as may be required by applicable federal, state and/or local law/ordinances.

Withdrawal of Bids: Except as provided in O.C.G.A. Section 36-91-43, no submitted bid may be withdrawn for a period of sixty (60) days after the scheduled closing time for the receipt of bids.

Additional Instructions to Bidders, Drawings, Specifications and Contract Documents: Additional instructions to bidders and addendum may be obtained at Dalton Utilities' website <https://www.dutil.com/resources> or in person at Dalton Utilities, 1200 V.D. Parrott Jr. Parkway, Dalton, Georgia 30721.

Acceptance or Rejection of Bids: The right is reserved to accept or reject any and all bids and to waive technicalities and informalities.

Statutory Requirements: Notwithstanding any provision of this advertisement, all proposals must also comply with the minimum applicable requirements of Chapter 91 of Title 36 of the Official Code of Georgia Annotated.

E-Verify Requirements: All contractors and subcontractors performing work for Dalton Utilities must participate in the E-Verify Program pursuant to the Georgia Security and Immigration Compliance Act (SB 529).

THE BOARD OF WATER, LIGHT AND SINKING FUND
COMMISSIONERS OF THE CITY OF DALTON, GEORGIA

By: John Thomas, Chief Executive Officer

**INSTRUCTIONS TO BIDDERS
FOR
LEADERSHIP DEVELOPMENT SERVICES
FOR THE
BOARD OF WATER, LIGHT AND SINKING FUND COMMISSIONERS
OF THE
CITY OF DALTON, GEORGIA
D/B/A DALTON UTILITIES**

Bids received until **2:00P.M.**, Local Time, August 1, 2025

INSTRUCTIONS TO BIDDERS

I. Evaluation of Bidders

The Contract will be awarded pursuant to O.C.G.A. Section 36-91-21 to the lowest responsible and responsive bidder whose bid meets the requirements and criteria set forth in the invitation for bids. A responsible bidder is a person or entity that has the capability in all respects to perform fully and reliably the Contract requirements as determined by Dalton Utilities (“Owner”). A responsive bidder is a person or entity that has submitted a bid that conforms in all material respects to the requirements set forth in the invitation for bids as determined by Owner. Factors to be considered may include, but are not necessarily limited to the following:

A. Determination of Contract Awardee

1. The Owner reserves the right to award the project to the Contractor who presents the solution deemed to provide the best overall value to the Owner. This does not guarantee that the contract will be awarded to the lowest bidder. Evaluation will be based on a combination of price, program design, experience with similar leadership development initiatives, qualifications of key personnel, references, and the requirements outlined in this Request for Proposal (RFP). The Owner will determine the most responsible and responsive proposer based on the following criteria:
 - a) Demonstrated experience in providing leadership development services to organizations of similar size, scope, and complexity.
 - b) Qualifications and relevant experience of proposed facilitators, coaches, and support personnel.
 - c) Total cost of services proposed.
 - d) Quality of references from comparable engagements.

B. Qualifications of Bidders

1. Proposals should provide background information about the firm and highlight experience in delivering professional and leadership development services in public sector, utility, or similarly structured organizations. Only firms with demonstrated expertise in delivering structured, measurable leadership development programs will be considered.
 - a) Please include the following:
 - i. Name of Firm
 - ii. Headquarters and Local Office Addresses (if applicable)
 - iii. Primary Contact Person(s)
 - iv. Number of Employees
 - v. Key Personnel Proposed for This Engagement
 - vi. Summary of Services Offered
 - vii. Affirmation of any professional credentials or certifications held by the firm or proposed facilitators
2. Submissions should address the qualifications and relevant experience of each individual who will be directly involved in the delivery of services. If specific personnel assignments have not yet been finalized, please provide representative examples of individuals likely to be assigned.
 - a) For each proposed facilitator or coach, include:
 - i. Name and title
 - ii. Education, certifications, or specialized training
 - iii. Relevant experience in leadership development
 - iv. Summary of engagements performed for comparable entities within the last three years
 - v. Role/responsibilities on each listed engagement
 - vi. Any other relevant qualifications or distinctions
3. Proposals should include a description of the methodology, structure, and approach to be used in designing and delivering the leadership development program. This should include:
 - a) Your understanding of Dalton Utilities' objectives for the program
 - b) Your firm's approach to needs assessment, customization, delivery format (e.g., in-person, virtual, hybrid), progress tracking, and outcome measurement
 - c) A sample or proposed program schedule with estimated timing and staffing levels
 - d) Identification of any resources or collaboration expected from Dalton Utilities staff during delivery
4. Proposals should include at least three references from prior or current clients where similar services were provided.
 - a) For each reference, please include:
 - i. Name of the organization
 - ii. Summary of services provided
 - iii. Dates of service

- iv. Primary client contact name
- v. Phone number or email address

5. Submissions should include information on the firm's participation in quality-assurance, continuous improvement, or evaluation processes, as well as any relevant performance metrics used to ensure client satisfaction.
 6. Proposals should clearly outline the firm's fee structure, including any hourly or flat rates for services, pricing by phase or component (e.g., coaching, workshops, digital tools), and any other anticipated costs. If rates vary for different services or personnel, please include this detail.
 7. Include a clear statement of any anticipated travel or administrative charges. If applicable, note any rate increases that may occur during the contract period.
 8. If a multi-year contract is proposed, indicate the not-to-exceed cost per year, and any conditions that may affect future pricing.
 9. 9. Selected bidder will be required to provide proof of liability and workers' compensation insurance before work begins. Workers' Compensation Insurance must meet the requirements of the State of Georgia. General Liability insurance must provide coverage of at least \$1,000,000 incident. The vendor, if awarded a contract, shall maintain insurance coverage reflecting the minimum amounts and conditions specified by Dalton Utilities for the life of the contract.
- II. If any entity contemplating submitting a bid for the Project has any question about the bid, bid requirements, or scope of services it shall submit a written request for an interpretation thereof. The entity submitting the request will be responsible for its prompt delivery in ample time for an interpretation to be issued before the bid due date. Questions must be received by **2:00 pm on July 22, 2025**. No questions will be answered within 72 hours of bid opening. Interpretations of the documents will be made only by addendum, and a copy of the addendum will be posted on the Utilities website at www.dutil.com/resources within one week of the due date for questions. Dalton Utilities will not be responsible for other interpretations of the documents. The bids shall be evaluated by Dalton Utilities without discussion with the bidders.

BID

Project Description: Leadership Development Services

Proposal of _____
(hereinafter called "Bidder"),

To: The Board of Water, Light and Sinking Fund Commissioners of the City of Dalton, Georgia.

Gentlemen:

The Bidder, in compliance with your Advertisement for Bids, having examined the specifications and related documents, hereby proposes to furnish all labor, materials, equipment, and supplies to provide the services outlined within the time set forth therein, and at the price(s) stated below. This price(s) is to cover all expenses incurred in performing the work required, of which this proposal is a part.

Bidder hereby agrees to commence work on such a date as to adhere to the time requirements listed for each year that work is to be performed.

Bidder acknowledges receipt of the following addenda:

Bidder agrees to perform all necessary work as described to complete the Project as specified, including all appurtenant and accessory work for the attached price(s).

The attached price(s) shall include all labor, materials, equipment, supplies, overhead, profit, insurance, etc., to cover the finished work of the several kinds for which are called.

Bidder understands that the Owner reserves the right to reject any or all Bids and to waive any informality in the bidding.

The Bidder agrees that this Bid shall be good and may not be withdrawn for a period of 60 calendar days after the scheduled closing time for receiving Bids.

Respectfully submitted:

By _____
Signature

Title _____

_____ Business Address

ATTEST:

Name _____
(Please Type)

Title _____

(SEAL)

Note: Attest for corporation secretary; for a partnership by another partner; for an individual By a Notary.

STATE OF GEORGIA COUNTY OF WHITFIELD

_____, being first duly sworn, deposes and says that:

He is _____ of _____, the Bidder that has submitted the attached Bid;

He is fully informed respecting the preparation and contents of the attached Bid and of all pertinent circumstances respecting such Bid;

Such Bid is genuine and is not a collusive or sham Bid;

Neither the said Bidder nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this Affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the Contract for which the attached Bid has been submitted or to refrain from bidding in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm or person to fix the price or prices in the attached Bid or of any other Bidder, or to fix any overhead, profit or cost element of the Bid price or the Bid price of any other Bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the Board of Water, Light and Sinking Funding Fund Commissioners of the City of Dalton or any person interested in the proposed Contract; and

The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this Affiant.

(Signed) _____
(Signature on File)

(Title) _____

Subscribed and Sworn to before me this ____ day of _____, 2025.

(Signature on File) (Notary Public)

My Commission Expires: _____
(SEAL)

CORPORATE CERTIFICATE

I, _____ certify that I am the Secretary of the corporation named as Contractor in the foregoing proposal; that _____, who signed said proposal in behalf of the Contractor was then _____ of said corporation; that said proposal was duly signed for and in behalf of said corporation by authority of its Board of Directors, and is within the scope of its corporate powers; that said corporation is organized under the laws of the State of _____ and its registered and in good standing with the _____ Secretary of State.

This _____ day of _____, 2025.

(SEAL)

Contractor Affidavit under O.C.G.A. §13-10-91(b)(1)

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. §13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of the Water, Light and Sinking Fund Commission of the City of Dalton, Georgia d/b/a Dalton Utilities has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. §13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.C.A. §13-10-91(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

Federal Work Authorization User Identification Number

Date of Authorization

Name of Contractor

Name of Project

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____, ____, 202__ in _____ (city), _____
(state).

Signature of Authorized Officer or Agent

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE ____ DAY OF _____, 202__.

NOTARY PUBLIC
My Commission Expires: _____

Subcontractor Affidavit under O.C.G.A. §13-10-91(b)(3)

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. §13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with _____ (*name of contractor*) on behalf of the Water, Light and Sinking Fund Commission of the City of Dalton, Georgia d/b/a Dalton Utilities has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. §13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A. §13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five business days of receipt. If the undersigned subcontractor receives notice of receipt of an affidavit from any sub-subcontractor that has contracted with a sub-subcontractor to forward, within five business days of receipt, a copy of such notice to the contractor. Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

Federal Work Authorization User Identification Number

Date of Authorization

Name of Subcontractor

Name of Project

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____, ____ 202__ in _____ (city), _____ (state).

Signature of Authorized Officer or Agent

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE ____ DAY OF _____, 202__.

NOTARY PUBLIC

My Commission Expires: _____

Sub-subcontractor Affidavit under O.C.G.A. §13-10-91(b)(4)

By executing this affidavit, the undersigned sub-subcontractor verifies its compliance with O.C.G.A. §13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract for _____ (name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract) and _____ (name of contractor) on behalf of the Water, Light and Sinking Fund Commission of the City of Dalton, Georgia d/b/a Dalton Utilities has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. §13-10-91. Furthermore, the undersigned sub-subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned sub-subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the sub-subcontractor with the information required by O.C.G.A. §13-10-91(b). The undersigned sub-subcontractor shall submit, at the time of such contract, this affidavit to _____ (name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract). Additionally, the undersigned sub-subcontractor will forward notice of the receipt of any affidavit from a sub-subcontractor to _____ (name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract). Sub-subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

Federal Work Authorization User Identification Number

Date of Authorization

Name of Sub-subcontractor

Name of Project

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____, _____, 202__ in _____ (city), _____ (state).

Signature of Authorized Officer or Agent

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE __ DAY OF _____, 202__.

NOTARY PUBLIC

My Commission Expires: _____

GENERAL INFORMATION, REQUIREMENTS, AND CONDITIONS

Purpose: Dalton Utilities intends to award a contract for the delivery of leadership development services, with an initial engagement beginning in the fourth quarter of 2025 and running for a period of approximately 12-24 months from program implementation. The contract may be extended for up to two additional years, awarded annually, based on performance and organizational needs. To that end, Dalton Utilities requests proposals from qualified firms to design and implement a structured leadership development program that supports professional growth, succession planning, and long-term organizational capacity building. The Utilities' fiscal year runs from January 1 through December 31.

RFP Submission: One (1) Fully executed electronic copy of the response (in .pdf format) and (2) printed versions of the complete signed submittal must be received **2:00 P.M.** local time **August 1, 2025**. Proposals must be submitted in a sealed envelope stating on the outside, the vendor's name, address, and the RFP title (Leadership Development Services).

Hand delivered copies may be delivered to the above address **ONLY** between the hours of 8:30 a.m. and 4:00 p.m. ET, Monday through Friday, excluding holidays observed by Dalton Utilities.

Bidders are responsible for informing any commercial delivery service, if used, of all delivery requirements and for ensuring that the required address information appears on the outer wrapper or envelope used by such service. The Submittal must be signed by a company officer who is legally authorized to enter into a contractual relationship in the name of the vendor.

Contact Person and Inquiries: Bidders are encouraged to contact **Megan Talley**, mtalley@dutil.com (706) 529-1145 or **Kelly Barnett**, kbarnett@dutil.com, (706) 529-1019 to clarify any part of the RFP requirements. All questions that arise must be submitted prior to five business days before the submittal due date (see 1.1) and shall be directed to the contact person in writing via email. Any unauthorized contact shall not be used as a basis for responding to this RFP and also may result in the disqualification of the vendor's submittal.

Bidders may not contact any commission member or other utility employee to discuss the proposal process or proposal opportunities. Contact of this nature will result in immediate disqualification of the vendor.

Additional Information/ Addenda: Dalton Utilities will issue responses to inquiries and any other corrections or amendments it deems necessary in written addenda issued prior to the due date. Vendors should not rely on any representations, statements or explanations other than those made in this RFP or in any addendum to this RFP. Where there appears to be a conflict between the RFP and any addenda issued, the last addendum issued will prevail.

Addenda will be emailed to all interested parties upon request after the deadline for questions on July 22, 2025. Vendors must acknowledge any issued addenda. Proposals which fail to acknowledge the vendor's receipt of any addendum will result in the rejection of the offer if the addendum contains information which substantively changes the Owner's requirements.

Bid Opening: RFP submittals will be opened and reviewed by a selected committee.

Description of Dalton Utilities: Dalton Utilities is a municipally owned public utility serving the City of Dalton and surrounding areas. The organization provides electric, natural gas, water, wastewater, internet, television, and telecommunications services. It is governed by a five-member Board of Commissioners appointed by the Mayor and City Council of Dalton.

Dalton Utilities operates as a forward-focused organization, committed to safety, reliability, innovation, and community engagement. The Utility supports a diverse workforce across multiple service areas and is actively investing in employee development, leadership succession, and organizational capacity-building efforts.

This Request for Proposal is part of Dalton Utilities' broader commitment to cultivating leadership across all levels of the organization in alignment with its long-term strategic goals.