



Request for Proposals

CONSULTING PARTNERS FOR LEVELED LEADERSHIP DEVELOPMENT PROGRAMS

**City of Louisville, City Manager's Office
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Project Number:

101171-538125

PROPOSALS DUE: TUESDAY, SEPTEMBER 27, 2022 BY 10 A.M.

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PROPOSED SELECTION SCHEDULE

Daily Camera	August 31, 2022
Rocky Mountain E-Purchasing	Aug. 31
First Publication	Aug. 31
Second Publication.....	September 7
Last Day for Questions.	Sept. 14
Questions Answered	Sept. 21
Proposals Due	Sept. 27
Selection Committee – Interviews	October 13
Approval of Contract	Oct. 27

CITY INFORMATION

Situated between Denver and Boulder, the City of Louisville, Colorado receives national attention for being one of the best places to live in the United States. The City has a population of approx. 21,000 residents and provides a wide range of services and amenities. As a home rule municipality with more than 300 employees to serve its residents, the City delivers core services and operates several public facilities like the Louisville Public Library, Recreation/Senior Center, Historical Museum, Center for the Arts and Coal Creek Golf Course. The City utilizes a Council-Manager form of government and is governed by an elected seven member Council, including an elected mayor.

In the midst of addressing the ongoing impacts of the pandemic, on December 31 2021, the City experienced devastating fires that required emergency responses from employees across the City. Many residents and employees lost their homes. All employees have a role in supporting the employees and residents through this trauma. Our leaders need skills that can support their employees and the organization in the tactical and social-emotional response to this and future challenges.

For additional context, the City is committed to the following strategic priorities.

Our Vision

The City of Louisville is dedicated to providing a vibrant, healthy community with the best small town atmosphere.

Our Mission

Our commitment is to protect, preserve, and enhance the quality of life in our community.

Our ICARE Values

- *Innovation* – Leading and embracing change and transformation through creative thinking, diverse perspectives, learning, and continuous improvement.
- *Collaboration* – Proactively engaging colleagues and other stakeholders in developing solutions through open communication. Fostering a culture where every employee feels valued, supported and inspired to achieve both common and individual goals.
- *Accountability* – Fulfilling our responsibilities, owning our actions, and learning from our mistakes.
- *Respect* – Treating people, processes, roles, and property with care and consideration. Celebrating differences and encouraging authenticity.
- *Excellence* – Doing our best work by building on our individual and collective strengths. Exceeding expectations with responsive, efficient, and effective customer service.

Our Critical Success Factors

These are essential focus areas for us to achieve our mission: Financial Stewardship and Asset Management, Reliable Core Services, Vibrant Economic Climate, Quality Programs and Amenities, Engaged Community, Healthy Workforce, Supportive Technology, and Collaborative Regional Partner.

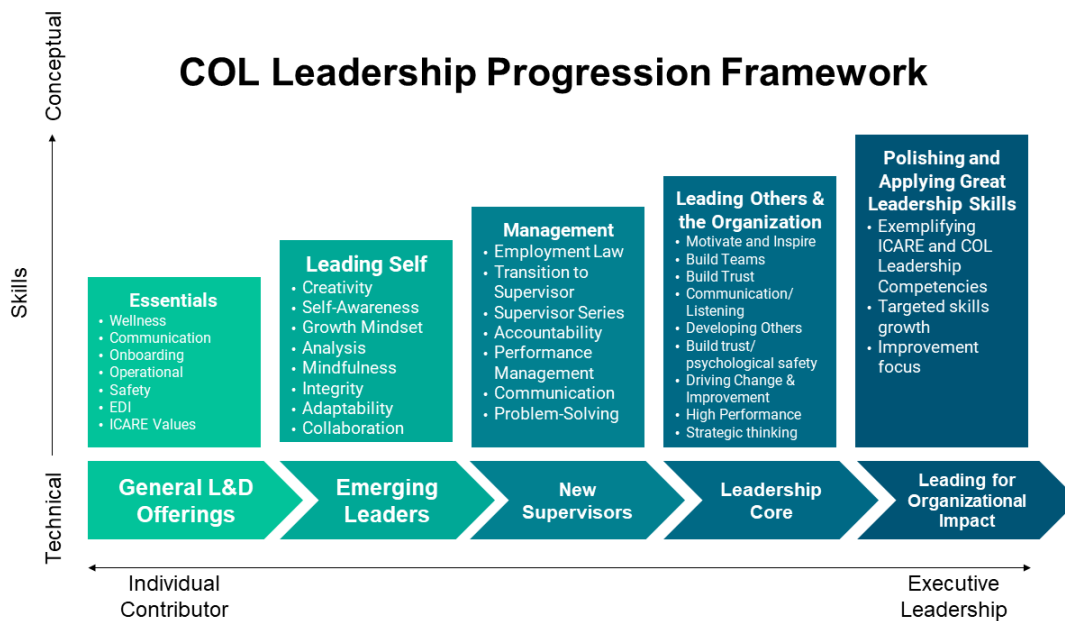
Our Equity, Diversity and Inclusion Commitment

Everyone is welcome at the City of Louisville. Our staff values our differences, brings out the best in one another and grows stronger together in service to our community.

In 2019, the City launched its first internal Learning and Development Program to support strategic priorities, organizational effectiveness, employee engagement and reinforce our ICARE culture.

In 2020, the City's management team (the City Manager, the Deputy City Manager, Chief of Police, Directors of: Public Works, Planning and Building, Human Resources, Economic Vitality, Library and Museum, Information Technology, Parks and Recreation, and Finance) collaborated with the Learning and Development Specialist to identify the critical leadership competencies that our employees need, resulting in our City of Louisville Leadership Competency Model.

As employees progress into higher levels of leadership, the essential skills begin to shift from technical capabilities to more conceptual skills. The following framework outlines how we envision developing our leaders through that progression, improve our succession planning and meet their needs according to their current position and experience.



Goals

- Develop employees across the organization at all levels of leadership in the identified competencies as a part of the City's workforce development plan of attracting, retaining, developing and engaging employees.
- Align and support succession planning and deployment. Succession Planning identifies possible internal replacements for key positions and provides a process for developing employees to meet the challenges of future leadership needs across the organization.
- Collaboratively address organizational challenges to empower employees and to improve effectiveness, communication, and build a learning culture.

Proposal Considerations Proposals will be considered in whole or in part to determine what approach or combination of approaches best fits our needs and resources. Therefore, proposal must include a detailed breakdown of the cost of each component proposed for evaluation. The consultant/partner should advise the City on what topics, timing, strategies, and any other elements that would help accomplish the goals based on their own learning content, expertise and experience. The City plans to launch the selected programs in the first months of 2023.

Additional components of the leadership development programs will be addressed in-house and, therefore, would be out-of-scope for the consultant. These components are mentioned below to provide context and to avoid redundancy in the proposed approaches.

INVITATION

The City of Louisville is inviting proposals from highly qualified firms (“Respondents”) with the necessary expertise to support the goals of the City in developing leaders throughout the organization.

Scope of Services

The selected firm(s) will partner with the Learning & Development Specialist to deliver training and coaching services for each program level. It is the intention of the City to sustain and perhaps expand the leadership development program throughout the organization; depending upon program outcomes and future funding. Therefore, any tools, curriculum, or strategies must be available for use by the City in any such expansion of the program. Respondents must provide an estimate of any external costs of licensing or use of proprietary tools or curriculum utilized in the leadership development program, which would be incurred by the City in such an expansion. At the option of the City, this contract may be used for similar work.

The selected firm(s) must be able to provide the following in-scope services with a launch date in the first months of 2023:

1. The consultant will provide a comprehensive leadership development program that addresses the target competencies, timeframes, audiences and goals identified at the desired four (4) levels. These levels are: 1.0 Emerging Leaders, 2.0 New Supervisors, 3.0 Core Leaders, and 4.0 Leading for Organizational Impact. Each level is defined as follows:

1.0 Emerging Leaders
• Intended for employees in a non-supervisory position and have worked with the City for at least a year. • This program helps a cohort of 12 - 15 employees nominated by directors to develop as informal leaders. • The Emerging Leaders Program challenges employees to grow personally and professionally regardless of their position in the organization over the course of several months. This program focuses on the Leading Self competencies in our City of Louisville Leadership Competency Model, helping employees understand their strengths and characteristics while collaborating to build informal leadership abilities.
Components
Mentorship from Executive Level Leadership: • Members of the City’s management team will be paired with participants in this program to provide mentorship and coaching throughout the program. • The consultant will provide mentoring support for the members of the management team.
Collaborative Problem-Solving Project: • The consultant will facilitate the identification of organizational challenges with the City’s management team resulting in at least 3 project ideas for program participants to collaboratively address in teams of 4-5. • The consultant will provide formal training for participants in problem-solving

techniques, tools, and approaches. • The consultant may provide facilitation to small groups in their collaborative work session. • Participants will engage in work sessions in their small groups throughout the program to identify solutions and strategies for addressing the identified organizational challenge. • Participants will present their work in a final report out at the end of the program.
24 to 40 hours of classroom instruction over the course of 4 – 6 months that address the following competencies: • Creativity • Self-Awareness & Development • Initiative/Motivation • Growth Mindset • Analysis • Mindfulness • Integrity • Adaptability • Collaboration • Project Execution • Organizational Alignment • Problem-solving <i>Example</i> instructional content or topics may include but is not limited to the following: • Team Building and Group Dynamics • Growth Mindset • Science of Happiness • Human-Centered Design/Design Thinking • Process Improvement • Embracing Change • Ethics • Project Management • Leadership Styles/Bases of Power • Prioritization and Time Management • Habit Building
Out of Scope for the Emerging Leaders • DiSC Workplace Profiles and Debriefs • Strengthscope Reports and Debriefs

2.0 New Supervisors
Required for supervisors that have less than three years in a supervisory role. This program is designed to support new supervisors with basic managerial and leadership topics. Courses should be available on-demand and virtual for maximum flexibility.
Components
Monthly 1-hour Webinars: The webinars are held the 3rd Wednesday of the month via Zoom at 9:00 am – 10:00am and are intended for all supervisors. Recordings are made available. The content will be a mix of

sessions developed in-house and sessions provided by consultants. These webinars run continually, year-after-year. The key knowledge, skills and abilities for these sessions include:

- Relevant Social-Emotional Skills that address current organizational, community and global challenges
- Developing others
- Supervisory processes and skills through the life cycle of an employee: attraction, recruitment onboarding, performance management, retention, separation.
- Employment law
- Giving feedback
- Fostering Inclusivity
- Effective Communication
- Ethical Decision Making
- Any supervisor skills could be included in these sessions

Out of Scope

- 4-8 hours of classroom instruction on the transition into leadership available on an as needed basis. This content will be sourced from available, regularly held, virtual training. Consultant may advise if they offer such a course that addresses the following competencies:
 - Understanding how leadership differs from an individual contributor role
 - Set, clarify, and communicate expectations
 - Build relationships and teams
 - Manage performance
- Anti-harassment Training
- Internal Technical Processes for Supervisors Training
- Choice of any Equity, Diversity, and Inclusion course yearly

3.0 Core Leaders

Intended for all leaders currently in a supervisory role at every level of the organization. This robust program will continually engage cohorts of 15 – 20 leaders in building and applying skills in all areas of the City of Louisville Leadership Competency Model. Ideally, all leaders would participate in this program biannually with new content available at that cadence. In the first year of this program, preference will be given to consultants that can provide VUCA Leadership content.

Components

16 to 24 hours of classroom instruction over the course of 1 – 2 months for 3 – 4 cohorts that address the following competencies:

- Motivate, Inspire and Empower
- Build Teams
- Effective Communication/ Listening
- Recognizing Strengths and Developing Others
- Build Trust/ Psychological Safety
- Driving Change & Improvement
- High Performance
- Strategic thinking

• Set and Execute Vision • Equity, Diversity and Inclusion • Prioritize Effectively • Creativity • Self-Awareness & Development • Initiative/Motivation • Growth Mindset • Analysis • Mindfulness • Integrity • Adaptability • Collaboration • Project Execution • Organizational Alignment • Problem-solving <i>Example</i> instructional content or topics may include but is not limited to the following: • VUCA Leadership (volatility, uncertainty, complexity, ambiguity) • Dare to Lead • Developing Leadership Skills Through Mindfulness • The Performance Management Process • The Four Disciplines of Execution • Conflict Tools: Empowering Others • Elevating Team Effectiveness through Facilitative Leadership • Equity, Diversity and Inclusion • Leading Multiple Generations
Out of Scope
• Choice of any Equity, Diversity, and Inclusion course yearly

4.0 Leading For Organizational Impact
Required for all members of the management team (the City’s most senior leadership). This program supports the continued growth of all leaders and demonstrates a growth mindset at the highest level. This program includes involvement with the Emerging Leaders Program.
Components
360 Assessment One-on-One Coaching Supports the Emerging Leaders Program by: • defining organizational challenges • attending lunches with participants • attending the final report-out Mentorship • Builds mentorship skills through training and support tools • Mentors a participant in the Emerging Leaders Program
Out of Scope
• Choice of any Equity, Diversity, and Inclusion course yearly

2. The consultant will advise on the best practices in adult learning in regards to what topics, timing, strategies, and any other elements that would help accomplish the goals based on their own learning content, expertise and experience.
3. The consultant will establish a timeline and cost for delivering each program component.
4. The City of Louisville may request the consultant to provide optional services for implementation of any plans and recommendations generated through the process.

SUBMITTAL INSTRUCTIONS

If you have any questions about the RFP, please contact Meagan Brown in the Human Resources Department at mbrown@louisvilleco.gov . Submittals are due at the City of Louisville for time and date recording on or before September 27 by 10:00 am. Electronic submittals can be emailed to mbrown@louisvilleco.gov.

All RFPs must be received and time and date recorded by authorized City staff by the above due date and time. Sole responsibility rests with the Respondents to see that their RFP response is received on time at the stated location. Any responses received after due date and time will be returned to the Respondents.

The City of Louisville reserves the right to reject any and all responses, to waive any informalities or irregularities therein, and to accept the proposal that, in the opinion of the City, is in the best interest of the City of Louisville. Due to the complexity of work required, selection of a firm or firms will not be based solely upon the lowest responsible bid but will also take into account experience gained from work on similar projects and an understanding of the project goals and approach to the project.

Digital copies of the Bidding Documents will be available beginning August 31, 2022 on-line through Rocky Mountain Bid System and linked through the City of Louisville's website at <http://www.louisvilleco.gov/business/bidding-opportunities>.

TERMS AND CONDITIONS

1. Each Respondent shall furnish the information required in the proposal.
2. The Contract/Purchase Order will be awarded to the Respondent whose submittal, conforming to the Request for Proposals, will be most advantageous to the City of Louisville, price and other factors considered.
3. The City of Louisville reserves the right to reject any or all proposals and to waive informalities and minor irregularities in proposals received, and to accept any portion of or all items proposed if deemed in the best interest of the City of Louisville to do so.
4. No submittal shall be withdrawn for a period of thirty (30) days subsequent to the opening of RFPs without the consent of the City's delegated representative.
5. A signed purchase order or contract furnished to the selected firm results in a binding contract without further action by either party.
6. Late or unsigned RFPs will not be accepted or considered. It is the responsibility of Respondents to ensure that the RFP arrives at the City of Louisville no later than the time indicated in the "Request for Proposal."
7. The proposed price shall be exclusive of any Federal or State taxes from which the City of Louisville is exempt by law.
8. Any interpretation, correction or change of the RFP documents will be made by Addendum. Interpretations, corrections and changes of the RFP documents made in any other manner will not be binding, and Respondents shall not rely upon such interpretations, corrections and changes. The City will not be responsible for oral clarification.
9. Confidential/Proprietary Information: RFPs submitted in response to this "Request for Proposal" and any resulting contract are subject to the provisions of the Colorado Public (Open) Records Act, 24-72-201 et.seq., C.R.S., as amended. Any restrictions on the use or inspection of material contained within the proposal and any resulting contract shall be clearly stated in the RFP itself. Confidential/proprietary information must be readily identified, marked and separated/packaged from the rest of the proposal. **Co-mingling of confidential/proprietary and other information is NOT acceptable. Neither a proposal, in its entirety, nor proposed price information will be considered confidential/proprietary. Any information that will be included in any resulting contract cannot be considered confidential.**
10. The City reserves the right to modify the Scope of Services and request revisions to proposals prior to entering into a written contract.
11. The City assumes no responsibility for liability for any costs firms may incur in responding to this RFP; including attending meetings, interview sessions and/or contract negotiations.

EVALUATION CRITERIA

Please respond to the evaluation criteria with comments that are concise and to the point. The City will evaluate and finalists will be selected and invited to continue the process by making formal presentations to a selection committee. The best fit will be recommended to City Council authorizing the City to enter into a professional services agreement.

In up to twelve (12) pages, express your interest in the project, specifically addressing:

- A. An outline of content, proposed timeframe, and cost to address the goals of the City in developing a leadership development program for each component of each program level.
- B. Respondents must be experienced in organizational development and planning around leadership development. Provide a resume or curriculum vitae demonstrating experience.
- C. Provide examples of consultant materials/work completed in other cities or organizations that have provided leadership development.
- D. Provide a listing of team members that will be involved in the process, relevant experience and other material that is pertinent and concise.
- E. Submit three references for similar projects completed within the last five years along with contacts for the project.
- F. A not-to-exceed amount for the cost of all programs in the Scope of Services.

SUBMITTAL

Please submit the following information in the order listed below:

- 1. Name of your company/organization
- 2. Type of Organization: (Corporation, Partnership, etc.)
- 3. Address
- 4. Names and Address of Project Team or Firm
- 5. Contact Person(s)
- 6. Telephone, Fax, E-mail
- 7. Statement of Interest
- 8. Project Approach
- 9. Project Team Listing
- 10. References
- 11. Cost Proposal

SIGNATURE PAGE

Failure to complete, sign and return this signature page with your proposal may be cause for rejection.

Contact Information	Response
Company Name	
Name and Title of Primary Contact Person	
Company Address	
Phone Number	
Email Address	
Company Website if applicable	

By signing below, I certify that:

I am authorized to bid on my company's behalf.

I am not currently an employee of the City of Louisville.

Signature of Person Authorized to Bid on

Date Firm's Behalf

Note: If you cannot certify the above statements, please explain in the space provided below.