

**Executive Coaching Services
Request for Proposal (RFP) #F22-12-106
December 2022**

The City of Greeley is comprised of 14 departments with approximately 1,100 employees and a \$511.4 million annual budget in 2023. The City provides a full array of services including public safety (police and fire), community development, public works, culture parks and recreation and enterprise resources (city clerk, finance, human resources, and information technology).

Greeley is located in Northern Colorado, approximately 50 miles north of Denver, 40 miles north of Denver International Airport, and 50 miles south of Cheyenne, Wyoming. One of the fastest growing communities in the country, Greeley has a thriving economy based on agriculture, oil and gas, and healthcare related businesses. Greeley's population – currently at approximately 108,000 – is anticipated to grow to 260,000 by 2060. Greeley operates under a City Council – City Manager form of government and is governed by a seven-member City Council. The City Manager is appointed by and serves at the pleasure of the City Council.

Departments are grouped according to similar services or functions as follows:

- Community Vitality: Community Development, Culture Parks and Recreation, Economic Health and Housing, Public Works and Water and Sewer.
- Enterprise Resources: City Clerk's Office, Finance, Human Resources, Information Technology
- Public Safety: Emergency Management, Fire, and Police

City Manager's Office divisions and functions including but not limited to Real Estate Management Services, Homelessness and Housing, and Communications and Engagement

Further information on Greeley is available at www.greeleygov.com.

One of the identified priorities is the need to support the City's current, new, and emerging executives and managers through a leadership coaching program. There is an ongoing need to ensure that the City of Greeley has a team of knowledgeable professionals leading the organization's provision of services to the public – and foresight planning in anticipation of significant growth. The availability of developmental coaching for executives and managers will provide an opportunity to refine existing skills or acquire new skills required to develop and lead a successful, effective department and organization.

The City of Greeley is please to invite qualified individuals and/ or firms to respond to a Request for Proposals to provide executive coaching services. Proposals must be received no later than 5pm Mountain Time on Wednesday, January 4, 2023.

A. GENERAL REQUIREMENTS:

Through this RFP process, the City intends to secure a list of qualified individuals and/ or firms from which employees may be placed for coaching needs. As such, successful proposals will:

- Identify the methods and tools used to assess an executive or manager's knowledge, skills and abilities and identify focus for coaching and development;
- Conduct one-on-one leadership coaching sessions with executives and managers;

- Have demonstrated experience coaching executives and managers;
- Provide a detailed cost outline;
- Include packaged or tiered pricing based on the number of coaching sessions provided and/ or number of executives/ managers coached in a set period of time.

Proposals will be evaluated based upon the criteria above, as well as assessments and comparisons that include evaluations of skills/ experience, cost, client service and references, and/ or other factors.

B. SCOPE OF SERVICES

All proposals must be made on the basis of, and either meet or exceed, the requirements contained herein. All offerors must be able to provide:

1. Provide an individual and/ or pool of diverse certified coaches who can facilitate individual coaching sessions as needed to include:
 - a) Administration of assessment tools or other means of gathering feedback from those who work with the participating individual (i.e. interviews or observation of leader meetings)
 - b) Individualized interpretation of assessment results or gathered feedback
 - c) Creation of an action plan for each executive/ manager to include developmental activities and follow-up evaluation mechanisms to measure improvement
 - d) A series of coaching sessions which focus on needed mindset realizations and skill development
2. Engage in executive coaching in the following framework to ensure collaboration and coordination with the appropriate staff including but not limited to the City Manager's Office (such as the City Manager, Deputy City Managers, Chief Human Capital Officer, etc.), the coached employee's supervisor, and the coached employee.
 - a) Pre-Coaching
As the first step in the executive coaching process, the selected executive coach meets with the employee to gather the data such as reasons for hiring a coach for this executive at the time; background on the employee being coached and the employee's supervisor.
 - b) Contracting
During the contracting step of the process, the employee, the day-to-day supervisor, the Human Resource Director and the executive coach reach agreement on confidentiality, desired outcomes, and measurement. The Contract will require an outline of key duties and responsibilities of all involved in the engagement.

During this step the assessment process is determined, and tools chosen. Agreement is reached regarding roles and responsibilities of all parties involved, desired impact from the coaching, goals for the coaching, frequency, length, and type (in person, video, or phone) of meetings, how often progress will be measured, expectations around reporting and confidentiality, start and end date for the coaching, process for wrapping up and evaluating the success of the coaching.
 - c) Feedback and Action Plan
Executive coach reviews relevant data with the employee and works with the employee and supervisor to create a written action plan that will guide the coaching process and be used to track progress. The action plan should contain short-term, actionable, and tangible items to assist the employee in meeting their identified goals. Long-term action steps to be taken beyond the coaching are drafted.

d) Coaching
Regularly scheduled sessions between the executive coach and employee. Sessions are expected to be hybrid of in person, by phone or video and supplemented by communications by phone or email.

e) Closure and Evaluation
During the Closure and Evaluation step, the employee, the executive coach and the Human Resource Director or her/ his designee meet with the employee's supervisor to evaluate accomplishments against the agreed upon the action plan.

3. Based on the coaching services delivered, provide the City with the following on a quarterly basis:

- a) Organization-wide recommendations that capture observations from work with executives/managers to include growth areas and opportunities for the City in leadership development.
- b) Utilization report that captures the number of participants in the individual sessions, and the number of coaching sessions provided per quarter.

C. Proposal Submission Deadline:

Proposals must be received by email (PDF) no later than 5:00PM Mountain Time on Wednesday, January 4, 2023. Proposals must be emailed by deadline time and date to Purchasing@Greeleygov.com.

D. Questions from Potential Bidders

Questions should be submitted by email to Purchasing@Greeleygov.com no later than 5:00PM Mountain Time on Friday, December 9, 2022. Responses to questions will be posted by 5pm on Wednesday, December 14, 2022.

E. Proposal Content

Proposals must adhere to the structure outlined below. Proposals shall consist of the sections listed below and shall be labeled in the same way as the corresponding section of the RFP. A response to each of the sections is mandatory. Failure to submit a proposal that complies with these requirements may result in a proposal being considered non-responsive. Proposals submitted in response to this RFP shall not exceed 20 pages in length.

1. Title Page

Use your firm's current letter head. State that the enclosed proposal to the City of Greeley is for the provision of coaching services and describe the nature of the services which would be provided. Include: Name of individual/ firm; name of representative submitting proposal; mailing address; telephone number; email address; and date of submission.

2. TABLE OF CONTENTS

3. EXECUTIVE COACHING INDIVIDUAL/ FIRM OVERVIEW

- i. Describe the individual/ firm’s conceptual approach to the executive coaching services being solicited;
- ii. Provide a list of all executive coaching assignments completed by the individual/ firm in the past three years. Include the name of the entity, size and industry of the entity, and the position for each coaching assignment;
- iii. Resume of each individual coach anticipated to be assigned to the City of Greeley, including education, experience and certifications of each;
- iv. Please provide names, email address, mailing address and telephone numbers of contacts for five clients for whom you/ your firm has provided similar services; and
- v. Please provide name, email address, mailing address and telephone of three executives you/ your firm has recently coached.

4. PROPOSED SERVICES

This section must include:

- a) A detailed outline of the leadership coaching process that you/ your firm will follow;
- b) A detailed summary of the methods and tools that you/ your firm will use to assess an executive’s knowledge, skills, and abilities;
- c) A detailed timeline that will apply to the delivery of services (for example – once selected as a match to an executive, the timeframe for coaching);
- d) The rate structure that will apply to the delivery of services broken down by consulting fee and expenses, including any minimal dollar commitment that the City must guarantee to retain these services;
- e) If applicable, include packaged or tiered pricing based on the number of coaching sessions conducted and/ or number of executives/ manages coached in a set period of time.

5. SUMMARY OF AGENCY’S STAFFING OR USE OF CONSULTANTS

The proposal must include a resume or bios of the individuals or agencies that will be part of the service delivery system, including those that are outside contractors or partnerships and their qualifications. The physical location of the resource should be identified. While virtual coaching is an option, it should be possible for coaching to occur in person when appropriate.

RFP TIMELINE

RFP Made Available	December 1, 2022
Last Day to Submit Questions	December 9, 2022, 5pm Mountain Time via email to Purchasing@Greeleygov.com
Responses to Questions Posted	December 14, 2022, before 5pm Mountain Time
Proposal Due Date	January 4, 2023, 5pm Mountain Time via email to Purchasing@Greeleygov.com
Proposal Presentations and Interviews (virtual), if needed	January 30 – February 3, 2023
Selection and Notification to Awardees	Week of February 13, 2023
Execute Contract	By March 1, 2023

EXHIBITS

Exhibit	Title
1	Proposal Acknowledgement
2	Sample Contract
3	Sample Insurance
4	Debarment Form

ADMINISTRATIVE INFORMATION

A. Issuing Office:

The City's contact name listed herein is to be the sole point of contact concerning this RFP. Offerors shall not directly contact other personnel regarding matters concerning this RFP or to arrange meetings related to such.

B. Official Means of Communication:

All official communication from the City to offeror will be via postings on an electronic solicitation notification system, the Rocky Mountain Bid System (www.rockymountainbidsystem.com). The Purchasing Contact will post notices that will include, but not be limited to, proposal document, addenda, award announcement, etc. It is incumbent upon offeror to carefully and regularly monitor the Rocky Mountain Bid System for any such postings.

C. Inquiries:

Prospective offeror may make written inquiries by e-mail before the written inquiry deadline concerning this RFP to obtain clarification of requirements. There will be opportunity to make inquiries during the pre-proposal conference, if any. No inquiries will be accepted after the deadline. Inquiries regarding this RFP (be sure to reference RFP number) should be referred to:

E-Mail: Purchasing@greeleygov.com

Subject Line: RFP #F22-12-106

Response to offeror inquiries will be published as addenda on the Rocky Mountain Bid System in a timely manner. Offeror cannot rely on any other statements that clarify or alter any specification or other term or condition of the RFP.

Should any interested offeror, sales representative, or manufacturer find any part of the listed specifications, terms and conditions to be discrepant, incomplete, or otherwise questionable in any respect, it shall be the responsibility of the concerned party to notify the Purchasing Contact of such matters immediately upon discovery.

D. Insurance: (Exhibit 3)

The successful contractor will be required to provide a Certificate of Insurance or other proof of insurance naming the City of Greeley as "additional insured". Coverage must include

COMMERCIAL GENERAL LIABILITY coverage with minimum limits of \$2,000,000, and WORKER'S COMPENSATION coverage with limits in accordance with State of Colorado requirements.

COMPREHENSIVE AUTOMOBILE LIABILITY with minimum limits for bodily injury and property damage coverage of at least \$1,000,000, plus an additional amount adequate to pay related attorneys' fees and defense costs, for each of Consultant's owned, hired or non-owned vehicles assigned to or used in performance of this Agreement.

The City shall be named as additional Insured for General and Auto Liability Insurance.

Awarded offeror must present the City with proof of PROFESSIONAL LIABILITY COVERAGE with a minimum limit of \$1,000,000.

E. Modification or Withdrawal of Proposals:

Proposals may be modified or withdrawn by the offeror prior to the established due date and time.

F. Minor Informalities:

Minor informalities are matters of form rather than substance evident from the response or insignificant mistakes that can be waived or corrected without prejudice to other vendors. The Purchasing Manager may waive such informalities or allow the vendor to correct them depending on which is in the best interest of the City.

G. Responsibility Determination:

The City will make awards only to responsible vendors. The City reserves the right to assess offeror responsibility at any time in this RFP process and may not make a responsibility determination for every offeror.

H. Acceptance of RFP Terms:

A proposal submitted in response to this RFP shall constitute a binding offer. The autographic signature of a person who is legally authorized to execute contractual obligations on behalf of the offeror shall indicate acknowledgment of this condition. A submission in response to this RFP acknowledges acceptance by the offeror of all terms and conditions as set forth herein. An offeror shall identify clearly and thoroughly any variations between its proposal and the RFP in the cover letter. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFP.

I. Protested Solicitations and Awards:

Right to protest. Any actual or prospective bidder, offeror, or contractor who is aggrieved in connection with the solicitation or award of a contract must protest in writing to the City Manager as a prerequisite to seeking judicial relief. Protestors are urged to seek informal resolution of their complaints initially with the Purchasing Manager. A protest shall be submitted within ten (10) calendar days after such aggrieved person knows or should have known of the facts giving rise thereto. A protest with respect to an invitation for bids or Request for Qualifications shall be submitted in writing prior to the opening of bids or the closing date of proposals, unless the aggrieved person did not know and should not have known of the facts giving rise to such protests prior to bid opening or the closing date for proposals.

Stay of procurement during protests. In the event of a timely protest under Subsection (A) of this Section, the Purchasing Manager shall not proceed further with the solicitation or award of the contract until all administrative and judicial remedies have been exhausted or until the City Manager makes a written determination on the record that the award of a contract without delay is necessary to protect substantial interest of the City. (Ord. 75, 1984 §2 (part))

J. Confidential/Proprietary Information:

All proposals will be confidential until a contract is awarded and fully executed. At that time, all proposals and documents pertaining to the proposals will be open for public inspection, except for the material that is proprietary or confidential. However, requests for confidentiality can be submitted to the Purchasing Contact provided that the submission is in accordance with the following procedures. This remains the *sole responsibility* of the offeror. The Purchasing Contact will make no attempt to cure any information that is found to be at a variance with this procedure. The offeror may not be given an opportunity to cure any variances after proposal opening. Neither a proposal in its entirety, nor proposal price information will be considered confidential/proprietary. Questions regarding the application of this procedure must be directed to the Purchasing Contact listed in this RFP.

K. Acceptance of Proposal Content:

The contents of the proposal (including persons specified to implement the project) of the successful contractor shall become contractual obligations into the contract award. Failure of the successful offeror to perform in accordance with these obligations may result in cancellation of the award and such offeror may be removed from future solicitations.

L. RFP Cancellation:

The City reserves the right to cancel this RFP at any time, without penalty.

M. Negotiation of Award:

In the event only one (1) responsive proposal is received by the City, the City reserves the right to negotiate the award for the services with the offeror submitting the proposal in lieu of accepting the proposal as is.

N. Contract: (Exhibit 2)

A sample copy of the contract award the City will use to contract for the services specified in this RFP is included as Exhibit 2 for your review. The attached contract is only a sample and is not to be completed at this time.

O. RFP Response/Material Ownership:

All material submitted regarding this RFP becomes the property of the City of Greeley, unless otherwise noted in the RFP.

P. Incurring Costs:

The City is not liable for any cost incurred prior to issuance of a legally executed contract and/or a purchase order.

Q. Utilization of Award by Other Agencies:

The City of Greeley reserves the right to allow other State and local governmental agencies, political subdivisions, and/or school districts to utilize the resulting award under all terms and

conditions specified and upon agreement by all parties. Usage by any other entity shall not have a negative impact on the City of Greeley in the current term or in any future terms.

R. Non-Discrimination:

The offeror shall comply with all applicable state and federal laws, rules and regulations involving non-discrimination on the basis of race, color, religion, national origin, age or sex.

S. News Releases:

Neither the City, nor the offeror, shall make news releases pertaining to this RFP prior to execution of the contract without prior written approval of the other party. Written consent on the City's behalf is provided by the Public Information Office.

T. Certification of Independent Price Determination:

1. By submission of this proposal each offeror certifies, and in the case of a joint proposal each party, thereto certifies as to its own organization, that in connection with this procurement:
 - a) The prices in this proposal have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other offeror or with any competitor;
 - b) Unless otherwise required by law, the prices which have been quoted in this proposal have not been knowingly disclosed by the offeror and will not knowingly be disclosed by the offeror prior to opening, directly or indirectly to any other offeror or to any competitor; and
 - c) No attempt has been made or will be made by the offeror to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.

2. Each person signing the Request for Qualifications form of this proposal certifies that:
 - a) He/she is the person in the offeror organization responsible within that organization for the decision as to the prices being offered herein and that he/she has not participated, and will not participate, in any action contrary to (1.a) through (1.c) above; or
 - b) He/she is not the person in the offeror 's organization responsible within that organization for the decision as to the prices being offered herein but that he/she has been authorized in writing to act as agent for the persons responsible for such decision in certifying that such persons have not participated, and will not participate, in any action contrary to (1.a) through (1.c)above, and as their agent does hereby so certify; and he/she has not participated, and will not participate, in any action contrary to (1.a) through (1.c) above.

3. A proposal will not be considered for award where (1.a), (1.c), or (2.) above has been deleted or modified. Where (1.b) above has been deleted or modified, the proposal will not be considered for award unless the offeror furnishes with the proposal a signed statement which sets forth in detail the circumstances of the disclosure and the City's Purchasing Manager, or designee, determines that such disclosure was not made for the purpose of restricting competition.

4. The Contract Documents may be executed in two or more counterparts, each of which shall be deemed an original but all of which together shall constitute one and the same document. The Contract Documents, including all component parts set forth above, may be executed and delivered by electronic signature by any of the parties and all parties consent to the use of electronic signatures.

U. Taxes:

The City of Greeley is exempt from all federal excise taxes and all Colorado State and local government sales and use taxes. Where applicable, contractor will be responsible for payment of use taxes.

V. Assignment and Delegation:

Neither party to any resulting contract may assign or delegate any portion of the agreement without the prior written consent of the other party.

W. Availability of Funds:

Financial obligations of the City of Greeley payable after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted and otherwise made available. In the event funds are not appropriated, any resulting contract will become null and void without penalty to the City.

X. Damages for Breach of Contract:

In addition to any other legal or equitable remedy the City may be entitled to for a breach of this Contract, if the City terminates this Contract, in whole or in part, due to Contractor's breach of any provision of this Contract, Contractor shall be liable for actual and consequential damages to the City.

Y. Other Statutes:

1. The signatory hereto avers that he/she is familiar with Colorado Revised Statutes, 18-8-301, et seq. (Bribery and Corrupt Influence) and 18-8-401, et seq. (Abuse of Public Office) as amended, and that no violation such provisions is present.
2. The signatory hereto avers that to his/her knowledge, no City of Greeley employee has any personal or beneficial interest whatsoever in the service or property described herein. See CRS 24-18-201 and CRS 24-50-507.

COOPERATIVE PURCHASING STATEMENT

The City of Greeley encourages and participates in cooperative purchasing endeavors undertaken by or on behalf of other governmental jurisdictions. To the extent, other governmental jurisdictions are legally able to participate in cooperative purchasing endeavors; the City of Greeley supports such cooperative activities. Further, it is a specific requirement of this proposal or Request for Qualifications that pricing offered herein to the City of Greeley may be offered by the vendor to any other governmental jurisdiction purchasing the same products. The vendor(s) must deal directly with any governmental agency concerning the placement of purchase orders, contractual disputes, invoicing, and payment. The City of Greeley shall not be liable for any costs or damages incurred by any other entity.

**EXHIBIT 1
PROPOSAL ACKNOWLEDGEMENT**

The offeror hereby acknowledges receipt of addenda numbers _____ through _____.

Falsifying this information is cause to deem your proposal nonresponsive and therefore ineligible for consideration. In addition, falsification of this information is cause to cancel a contract awarded based on one or both of the above preferences.

By signing below, you agree to all terms & conditions in this RFP, except where expressly described in your cover letter.

Original Signature by Authorized Officer/Agent

Type or printed name of person signing

Company Name

Title

Phone Number

Vendor Mailing Address

Fax Number

City, State, Zip

Proposal Valid Until (at least for 90 days)

E-Mail Address

Website Address

Project Manager:

Name (Printed)

Phone Number

Vendor Mailing Address

Fax Number

City, State, Zip

Email Address

**EXHIBIT 2
SAMPLE CONTRACT**

[COG Sample Contract.pdf](#)

**EXHIBIT 3
SAMPLE INSURANCE**

[EXHIBIT 3 Sample COI.pdf](#)

EXHIBIT 4
Debarment/Suspension Certification Statement

The proposer certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any Federal, State, County, Municipal or any other department or agency thereof. The proposer certifies that it will provide immediate written notice to the City if at any time the proposer learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstance.

DUNS # (Optional) _____

Name of Organization _____

Address _____

Authorized Signature _____

Title _____

Date _____