



## **TOWN OF VAIL REQUEST FOR PROPOSALS**

### **Leadership and Professional Development Programming and Training**

**May, 2024**

#### **OVERVIEW**

The Town of Vail is seeking proposals from qualified firms or consultants to create and partner to deliver leadership development programming and supervisory training to enhance the skills of and resources for Town of Vail employees and teams.

Vail was founded as a ski resort in 1962 and was incorporated as a statutory town in 1966, adopting a Home Rule Charter in 1972. Vail has a Council-Manager form of government and is led by a seven-member Town Council elected at-large.

Vail is located in Eagle County, Colorado, approximately 100 miles west of Denver on Interstate 70. The resort community encompasses about 8.5 miles in the Colorado Rocky Mountains. In 2016, Vail celebrated its 50th year of incorporation as a municipality with 5,000 permanent residents, 8,500 part-time residents, and as many as 35,000 daily guests during the peak winter season, with summer event weekends rivaling the winter season. Vail's economy is driven by tourism, with over 2.8 million visitors each year.

#### **BACKGROUND**

The Town of Vail has long provided some level of leadership training and development for employees, often in partnership with other community partners. The Town is looking to build a full-scope library of programs that provides a full spectrum of resources for all levels of formal leaders in addition to aspiring leaders.

Current strategies envision multiple tracks of programming that involve cohorts for some leadership programming, supervisory training providing tools in the toolbox, and some individual training curriculum that can be ready to deploy by the selected firm or internal town trainers.

The Town is in the process of creating and implementing a new performance development and appraisal system integrating organizational values, and thus curriculum is expected to incorporate organizational values that reinforce a culture of guest service and "living the values".

The Town of Vail employs approximately 380 employees in varied roles which may be year-round or seasonal, front-line service teams, emergency response roles, professionals, supervisors, managers, and directors. Recent employee feedback includes desires for greater growth and development opportunities, clarity in career pathways, and clear expectations from leaders. The town recognizes the importance of investing in our employees and cultivating aspiring leaders in our organization.

<b>Town of Vail Organizational Values</b>
<b>Innovation</b> Embracing new ideas, being creative in solutions, empowering employees to take initiative, being stewards for our resources.
<b>CommUNITY</b> We contribute to a positive workplace that supports and values individuals and inspires each other to be our best
<b>Excellence</b> make positive impacts by doing the right thing in ways that provide the best service to our residents, guests and coworkers.
<b>Collaboration</b> Working together to provide a safe work environment, solve problems and achieve common goals
<b>Communication</b> We express ideas and viewpoints with clarity while promoting mutual respect and trust to maintain professional relationships allowing for constructive feedback and resolution of conflicts

**SCOPE OF WORK**

The Town of Vail seeks proposals from consultants experienced in creating and delivering leadership programs, curriculum development, and coaching aspiring and experienced leaders.

Proposals are sought to launch an initial leadership development cohort and performance management training by late-summer 2024 that fosters a competent and informed workforce at all levels. Additional curriculum development and core competency training will be built out over the remainder of 2024 for delivery in 2024 and 2025.

Programming outcomes should focus on:

- Building and defining skills and competencies for all levels of the organization (e.g., leading self, leading others, leading departments/organization)
- Supporting employees in developing leadership skills and achieving goals
- Cultivating a pipeline of future leaders with a growth mindset
- Reinforcing a highly participatory and interactive learning environment
- Providing tailored experiences as opposed to a general one-size-fits-all

Pre-developed programming and/or customized programming are both welcome, with a desire to focus on building guest service, supervisory/management, and leadership competencies. Programming is desired for a broad scope of leadership and supervisory/managerial principles for example:

- Values-Based Leadership (Town of Vail organizational values as a leader)
- Using Your Leadership Influence
  - Competencies for Leading Yourself (self-leadership, career management, self-awareness, taking initiative, work-life balance)

- Competencies for Leading Others (modeling the way, building collaborative relationships, compassion & sensitivity, critical/difficult conversations, collaborative teams, inspiring a shared vision)
- Competencies for Leading the Organization (building inclusive high-performing teams, leading change and innovation, growing a leadership mindset, etc.)
- Performance Development (setting expectations, coaching, providing timely & meaningful feedback, creating development plans)
- Technical skills (interviewing and hiring, budgeting and fiscal management, effective supervision, leave management, labor law compliance, progressive discipline, workforce planning, time management, and guest service orientation)

The above list is not intended to be a comprehensive list of programming topics, it is provided as a sampling of programming types that may be included in the programs.

The scope of work will include, but not limited to, a process which includes the proposer providing training content and materials that include the learning content, facilitator guides, and supporting learning resources. The content and delivery models may have a variety of formats such as instructor-led (in-person and virtual), online mobile or web-accessible content/recordings, team-based, train-the-trainer, or other modes as recommended by the proposer. Any web-based content or resources should be ADA compliant including Colorado's web content accessibility guidelines.

Additional expectations for the selected consultant/team:

- Meet with the Town to review/discuss and finalize needs assessment and project goals, process, schedule, and other administrative details.
- Provide implementation plan, process outline, and materials/guidance documents to include possible internal administration of ad-hoc segments of programming.
- Provide opportunity for key Town of Vail operational areas and internal trainers to be integrated into proposed curriculum (budget, human resources, technology, etc.)
- Present solutions that explore innovative or unique ideas that incentivize premier performance and service levels in the organization.
- Develop employee communications plan to promote the programming and desired outcomes for each target audience.
- Work with the Human Resources Department, Town Manager's office, and other key staff in implementing the plan and strategies maintaining the program in the future.

### **SUBMITTAL REQUIREMENTS**

Elements to be included in the Proposal:

- A. Letter of Interest, including the firm's history and the name of the principal and/or key personnel who will be assigned to work directly with the Town on this project. It is expected that the same key personnel be assigned to this contract for the duration of the process.
- B. Detailed experience and qualifications including previous leadership development and training consulting services, especially for local government entities and/or entities in

- resort areas. Include the qualifications/experience for the team (key personnel) assigned to the project and designate the individual to serve as project manager.
- C. Description of the approach and plan for performing services outlined in the Scope of Work (see above), including:
1. Statement of Methods and Procedures – a detailed description of the plan for accomplishing the work including approach, methodology, and procedures used to develop programming and recommendations. If the consultant has a pre-designed system or resource, provide a description of the system and methodology.
  2. Content of Work Product – describe the way the work product will be presented, including any use of software or online resources if applicable, and any limitations in the town utilizing the developed work product. Provide a sample of how information will be presented or a copy of previously completed similar programs. Include information that the Town will be expected to provide to enable the work to commence.
  3. Work Schedule – provide a timeline indicating the start/completion dates and indicate key tasks/milestones for implementation of the proposed plan.
  4. List of recent references – include the name and contact information of communities/ organizations for which the firm has provided similar services during the past five (5) years.
- D. Fee Schedule - provide a detailed fee schedule outlining the services as presented in your proposal. Details should include an itemization of all costs involved in the delivery of training (e.g., if per-class, per-seat, licensing, course customization cost, volume discounts). If proposal includes any expenses to be billed separately from professional fees, provide a detailed estimate of such expenses.

## **SELECTION CRITERIA/EVALUATION OF PROPOSALS**

In addition to providing the information outlined in the submittal requirements, the proposals will be evaluated on:

Proposal quality – approach to the services and demonstrated understanding of the project and needs of the Town of Vail.

Background / Experience - experience in conducting leadership development program services and relevant experience and qualifications of personnel assigned to the project.

Project Approach – alignment of firm’s approach and methodology in with the town’s objectives and philosophy, and the use of creative or unique solutions in developing employees.

Implementation Plan – demonstrated ability (with examples) to successfully implement a comprehensive program.

Timeline / Schedule - clearly delineated timeline with specific milestones.

References - references were satisfied with the Proposer's work and stated that all tasks were completed within the required time frame.

Price/Fee Schedule – detailed fee schedule and expected expenses.

## **CONTACT AND SUBMITTAL TIMELINE**

Responses are due by **5:00pm MST on Monday, June 10, 2024**, at the Town of Vail Human Resources Department by mail, fax, email, or hand delivery.

Krista Miller  
Director, Human Resources/Risk Management  
Town of Vail  
75 South Frontage Road West  
Vail, CO 81657  
Phone: 970-477-3512  
Fax: 970-479-2470  
Email: [kmiller@vail.gov](mailto:kmiller@vail.gov)

The Request for Proposals (RFP) will be available on the town's website (<http://www.vailgov.com/notices>). There will be no public opening of proposals.

## **GENERAL PROVISIONS**

### Limitations and Award

This RFP does not commit the Town of Vail to award or contract, nor to pay any costs incurred, in the preparation and submission of proposals in anticipation of a contract. The Town of Vail reserves the right to reject all or any submittals received as a result of this request, to negotiate with any qualified sources, or to cancel all or part of the RFP.

### General Services Agreement

The selected consultant will be expected to sign the Town of Vail General Services Agreement. A sample of the agreement is available upon request and includes requirements for insurance, indemnification, a prohibition against employing undocumented workers (pursuant to Section 817.5-101, C.R.S., et. seq.), and other provisions.