KANSAS CITY AREA TRANSPORTATION AUTHORITY

REQUEST FOR PROPOSALS (RFP) #G20-7036-28A
ORGANIZATIONAL DEVELOPMENT CONSULTING SERVICES

ADDENDUM #1

Issue Date: June 3, 2020

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This Addendum is hereby made a part of the Request for Proposals and Project Documents to the same extent as if it was originally included therein and is intended to modify and/or interpret the bidding documents by additions, deletions, clarifications or corrections. The Contractor shall acknowledge receipt of this Addendum in their Proposal on the "Receipt of Addenda" form (herein attached) and shall include the form in Volume III, "Contractual."

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PROPOSAL CLARIFICATIONS

1.   Firms may submit their proposals either electronically or via hard copy. The link to provide electronically is:

     https://kcata.sharepoint.com/sites/pro/odcs/default.aspx

     Proposer email: Bid_G20-7036-28A@kcata.org

     Proposer password: Esn+nH$u8+ (ECHO – sierra – november – Plus – november –
                          HOTEL – Dollar – uniform – Eight – Plus)

     If providing via hard copy, please also provide the proposal electronically on a USB jump (flash) drive.

2.   Section 4.3, "Volume II – Technical Proposal:

     A.   Please add the following requirement to be submitted as part of your Technical Proposal:

          "Proposers are to submit a list of at least three (3) references for the Prime Proposer and its team of consultants relating to its most recently completed projects similar in nature to this project's Scope of Service. References shall include name of company, brief description of scope of work, contract term, and contact information (name, telephone number and email) for point of contact."

     B.   Resumes should be limited to two (2) pages per person.

3.   Attachment D, "Price Proposal" (Page 40):

     A.   The Price Proposal has been revised to addressed questions and requests for clarification. The revised form is attached and should be used in lieu of the original document. Alternative proposals or additional information should be submitted on a separate page with the Price Proposal.

     B.   KCATA wants Proposers to provide fully burdened hourly rates for each employee that will be assigned to the project. The hourly rate includes all overhead and profit. Travel expenses are to be listed separately as estimated expenses based on KCATA's Travel Policy (Attachment C). Contractor will be reimbursed for actual expenses submitted.

4.   Attachment F-1, "KCATA Workforce Analysis/EEO-1 Report (Page 43): Firms with twenty-five (25) or fewer employees are not required to submit this form. However, a letter signed by the corporate officer confirming that you are exempt is required to be submitted.

PROPOSER QUESTIONS

Interested proposers were encouraged to submit questions regarding the RFP. KCATA's answers are included below and are considered part of the RFP.

REFERENCE: SECTION 2, "SCOPE OF SERVICES"

Q: Has the organization identified which departments would be able to work hybrid and/or remotely? What areas were considered if any in determining which departments would be eligible for hybrid/remote?
This would be non-essential, non-union employees and some union clerical positions.

Q: Since the organization is moving towards a hybrid/remote work environment, will the office/headquarters be located in the same location or will it move to another location for down-sizing (less employees in office on a regular)?
KCATA will remain at its current location but perhaps consolidate more people to a central building.

Q: Is the current office space equipped to have designated areas for those who are going to work hybrid? (I.e. there may be a time where employees may not have internet accessibility due to their service provider having technical issues. Instead of the employee calling off, will they have the opportunity to come into the office and work their normal work hours? KCATA plans to have space available onsite for employees to come in to work. Most will maintain a permanent space. Currently, we don't expect too many employees to work from home on a full-time basis. There is a feeling that employees need to be in the office at least one day a week, but this could change based on the assessment and recommendations.

Q: How is the organization currently tracking employee engagement and satisfaction? What metrics and tools are being used to capture this data? Currently doing surveys. Will be implementing an internal communication software app, Backstitch, that will be rolled out in June. That will be the biggest driver for tracking employee engagement and satisfaction.

Q: When full implementation of working hybrid and/or remotely is complete, will the employees have the opportunity to attend training, meetings, coaching, etc., in-person, or will it all be virtual? KCATA's goal is to continue to offer both, depending on which works best for the particular situation. However, there is a move to virtual with the COVID continuing to linger and social distancing is still recommended.

Q: What areas will be identified as Opportunity Zones? Not sure that KCATA completely understands the question but will tell you that most of the jobs have the opportunity to work at least part of the time remotely.

Q: How many total employees are budgeted at KCATA? What is the distribution of union / nonunion employees?
Approximately 750 total: 130 nonunion employees and 620 union employees.

Q: How many current vacancies are there? With the current economic conditions just a few internal jobs only.

Q: How many budgeted positions are full-time drivers, and part-time drivers (included those furloughed because of the current reduction in ridership)? Approximately 400 FT and 60 PT operators.

Q: Who are you envisioning this analysis for? Is it for the entire agency or specific departments/divisions? Can you please provide the approximate number of employees and/or number of major departments/divisions (possibly a detailed organization chart)? The only positions that will be affected will be the non-union administrative positions which includes about 130 people.

Q: How many job functions / roles are there in the Authority? How many of them are in scope for this initiative? Can you provide in scope department / work areas? If available, please provide in scope department/area level current workflow processes? There are approximately 130 positions that can be reviewed for remote work, and KCATA

would like to review as many as possible to determine the feasibility in moving some of these 100% remote or a hybrid. Not in a position at this time to provide scope by department. This would be something that I believe would be accomplished later as it would be imperative that you have discussions with the department management team about scope. Some departments have workflow processes, many of them do not.

Q: Has a Budget been set for the project? An anticipated ROI, quality and/or quantitative? Please elaborate. No budget has been established. No anticipated ROI, quality and/or quantitative.

Q: Is there a preferred schedule for completion of the project? No set schedule, but open to recommendations. The intent is to make significant progress in 2020.

Q: In Section B of Scope of Services) Does this include remote collaboration tools, platforms, and technologies? Can you elaborate on 'remote work acceptable environment'? is this to mean a set of guidelines / recommendations / requirements for remote workers? other? What is all required for employees to successfully work remotely? What software, hardware, services, providers, etc. are required for a home office? Yes, to all the above listed in the questions.

Q: Can you elaborate on 'recommend any best fit structures or jobs'? Is that to mean defining new roles / job functions because of instituting a hybrid work environment? Proposers are asked to recommend "best fit structures or jobs." Can you please clarify what this means? (combined another question) Our primary focus is on defining and refining a structure moving us from this short-term solution to a more long-term optimal workforce in a hybrid remote work environment. If there are established standards or agencies or companies that are similar to KCATA with established "bests," we would be willing to look at what is working elsewhere to see if it can be applied here as opposed to developing something unique to KCATA, which may not be labor and cost effective.

Q: Can you elaborate on define capital strategy and company impact for employee home workstations, connectivity, ongoing company expense and capital savings? What is meant by long term risks & safety measures? Can you elaborate, are you expecting a set of home-based work-area safety guidelines and / or protocols, as a deliverable of this project? Do you envision conducting work at home safety education, training, and certification? KCATA wants to ensure that any structure put into place is respectful of required costs, best practices, recommended home-based work environment allowances such as ergonomics considerations (large monitors, desks, chairs) and internet, etc. Yes, this may include recommendations for education or training to ensure employee follow through.

Q: Can you elaborate on assessment metrics for positions? Is the goal to conduct role-based assessments regarding viability of performing the job function remotely? Or To assess KCATAs' current workforce on an individuals' competency, capabilities and viability to successfully conduct their specific job function remotely? KCATA needs to determine which positions are better/best suited to be remote and do/can we assess an individual to determine if they are a good candidate to work remotely. It will be based on several individual factors and specific factors of position itself.

Q: Please verify the working assumption is to identify new work processes to accommodate effective and efficient execution of interdependent within a hybrid work environment? Yes, that is correct.

Q: Does a current professional development program exist today? Or is the expectation to develop from scratch as a deliverable? Please share any documentation on current professional development program(s) if they exist. How does your current performance management process work? How long has it been in place? What are you not getting from this process that you hope to achieve in the future? As of Q2 2020, KCATA has just implemented a feed forward, continuous performance / check in model, moving from the traditional performance management modules. Since this system is brand new to the agency, we are looking to further integrate and reinforce this style of performance management into our steps forward.

Q: Would all KCATA employees be utilizing the ADP performance management software? If so, what is total number? If not, which categories of employees and how many in each? Yes, KCATA will be utilizing ADP's performance management module. This apply to approximately 130 nonunion (exempt and nonexempt) employees.

Q: Can you provide ADP performance management module documentation? Yes, we will be able to provide ADP performance management information to contribute to the project when awarded.

Q: What are the operational outcomes you are looking to achieve? Resource planning for the organization? Cost management? Employee safety, satisfaction, engagement? Other please Yes to all the above.

Q: Who will be dedicated to the project at daily execution perspective from KCATA? Who will be our Executive Sponsor(s) and be responsible for making future operating model decisions thru out the project? I.e…. at the onset of the project defining and determining policies for remote work, throughout the project playing an active role in internal messaging and executing the communication plan, making final decisions on key roles for in office vs. remote; flexibility, etc.
The project executive sponsor would be Susan Miller, VP of People Development and Sherri Shinkle, Chief Human Resources Officer. A supporting core team would be assigned to the project.

Q: Have they done any initial surveys on the remote plan? If so, can they share this? If not, this would be part of our analysis for sure (willing to come into the office/willing to work from home; prepared to work from home, etc.) We have recently (as of last week) deployed a small remote work survey via Survey Monkey with high engagement. Results are due June 5, 2020. We anticipate doing more surveys that will have targeted information available to use within this project.

Q: In terms of performance management is there current 'stay interviews' processes, succession planning processes, high-potential identification programs, AND any people development programs (role base, function base, mentoring, coaching model, etc.) If so, please provide documentation. No stay or exit interviews. Stay interviews are on my list of things to implement. We are looking for this project to assist with high potential identification and succession planning. We are just now rolling out an on-line university but would be interested in more formal role based, mentoring and coaching programs.

Q: What are the critical success factors for this project? If you think of the end in mind how will you define success? An effective and complete long-term strategy with defined implementation that will lead our human capital to productive, engaged, legal and cost-effective operations.

Q: What do the final deliverables for this initiative look like? For instance, is it providing the playbook for designing, piloting and implementation? Or is it leading collaboratively the design, pilot/test and implementation of a new Hybrid Operating Model inclusive active management, performance management, workflow, work from home infrastructure recommendation and protocols? Please elaborate. Final deliverables should include a defined operating model for a human capital infrastructure in a new environment, with goals, metrics, protocols, policy requirements and clear justifications of recommendations based on things such as best practices, cost-benefit, and engagement goals. This final model should be defined as how to integrate with performance management and workflows, with any recommendations as appropriate.

Q: What measurable results / outcomes do you hope to achieve through a new remote workforce solution? See above response.

Q: Is all project work to be performed remotely? Or Will on-site session be permitted? If so, please list primary locations?   With the current environment, we are fine with remote/virtual work. Currently our campus is limiting vendor visits and meeting group sizes, so will need to plan any on-site sessions according to need. The primary location for KCATA will be on our campus located in Kansas City.

Q: What is your preferred modality for meetings (in-person, virtual)? We are open to any. Given the current COVID situation, it is assumed that virtual will be a preferred modality.

Q: Are you looking for a consultant who has experience setting up virtual workspaces? Or someone who can facilitate and deliver solutions for a new process?   We are looking for a consultant / consulting company to identify,

define, facilitate, and deliver workforce solutions. Physical virtual workspaces may be defined or recommended as a part of that solution.

Q: Are you open to an out-of-state consultant who will work virtually? Yes.

Q: The RFP calls for a strategic workforce plan. What level of detail are you seeking? Is this to be a broader workforce plan that addresses general staffing, recruitment, retention, development and culture strategies and approaches across the organization, or a more targeted plan that addresses components like staffing and succession at an individual level? KCATA believes it would benefit from a combination of the above.

Q: The RFP calls for various forms of mentorship for various employees. Are you asking the consultant to provide these mentorship services or direct coaching, or to prepare others to do so? No, KCATA is asking the consultant to assist with developing/writing the program and preparing others in the agency to do so.

Q: What are the parameters for the "sustainable professional development training program for all employees" you are seeking. Is this related to remote work, or are you seeking recommendations for a broader range of professional development programming? This is not related to remote work only. We are just now launching KCATA University which is an average LMS system. Nothing like this has ever been implemented at the agency. Our goal is to ensure all employees are prepared to work within a goal oriented / outcomes management environment.

Q: Regarding potential need for technical consulting expertise/remote technology specifications: Does your typical/anticipated process involve looking to the consultants working in conjunction with KCATA IT and Procurement Departments to ensure recommendations are consistent with infrastructure and policies/procedures, rather than pricing out IT subcontractors in the Proposal? Could we make this call/determination as we are further along in the process, with the initial assumption that KCATA IT and Procurement can provide necessary information for specs development? Anything additional and outside this scope that may involve IT would be handled by our Procurement team. Do not anticipate the use of subcontractors. That may be outside the scope of the project. KCATA should be able to provide all the necessary information you will need.

Q: How engaged do you see the Board of Commissioners with this project?   The Board of Commissioners may receive an overall agency update of the changes we are making but other than that, the Board will not be actively engaged in this project. The Executive Team will be very engaged in the process.

Q: Regarding Scope of Involvement by KCATA employees, within different portions of the project; clarification of "hybrid": We understand KCATA is not a 9-5, M-F operation, and in order to accommodate all job categories as appropriate, it would be helpful to know which categories and how many employees in each category will be involved, so we can appropriately price the project. Thus, we have several questions related to your workforce and level of participation in this project:

- Have you already identified the positions that will be impacted by remote work policies/procedures? If so, would you please provide a list of these positions AND the total number of employees expected to be participating? Almost every nonunion position has been impacted by remote work policies and procedures. We can provide a list of current nonunion positions. Total of positions is approximately 130. In the process now of identifying essential/nonessential positions.

- Is this for the entire KCATA workforce, or only a subset of employees - e.g. those who will be working remotely? This will be a review of all nonunion positions, exempt and non-exempt with maybe a limited number of union clerical position, including a very small union call center.

Q: Union employee involvement: Would the consultants have access to union agreements that would be relevant to policy development as related to this project? Yes, the consultants will have access to the CBA and workplace policies, as needed.

Q: Page 8, Section 2, "Build a sustainable professional development training program for all employees of the Authority."

   o   Do you want a model training program developed for you to implement internally with your own trainers? (including curriculum); or we are currently implementing an LMS and would need to develop any needed supporting training program(s) to use our internal trainers.

   o   Do you want a training program developed for training that we deliver (at least initially)? This is to be determined once we get more involved in the process.

Q: Areas of urgency/prioritization/phases: Given the whole change management dimension, do you anticipate this project being approached in phases? e.g. Would the remote working opportunities be one of the first orders of business? Yes, there will be phases and would assume remote work would be one of the first due to the nature of our current environment and potential for COVID to last several months or the remainder of 2020.

Q: What percent of your workforce worked remotely prior to the COVID outbreak? Was it well received? effective? None of our workforce worked remotely prior to the COVID outbreak. Our current workforce is mostly satisfied and looking forward to better defining the new expectations of the hybrid remote work environment.

Q: Do you currently have any work from home policies in place? If yes, what audiences and conditions are addressed in the policy(s)? KCATA's work from home policies are limited and will need to be expanded and more inclusive.

Q: What digital services are offered to "customers" of KCATA? Is there an existing IT roadmap? If yes, does this include support, solutions. and budget for remote workforce? KCATA is not redefining the customer IT in this RFP. We intend to utilize our current capabilities for remote workforce, and/or based on recommendations we may look to increase technology as appropriate.

Q: What if any challenges have you faced from an infrastructure perspective (VPN, # employees with laptops, bandwidth limitations) from the recent COVID outbreak? Currently all employees that need them have laptops. Some are temporary to be determined, but our IT department is actively working to ensure access.

Q: What percent of open positions are filled from within versus externally sourced? Do you want this to change in the future and if so, how? For nonunion positions, we try to fill internally, at least that is our goal. With succession planning this would just make sense to move towards growing our own talent developing our bench strength. The majority of union positions (bus operator, service workers, mechanic) are always external hires.

Q: How long have you had your current values / competencies in place? Depending on what is discovered in the work, are you open to modifying these? Prior to Corvid our work was a very traditional onsite work environment. In the last 60+ days we have quickly shifted to outcomes management and employee centric values, which will support a new long-term strategy.

Q: How does your current succession planning process work and how long has it been in place? We currently do not have any succession planning in place.

Q: Have you had mentoring programs in the past? If yes, were they more formal or informal in structure / deployment? What were the results? I am not aware of any formal mentoring programs in the past but certainly a consideration moving forward.

Q: Do you have leadership development training and / or coaching? No formal leadership training or coaching.

Q: Did you use other HCM systems for performance management prior to the deployment of the ADP module? Why did you choose to move to the ADP solution? No, no other performance management systems were used. Done on Excel spreadsheets. ADP was the overall Payroll/HRIS/HR software solution selected through and RFP process.

Q: Does the project represent a continuation of a past or current effort or is this a new initiative? If you have used a similar process in the past, what parts do you wish to retain, and which parts do you wish to improve or discard? I believe this to be a new initiative for the agency. I don't believe they have had anything in the past.

Q: Do you have an incumbent who provides similar services to those described in the RFP? If yes, what advantage, if any, would such a vendor have in competing for the current project? What was most and least useful about the experiences?- No. This is a new project.

Q: Are you anticipating individual mentoring, group mentoring, or a mixture of both? Not sure at this time. May be more of a train the trainer but open to options/suggestions.

Q: What is your estimate of the number of individuals or groups of executives, middle managers, supervisors, or employees who would receive mentoring: What are their titles?   Our current core Leadership Team is approximately 40 people, which includes executive team of C-level, VPs, Directors, Chiefs and above approximately 20 employees; and the middle leadership – supervisors, managers is approximately 20 employees. These are included in the 130 office / admin.

Q: Are you able/would you please provide the applicable categories and the number of workers in each category (this will affect pricing)? See above for leadership breakout.

Q: What is your estimate of the number of leaders who would receive training and coaching? What are their titles? See previous response.

Q: If there is a face-to-face facilitator, can there also be a virtual facilitator? No formally trained facilitators but can use both face-to-face and virtual facilitators.

Q: The RFP stated, "Assist in developing a robust performance management plan integrating outcomes management and remote work strategies, moving from the traditional annual performance review to a continuous feedback model utilizing ADP's performance management module." Do you have a preference for a consultant/firm who has experience using ADP's performance management module? No, this is more about the performance management program and not the systems used for performance management.

Q: Do you have a preference for local consultants or any other preferences? KCATA does not have a preference.

Q: Why are you choosing to outsource this project rather than staffing it internally? We do not have the staff or expertise in house.

Q: Do you envision the work for Service 1 (Strategically Define a Remote Work Program and Integration / Implementation Path) and Service 2 (Development and Engagement) to be on site during this Corvid time? – Absolutely not. Willing to work out whatever is best for both the agency and the vendor.

Q: Do you have a sense of how many training sessions you envision for Service 2 (Development and Engagement)? – At this point of time it is still to be determined.

Q: What training topics do you anticipate will be included in the professional development training program? For sure supervision, management and leadership to redirect the organization to goal oriented and outcomes performance management. From there we are completely open.

Q: If this project represents a continuation of a past or current training program/effort, what topics did employees receive training on before. KCATA currently does mandatory training in Civility, Sexual Harassment, Diversity / Inclusion, Discrimination, and required technical training for the union positions.

Q: What are the top 3 organizational challenges / opportunities? Human Capital Strategy as requested in this RFP is one of KCATA's top three needs and opportunities.

Q: What are your short-term (1 year) and mid-term (2-4 years) talent challenges (e.g. x% will retire in the next 2-3 years, turnover has increased by y% over the last 2-3 years, skills, staffing, etc.)? KCATA is currently working on expanding our workforce planning analytics through ADP to help us better define these challenges.

Q: How is the organization addressing diversity and inclusion when identifying and leveraging "ridership" and "partnerships"? Not directly relevant to this RFP.

Q: Can you share KCATA's current Strategic Plan? https://www.kcata.org/about_kcata/entries/strategic_plan

Q: Can you share KCATA's current Organizational Chart? Attached the most recent functional organizational chart.

REFERENCE: SECTION 4, "PROPOSAL SUBMISSION, EVALUATION AND AWARD"

Q: We prefer to propose the project with a lump sum amount including all labor, overhead, and expenses. Is proposing a lump sum cost acceptable to KCATA? To conduct an accurate price analysis, KCATA wants Proposers to provide fully burdened hourly rates and estimated number of hours for Prime Consultant. A breakout of the Subconsultant fees is not required. Travel expenses are to be listed separately as estimated expenses based on KCATA's Travel Policy (Attachment C).

Q: Can you elaborate on the evaluation criteria? How do you prioritize/rank the four provided? The evaluation criteria are listed in the RFP (Section 4.5, Page 19) in the order of priority/rank. Procurement staff will assign points to the areas prior to RFP closing.

Q: Can you share when in the evaluation process a down selected provider will be notified regarding the Interviews and Presentation criteria? Depending on the number of proposals received, KCATA may wish to evaluate all responsive proposals to create "shortlist." Those not selected as a finalist will receive notice immediately. If KCATA proceeds with interviews and evaluations, the finalists will be notified to coordinate meetings.

Q: Can KCATA provide the number and makeup of the evaluation committee members? The evaluation committee is typically 5 to 7 and usually includes representatives of departments that will be impacted.

Q: Can two proposing firms submit a response as a consortium, rather than as a prime/sub-contractor relationship? Yes. If proposing as a consortium, please include background information for all members. Include an organization chart that clearly defines the roles of all members assigned/assisting on this project. Both firms must complete attachments that are required for "prime contractors."

Q: Will we be able to learn who the other bidders are? KCATA does not generally reveal the names of Proposers until a project has been evaluated and a contract awarded. The number of proposers will be available by contacting Denise Adams after the project closes.

Q: In our proposal, may we include references and hyperlinks to electronic resources, e.g., to web pages? This is allowed in order to provide additional information that is not a requirement of your proposal (i.e., reference contact information). Procurement's responsiveness determination and the evaluations will be based on the information provided in your proposal.

Q: The RFP did not set DBE, MBE, WBE or SBE goals on the project, but encouraged joint ventures. Does the KCATA allow credit in the evaluation process for inclusion of any of these certified categories? There is no additional "credit" awarded for proposals from these firms. KCATA did not set a goal on this because it is not a federally funded project. We do encourage all firms (DBE, MBE, WBE, SBE) submit proposals as a prime consultant or as a joint venture / consortium.

ATTACHMENTS

- KCATA Functional Organization Chart
- Revised Attachment D, "Price Proposal"
- "Receipt of Addenda" Form that must be included with proposal

END OF ADDENDUM #1

KANSAS CITY AREA TRANSPORTATION AUTHORITY

REQUEST FOR PROPOSALS (RFP) #G20-7036-28A
ORGANIZATIONAL DEVELOPMENT CONSULTING SERVICES

<u>RECEIPT OF ADDENDA</u>

Proposers shall return this form when submitting their proposal as part of Volume III – Contractual. The form shall be signed and dated by an authorized representative of the firm. Failure to submit this form may deem the Bidder non-responsive. As additional addenda are issued by, please notate date received below.
_____

We hereby acknowledge that the Addenda noted below have been received and all information has been incorporated into the Invitation for Bid as required.

Addendum #1 dated June 3, 2020   Date Received _____

Addendum #2 dated _____   Date Received _____

Addendum #3 dated _____   Date Received _____

Company Name _____   Date _____

Address/City/State/Zip _____
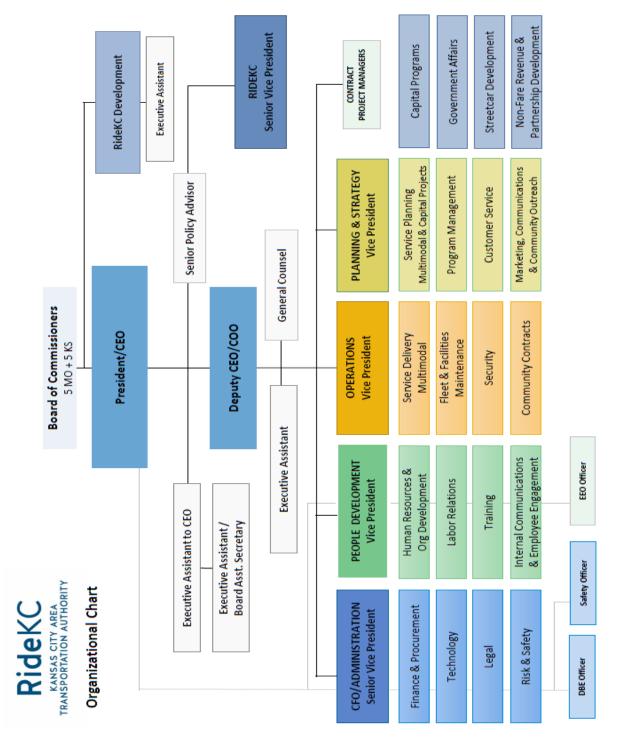
Authorized Signature _____ Printed Name _____

Telephone _____ Fax _____ Email _____

ATTACHMENT D
REVISED PRICE PROPOSAL
RFP #20-7036-28A: ORGANIZATIONAL DEVELOPMENT CONSULTING SERVICES

Provide the billable hourly rates and number of hours of each individual (by position and name) to be assigned to this project. The rates shall be fully burdened and include all profit, overhead, and expenses required to perform the Scope of Work on this project. If additional line item costing is required, please provide on an additional sheet of paper. A range of hourly rates is not acceptable. The rates provided in this Cost Proposal will remain in effect during the term of the contract.

DIRECT LABOR (List Labor Categories)	ESTIMATED NO. OF H OURS	RATE PER HOUR	TOTAL PRICE
Project Manager		$	
		$	
		$	
		$	
		$	
TOTAL FOR PRIME CONTRACTOR			$

SUBCONTRACTORS/CONSULTANTS NAMES	PROJECT COST	MARK-UP RATE (%)	TOTAL COST
		$	
		$	
TOTAL FOR SUBCONTRACTORS/CONSULTANTS			$

OTHER ANTICIPATED PROJECT EXPENSES (INCLUDING TRAVEL) *Please provide description of expense and quantity, if applicable (i.e., Travel – 5 trips @ $XXX)*	

TOTAL PRICE FOR PROJECT	$

The undersigned, acting as an authorized agent or officer for the Offeror, does hereby agree to the following:

1. The offer submitted is complete and accurate, including all forms required for submission in accordance with the terms and conditions listed in this Request for Proposals and any subsequent Addenda. The offeror shall immediately notify the KCATA in the event of any change.

2. We hereby agree to provide the services on which prices are listed above and in accordance with the terms and conditions listed in the KCATA RFP.

Company Name (Type/Print) _____   Date _____

Authorized Signature _____   Title _____   Email Address _____

Name (Type/Print) _____   Telephone # _____   Fax # _____

RideKC
KANSAS CITY AREA TRANSPORTATION AUTHORITY

Organizational Chart

Board of Commissioners
5 MO + 5 KS

President/CEO

RideKC Development

Executive Assistant

Senior Policy Advisor

Executive Assistant to CEO

Executive Assistant / Board Asst. Secretary

Deputy CEO/COO

RIDEKC Senior Vice President

General Counsel

Executive Assistant

CONTRACT PROJECT MANAGERS
- Capital Programs
- Government Affairs
- Streetcar Development
- Non-Fare Revenue & Partnership Development

PLANNING & STRATEGY Vice President
- Service Planning Multimodal & Capital Projects
- Program Management
- Customer Service
- Marketing, Communications & Community Outreach

OPERATIONS Vice President
- Service Delivery Multimodal
- Fleet & Facilities Maintenance
- Security
- Community Contracts

PEOPLE DEVELOPMENT Vice President
- Human Resources & Org Development
- Labor Relations
- Training
- Internal Communications & Employee Engagement

EEO Officer

CFO/ADMINISTRATION Senior Vice President
- Finance & Procurement
- Technology
- Legal
- Risk & Safety

Safety Officer

DBE Officer

Effective: June 1, 2020