

Leadership Development Series RFP
Amendment #1 – Answers to Questions

- 1. In the RFP, under Contract Administration, it states that the Contractor shall submit invoices to AASHTO within 30 days following completion of each course. Won't the contractor invoice participants, collect the tuition, and pay the costs of running the various institutes? What would AASHTO be invoiced for?**

AASHTO regrets that there was an error in the Request for Proposal document—Contract Administration section—referencing invoicing by the contractor to AASHTO. The intent is that the contractor will assume responsibility for invoicing participants, collecting tuition from participants and paying the costs of running the various courses.

- 2. What costs are to be assumed by the contractor?**

Contractor should provide a fixed price by course inclusive of tuition and administrative fees, but exclusive of transportation, lodging, or meal costs.

- 3. If the purpose is to enter into a 5-year firm fixed price agreement, how would increases in faculty compensation, course materials or inclusion of new course materials be captured and recovered?**

Any requests for tuition rate increases shall be supported with appropriate documentation and may be instituted with the approval of AASHTO, but shall not exceed 3% per year.

- 4. Determination of meals to be included with each session will be negotiated with the selected bidder, but the cost of meals should NOT be included in the proposal? Which party pays for the participants meals?**

Upon selection of a contractor, meals to be provided for each course (and their associated costs) will be negotiated with AASHTO and added to the base tuition rate.

- 5. Is the chosen vendor required to *replicate* the 5 Foundational Leadership Tracks and 31 courses, or may they provide new course options to satisfy the 5 tracks?**

Neither the 5 Foundational Leadership Tracks nor the 31 courses are required to be replicated.

- 6. Where did the titles for the current 31 courses originate?**

For all existing AASHTO leadership development series courses, the current contractors and their instructors develop content with AASHTO input and participant feedback.

- 7. Will AASHTO help to coordinate the guest speakers, transportation officials, and congressional representatives?**

To the extent practicable, AASHTO will help coordinate guest speakers, transportation officials and congressional representatives.

8. Is the chosen vendor is expected to conduct 4 days of training, in no less than 5 geographically dispersed locations in the U.S. for the AASHTO Management Institute only? Featuring all 31 courses?

The chosen contractor is expected to conduct 4 days of training content at no less than 5 geographically diverse locations throughout the United States per year for the AASHTO Management Institute only. There is no requirement to replicate the current curriculum structure.

9. How does this 4 days of training differ from the ONE 4-day course conducted in Washington DC for the AASHTO Executive Institute? Different course? Different tracks?

The AASHTO Management Institute (currently National Transportation Management Conference) is currently a 4 day training course held at different times in different parts of the country. The content is generally targeted toward entry level managers and supervisors. The AASHTO Executive Institute (Currently National Transportation Advanced Leadership Institute) is currently a 4 day training course is held once per year in Washington, DC and is generally targeted toward senior level executives such as Deputy Commissioners, Chief Financial Officers, etc.

10. Does AASHTO have leadership development objectives for each Institute or is the contractor expected to provide those?

The contractor should identify leadership development objectives for each course based on knowledge of contemporary management principles, transportation community specific issues and leadership development training expertise. Course content (including objectives) shall be reviewed with AASHTO annually.

11. What ongoing role with AASHTO play with the Institutes and contractor besides the stated desire for an annual curriculum review? For example, will there be an oversight committee at AASHTO? If so, what will the committee's role be?

AASHTO leadership, with input and feedback from members, will review course content and ensure compliance with the contract. To the extent practicable, AASHTO will help coordinate guest speakers, transportation officials and congressional representatives at the request of the contractor. AASHTO will review course participant survey results and work with contractor to adjust content accordingly. AASHTO will review contractor's requests for tuition modifications or other amendments to the contract.

12. Is AASHTO receptive of a primary contractor submitting an umbrella proposal with separate subcontractors executing each Institute if the primary contractor oversees all subcontractors?

Yes. This type of arrangement is acceptable.

13. How does AASHTO envision the WASHTO Emerging Leaders program integrating with the Leadership Development Series?

AASHTO recognizes that the WASHTO Emerging Leaders program is a highly regarded and well respected training opportunity for the state DOT community, but it is not currently nor proposed to be integrated with AASHTO's leadership development series.

14. The NTLI and NTALI both reference the current selection and admission process. The current process for the NTMC is not referenced. Is AASHTO's desire to change the process whereby NTMC participants are identified and selected?

Because there are more spaces available for the AASHTO Management Institute (currently NTMC) given the number and geographically diverse locations, at this time AASHTO does not anticipate being involved in the identification and selection process for this particular course unless at the request of the contractor.

15. There is reference to aligning the Leadership Development Series to meet the changing workforce needs of member state departments of transportation. Have those needs been assessed by AASHTO, and if so, can that needs assessment be made available to bidders?

A specific needs assessment has not been conducted for the targeted participant groups, although studies, panels, and presentations have been conducted through NCHRP as well as various industry forums, studies, and conferences. In general, common themes that emerge include workforce diversity, technology and digitalization, generational differences, talent shortages, retention strategies and retirement eligibility among others.

16. Are there specific areas of leadership development that AASHTO seeks alignment throughout the Series?

There are no specific areas of leadership development that AASHTO is proposing, but is anticipating the contractor and their proposed instructors will provide valuable insight and expertise into current trends in leadership development curricula.

17. When is the anticipated start of the five year agreement?

AASHTO anticipates an agreement will be in place for courses for the 2021 calendar year.

18. Will AASHTO be involved in approving/selecting attendees for the three levels of Institutes?

At this time AASHTO does not anticipate being involved in the approval and selection process for the AASHTO Management Institute (currently NTMC), but does anticipate being involved in the approval and selection process for both the AASHTO Leadership Institute (currently NTLI) and the AASHTO Executive Institute (currently NTALI).

19. What is AASHTO's timeframe for selecting the team to deliver the Leadership Institutes?

AASHTO anticipates the selection process to be complete this fall to ensure adequate time for the contractor to prepare high quality course content and processes for administration of the leadership development series.

20. What will be the process for Selection? Do you anticipate conducting interviews?

Proposals will be reviewed and scored by AASHTO staff and members. Depending on the number and quality of proposals received, in-person interviews may be conducted.