



## American Public Transportation Association

1300 I Street NW  
Suite 1200 East  
Washington, D.C. 20005

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October 08, 2025

The American Public Transportation Association (APTA) is a nonprofit international association of more than 1,600 public and private sector member organizations. Benefits to our members include advocacy for federal funding and policies, research, technical expertise and consulting services, workforce development programs, educational conferences, seminars, and 135 subject-matter working committees.

APTA is the only association in North America that represents all modes of public transportation, including bus, paratransit, light rail, commuter rail, subways, waterborne services, and intercity and high-speed passenger rail. More than 90 percent of the people using public transportation in the United States and Canada ride APTA member systems

Our membership is engaged in every aspect of the industry – from planning, designing, financing, constructing and operating transit systems to the research, development, manufacturing and maintenance of vehicles, equipment and transit-related products and services. Additionally, academic institutions, transportation network companies, transit associations, and state departments of transportation are APTA members

APTA's Workforce Development and Educational Services (WDES) department supports our members and industry colleagues with recruiting, retaining, and reskilling the public transportation workforce. WDES has management, curricula, and faculty support for a broad range of our educational programs and resources for the industry. Our work and responsibilities include providing course materials and related resources for use not only for APTA members but also for high school, community college, college and university instructors, students and others who can benefit from these resources.

APTA's "Leadership APTA" Program is the American Public Transportation Association's premier professional development program designed to develop and support those experienced managers and leaders aspiring to hold senior and executive leadership positions in APTA, their organizations, and the public transportation industry. Candidates for Leadership APTA show the promise and potential to be part of executive teams, the chiefs' suite, and other senior leadership positions. Leadership APTA recently selected its 28<sup>th</sup> class. Over 700 APTA members are graduates of Leadership APTA.

## Statement of Purpose

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APTA is seeking contractor services to deliver a half-day (i.e., approximately 4 hour) highly customized and engaging executive-level Partner/Stakeholder Engagement Workshop for senior-and-executive level leaders from both the public and private sectors in the public transportation industry. This in-person workshop is planned to be offered on December 3, 4 or 5, 2025 in Washington, DC, for thirty-five members of the Leadership APTA Class of 2026.

## Scope of Work

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Contractor will work with APTA staff to develop and deliver a half-day highly customized partner/stakeholder engagement workshop for senior and executive-level public transportation leaders.

- This highly interactive session must take a deep dive into effective ways to listen, respect, build trust, collaborate, and gain and maintain support from key partners and stakeholders. This workshop needs to address the story of the transit industry and the transit industry's many partners – public, private sector, academia, community organizations, and many others.
- These industry partners and stakeholders may include internal senior and executive leadership, staff, and board members. Other stakeholders often include elected officials – local, state, national and international -- as well as community leaders and many others.
- By the end of the workshop, participants should have a toolkit of practical advice, relatable stories and examples, insights, models, frameworks and best practices that they can immediately apply as respected executive and senior leaders in the public transportation industry.

This half-day workshop should address, but not be limited to, these broad themes:

- Trust, Respect, and Credibility
- Partnerships and Relationships
- Executive Vision, Mindset, and Presence.

Trust and Respect:

- How to define, build, and maintain trust and respect within and outside your organizations
- How to recognize and address organizational and political challenges, within and outside the transit industry, whether you are from the public, private, or other sectors
- How to rebuild trust, maintain respect and sustain credibility especially when delivering bad news

Partnerships and Relationships:

- How to develop strategies and frameworks to nurture and sustain key professional and sustainable partnerships and relationships within and outside the public transportation industry
- How to manage the politics of stakeholder relationships that are essential to the health and longevity of transit organizations and the industry

Executive Vision, Mindset, and Presence:

- How to develop, refine, and sustain an executive mindset/executive presence while nurturing and preserving these partnerships and relationships

APTA anticipates the contractor providing workshop exercises to help class members ground these related skills and traits. These could include but are not limited to:

- Pre-workshop assignments/readings that engage and prepare class members to maximize the in-class session
- Trust-and-credibility building/partner stakeholder relationships exercises focused on class audience needs
- Advanced trust-building/stakeholder relationship tools, resources, insights that executive leaders need to leverage on a regular basis

- Examples of other tools, resources, best practices, resources, articles, approaches deemed appropriate by the contractor

Soon after being awarded this contract assignment, APTA staff will meet virtually with the successful contractor to review workshop goals, plans, approaches, resources needs and desired outcomes. Contractor will refine and further customize goals, objectives, assignments, materials, and session overview based on virtual meeting/conversations, recommendations, and agreed upon outcomes. Working with APTA staff, contractor will provide final session write-up and clean drafts of materials no later than mid-November, or sooner, including any pre-class and in-class assignments. All electronic versions of course materials, handouts, exercises, slide presentation materials, audio/visual needs must be finalized and sent to APTA no later than 11 a.m. Monday, November 25, 2024.

## Outcome and Performance Standards

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General outcomes for this contract are described above in the “Scope of Work.” The minimal performance standard for the contractor is to develop and deliver the agreed-upon half-day Partner/Stakeholder Engagement Workshop with supporting materials on time and within the agreed-upon fee. Specific performance standards follow under “Deliverables.”

## Deliverables

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The deliverables in the response to this RFP are to be organized in two main sections:

- Proposed Workshop Vision, Approach, Framework, Content
- Supporting Workshop Materials and Related Delivery

Workshop Vision, Approach, Framework, Content:

- Clearly articulated plan for successful approach and delivery of the workshop
- Stated relevancy during the workshop of content topics and applications for executive leaders
- Styles and methods of delivery and participant engagement; uses of variety of models, materials, media, new and emerging delivery platforms and technologies, examples of participant learning styles and behaviors.

#### Supporting Workshop Materials:

- Workshop session description including goals, objectives, outcomes
- Workshop presentation materials/slides/other media, related toolkit resources, readings, exercises, session timeline, audio/visual requirements, related set up, technical and audio-visual needs

#### Timeline (dates to be agreed upon once contract is awarded)

##### By mid-November:

- Agreed upon vision, approach, framework, and content
- Workshop session description including workshop goals, objectives, and outcomes
- Pre-workshops readings/assignments
- Workshop presentation materials, e.g., PowerPoint slides/other and supporting materials
- Workshop in-class exercises
- Session timeline
- Related room set up special needs
- Internet, technical, and audio-visual needs

By or before 11 a.m., ET, Monday, November 24, 2025, final versions of below are due to APTA staff:

- Workshop presentation materials, e.g., PowerPoint slides/other and supporting materials
- Workshop in-class exercises
- Finalized session timeline
- Related room set up special needs
- Internet, technical, and audio-visual needs

# Terms of Contract

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Work to begin upon awarding of the contract by no later than November 12, 2025 and will be completed by December 3, 4, or 5, 2025.

## Contractual Terms and Conditions

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### **Confidentiality**

Contractor shall not divulge to any third party any confidential information and/or material developed in connection with this agreement without prior written approval of APTA.

Contractor will adhere to any of APTA confidentiality policies and conflict of interest policies and will affirm receipt and acceptance of the terms of said policies by signing the confidentiality and conflict of interest policy statements.

### **Termination**

Either party may terminate this Agreement after thirty (30) days' notice to the other party. If this Agreement is so terminated, APTA shall be liable only for work performed prior to the effective date of termination.

### **Rights in the Program**

All deliverables, original ideas, publication rights, and all materials developed in connection with this Agreement shall be the sole property of APTA, and will remain so in perpetuity, whether or not copyrighted. Contractor agrees neither to assert any rights at common law or equity nor to establish any claim to statutory copyright of these materials or ideas. Except for its internal use, Contractor shall not publish or reproduce such materials or ideas in whole or in part, or in any manner or form, nor authorize others to do so without the written consent of APTA.

Contractor warrants that it owns or has the legal right to use any intellectual property needed to carry out the Statement of Work required by this Agreement. In addition, Contractor agrees that it will, at its own expense, defend and protect such works from any claims that the works infringe the intellectual property rights of others, and agrees to indemnify APTA, APTA, its officers, employees, and members and hold them harmless for any and all liability for claims, demands, losses, costs, damages, and expenses of every kind and description, including attorneys' fees, arising out of or in connection with such infringement claims or any other breach or claimed breach of this Agreement.

**Technical Direction**

APTA's Contract Manager, Joseph Niegowski or his immediate designee, shall provide assistance and supervision to Contractor for work performed under this Agreement. Notice with respect to termination of this Agreement or changes in the Agreement on the part of APTA will be provided by APTA's general counsel.

**Assignability**

Except as provided herein, Contractor shall not assign any interest in this Agreement, shall not transfer any interest in the same (whether by assignment or novation) and shall not sublet or underlet the performance of any part of the Statement of Work, without the prior written consent of APTA thereto in each instance; provided, however, that claims for money due or to become due to Contractor from APTA under this Agreement may be assigned to a bank, trust company, or other financial institution without such approval. Notice of any such assignment or transfer shall be furnished promptly to APTA.

**Modification of Agreement**

This Agreement supersedes all previous Agreements, communications, and understandings, oral or written, between the parties with respect to the subject hereof, except to the extent expressly incorporated herein.

The term "Agreement" as used herein includes any written amendments, modifications or supplements later made in accordance herewith. If any provision or portion of the Agreement is invalid under any applicable statute or rule of law, it is to that extent to be deemed omitted, and the remainder of the Agreement shall remain in force.

**Indemnification**

Each party shall indemnify and hold harmless the other party against any loss or expense which the other party may incur as the result of any third-party claim, suit or proceeding made or brought against the other party or in which the other party is asked to participate, to the extent arising from the negligence or willful misconduct of the indemnifying party.

**Laws Governing**

This Agreement shall be construed in accordance with, and governed by, the laws of the District of Columbia without regard to its conflicts of law principles.

**Relationship**

The performance by each party of its duties and obligations under this Agreement shall be on an independent contractor basis and nothing contained herein shall create or imply an agency relationship between the parties, nor shall this Agreement be deemed to constitute a joint venture or partnership between the parties. As an independent contractor, Contractor shall pay all taxes arising from this Agreement including state and local sales and use taxes. No employer-employee relationship is intended under this Agreement. Contractor is not entitled to any benefit other than those payments specifically enumerated in this Agreement under any circumstances. This Agreement is limited to the projects described above and is not intended to create a permanent relationship of any nature between the parties. APTA acknowledges Contractor is free to perform services of a similar or dissimilar nature for other entities during the period of this Agreement.

**Force Majeure**

Notwithstanding any other provision of this Agreement, in the event that the performance of any obligation under this Agreement by any party to this Agreement (APTA or Contractor) is prevented due to acts of God, any government restriction, wars, hostilities, civil disturbances, revolutions, strikes, terrorist attacks, lockouts, or any other cause beyond the reasonable control of any party, then such party shall not be responsible for failure or delay in performance of its obligations under this Agreement. Contractor shall return the amounts paid in advance by APTA and Contractor shall have no further obligation to perform.

**Electronic Signature**

Any electronic signature shall be treated in all respects as having the same legal effect as an original handwritten signature.

**Authority to Execute Agreement**

Execution of this Agreement by the Contractor is authorized, and signature(s) of each person signing on behalf of the Contractor have been made with complete and full authority to commit the Contractor to all terms and conditions of this Agreement, including each and every representation and certification contained herein, attached hereto, and collectively incorporated by reference herein, or as may be required by the terms and conditions hereof.



## Requirements for Proposal Preparation

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Proposals must follow the structure of this RFP:

- Section addressing Proposed Workshop Vision, Approach, Framework, Content
- Section addressing Supporting Workshop Materials and related delivery
- Section addressing Experience and Qualifications
  - Examples of successful experience with trade associations, for and non-profit organizations
  - Core competencies, active clients, and related history
  - Two references from current, active clients
  - If applicable, key personnel other than yourself who will be assigned to this project, attaching resumes of the assigned personnel
  - Individual who is accountable for the quality of the deliverable
  - Level of effort and time needed to complete the contract
  - A timeline that identifies milestones for key deliverables
- Section addressing proposed fees

All proposals must be emailed as PDFs to the APTA point of contact noted below.

## Evaluation and Award Process

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In accordance with the provisions of this RFP, APTA will evaluate the submittals. The final selection will be the Proposer, which at the discretion of APTA, best meets the requirements set forth in this RFP, determined to be best qualified for the services requested and at the lowest cost to APTA. Bids cannot exceed \$7,000.

APTA will evaluate all proposals using a 10-point system:

- Workshop Vision, Approach, Framework, Content - a maximum of 4 points
- Supporting Workshop Materials - a maximum of 3 points
- Overall Vendor Suitability - a maximum of 3 points

## Process Schedule

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Proposals are due by no later than 12:00 noon (eastern), Friday, November 7, 2025.

APTA will make its final decision by no later than COB Tuesday, November 11, 2025. All proposers will be notified by COB Thursday, November 13, 2025.

## Point of Contact

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Joseph Niegoski

Senior Director – Educational Services

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