

1.0 GENERAL INFORMATION

1.1 BACKGROUND

The District was created in 1964 by the State Legislature to become the region's major bus operation and to provide Rapid Transit for this service area. It operates 223 routes using a fleet of 2500 buses to produce 102 million vehicle miles of service annually. The District operates over 20 various facilities in support of this bus service.

1.2 INTENT OF REQUEST FOR PROPOSAL

The District has added an educational component to the minimum qualifications for advancement into the Transportation Department first and second level managerial classifications. The educational component will consist of completing a District-sponsored certificated training program covering various managerial topics and many topics pertinent to transit.

Accordingly, the Southern California Rapid Transit District is seeking proposals for development of three training programs for District Transportation Department management personnel. Each program will consist of a minimum of six courses and a maximum of eight courses. Two of the programs (Program I) will be identical and will be designed to prepare Transportation Department Supervisors for the first level of Transportation Department management positions. The third program (Program II) will address the training needed to prepare incumbents in entry-level management positions for advancement into mid management Transportation Department positions. Participants who successfully complete Program I or II will be awarded a certificate of completion. In

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each program, the education and/or training will cover material specific to District operations as well as appropriate generic topics. In some courses, District-specific sections or specific modules will be developed and taught by District personnel.

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For Program I, the training population is the District's approximately 400 Transit Operations Supervisors (TOS). Until July 1984, the TOS were divided into four separate classifications: Division Dispatchers, Radio Dispatchers, Supervisors of Vehicle Operations and Instructors of Vehicle Operations. The classifications were combined to achieve two major objectives: (1) "to provide the Transportation Department with a broadly skilled and educated management group and to provide our entry level managers with the technical competence and leadership abilities to handle the challenges in the coming years; and (2) to provide our career-oriented employees with training and development opportunities to enter other aspects of transportation."

Previously, there was no education requirement for advancement into management. Also, Managers usually have had experience in only one of the functional areas outlined above. This led to situations where managers were not fully knowledgeable about all aspects of Transportation and did not have the managerial sophistication required for our changing workforce and society. The knowledge and skills Managers need will increase in scope and complexity as the District expand the duties and responsibilities of Transportation Department Management personnel.

When the changes are complete, applicants for transportation managerial positions will not only have to had completed a Certificate Program, but will also have to had "qualified in at least three of the four functions in Transportation. This "functional qualification" helps to insure that managers are well versed in all aspects of Transportation and can easily work within and between functions to resolve problems.

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The thrust of the new direction in the Transportation Department is to get managers into "Sector Management." Not only will Managers have to work well within and between Transportation Department functions, they will have to interact more directly with other District departments and outside agencies as it relates to "getting the buses on the street." In those interactions, managers will use their initiative in anticipating and solving problems instead of referring the problem up the organizational ladder. In essence, managers will become more aware of internal and external factors that impact the delivery of transportation services and have the confidence, knowledge and abilities to manage those factors.

The training and education in the Certificate programs must complement the new direction in Transportation. A graduate of the Certificate Program should be able to apply the knowledge and skills acquired from the program in any of the four functional areas.

1.3 TARGETED POSITIONS FOR ADVANCEMENT - PROGRAM I

The Certificate Program I will train T.O.S. for at least four classifications that are at the entry level of Management. The titles and a summary of duties and responsibilities of those classifications are as follows:

1.3.1 ASSISTANT DIVISION TRANSPORTATION MANAGER

The major functions of this position are to supervise office staff, conduct grievance hearings and counsel and discipline office staff and operators and to assume the duties of the Transportation Division Manager in his/her absence.

Other duties include assisting in administration of division and system shake-up bidding procedures, writing reports, maintaining the record-keeping system, investigating traffic accidents and operating rule violations and representing the District at Unemployment hearings regarding discharges of Bus Operators.

1.3.2 RADIO DISPATCH SUPERVISOR

The major functions of this position are to supervisor Radio Dispatchers, handle the more complex emergency situations and to insure proper working condition of radio communications equipment. Other duties include preparing various types of reports and updating the Radio Dispatcher's procedure manual.

1.3.3 SENIOR INSTRUCTOR

The major functions of this position are to perform the more advanced instructional work, supervise instructors of Vehicle Operations, maintain the record-keeping system, review accident reports and investigate accidents involving District vehicles. Other duties include coordinating Division shake-ups and job bids, reviewing, evaluating and writing reports, conducts yard and safety checks of divisional bus yards and represents the District at unemployment hearings regarding discharges for unsafe bus operations.

1.3.4 ASSISTANT VEHICLE OPERATIONS MANAGER

The major functions of this position are to supervise Supervisor s of Vehicle Operations, prepare weekly assignment sheets, coordinate bus service to seasonal and special events and to handle the score complex rerouting of buses in unique situations. Other duties include designing curriculum for training sessions, writing reports, maintaining record-keeping system and services in on-call status on a 24 hour rotating schedule.

1.4 TARGETED PSITIONS FOR ADVANCEMENT - PROGRAM II

The Certificate Program II will prepare Transit Operations Managers (Assistant Division Transportation Managers, Senior Instructors, Assistant Vehicle Operations Managers, Radio Dispatch Supervisors, etc.) for advancement into the next level. The titles and a summary

of duties and responsibilities of those classifications are as follows:

1.4.1 DIVISION TRANSPORTATION MANAGER

The major functions of this position are to manage an operating division of the Transportation Department, conduct first-level disciplinary hearings and to identify and solve problems relating to division performance. Other duties include administering the labor contract, preparing and issuing division bulletins, monitoring work of Instructors assigned to the division, and overseeing maintenance of employees' personnel files and the awarding of work assignments based on weekly bids.

1.4.2 ASSISTANT SUPERINTENDENT OF INSTRUCTION

The major functions of this position are to supervise subordinate personnel and to plan, implement and evaluate Instruction Division activities. Other duties include developing and implementing teaching methods and techniques, conducting orientation classes for student operators, preparing statistics on accidents and preparing purchase specifications and proposals.

1.4.3 VEHICLE OPERATIONS MANAGER

The major functions of this position are to develop goals, establish priorities and assign work to Supervisors of Vehicle Operations. Other duties include implementing new policies and procedures recommending bus schedule and route changes, updating operations and procedures manuals, and preparing written information notices.

1.4.4 RADIO DISPATCH MANAGER

The major functions of this position are to develop goals establish priorities and supervise professional and clerical staff. Other duties include writing narrative and statistical reports, updates to

procedure manuals and information and detour notices: diagnosing and reporting technical problems with module equipment, diagnosing and reporting technical problems with module equipment, writing justifications for new equipment and preparing purchase requisitions; handling the most complex transit emergencies, processing operator and passenger complaints and Radio Dispatchers' reports and assisting in budget preparation.

1.5 PROPOSED CURRICULUM-PROGRAM I

It is expected that the organization selected will employ its own analysis//creativity in developing the particulars of each course and in suggesting course additions, deletions or combinations. As a starting point, discussions between Transportation Personnel and Employee Development departments have led to the following suggestions for course development.

1.5.1 BASIC MANAGEMENT: PRINCIPLES AND APPLICATIONS

The major objective of this course is to provide entry-level transit managers with the basic knowledge and skills required for management. The curriculum may include, but is not limited to, The following course elements:

The roles of Operations Management; Organizing and Planning. The Jobs of the work unit(s) establishing priorities; delegation; scheduling and assigning subordinates; problem solving and decision making; and managing change.

1.5.2 EMPLOYEE RELATIONS

The objective of this course is to cover the basics of personnel administration with an emphasis on labor relations. This course should include, but is not limited to the following elements: an overview of labor relations including RTD case histories; elements of progressive discipline (RTD's methods); handling grievances;

effective counseling techniques; RTD Labor Contract interpretation (UTU and BRAC) and performance. (Note: The bulk of the Employee Relations course will be specific to RTD sections may be taught by District employees. It is expected that the organization will interview appropriate District personnel to get data for course development.

1.5.3 ADMINISTRATIVE ANALYSIS

The objective of this course is to provide participants with the skill necessary to do quantitative and qualitative analysis in a transit agency. Some types of analysis that must be included are skid mark analysis, cost benefit analysis, trend analysis, and accident investigation. Additionally, there are many RTD specific studies that should be incorporated into the curriculum, e.g. Operator/Passenger Relations Program and Absenteeism Studies. (Note: It is expected that the organization will determine the specific types of analyse required by the job function sof the four classifications and incorporate those types of analyses in the course. They are not interested in analysis that is not not needed for job functions.

1.5.4 WRITTEN COMMUNICATION

This class should thoroughly cover the elements of grammar, syntax sentence and paragraph construction, style, etc. In addition, class should cover different types of communication, including information memo or letter, The "query" letter/memo, policy memos. The "no" memo/letter, Transportation Policies, etc.

1.5.5 TRANSPORTATION ISSUES: ORGANIZATION AND POLICIES

The objective of this course is to cover how transit fits into the development of a city and the nature of politics involved. The course should include a brief history of transit (especially in Los Angeles) current policy issues that affect transit, RTD's

relationship with transit-oriented agencies and a review of RTD funding sources.

1.5.6 COMMUNICATIONS SKILLS

The objective of this course is to develop skills in the various areas of oral communication, especially managing conflicts, diffusing hostile situations, assertiveness training and negotiations. (Note: although this course will be a generic one, it is expected that the organization will use transit example in the course.)

1.5.7 OFFICE MANAGEMENT

The objective of this course is to provide participants with the skills and knowledges of how to keep an office running smoothly. The course should include a session on the basics of computers, personnel practices, training office personnel suggested areas of application for PC & Word Processors, maintaining office decorum and scheduling off time.

1.6 PROPOSED CURRICULUM - PROGRAM II

1.6.1 LABOR RELATIONS

The major objectives of this course are (1) to provide the participants with an overview of labor relations in the transit industry including RTD, and (2) to develop specific skills in labor negotiations. the course may include case studies, techniques of labor negotiations (including skill-building sessions) current trends in labor relations, especially in the transit industry and other topics. (Note: It is expected that this course will be developed with the District's Director of Employee Relations.

1.6.2 COMMUNITY RELATIONS AND PUBLIC SPEAKING

The major objectives of this course are (1) to emphasize the

importance of good community relations to a transit property, (2) to present innovative and proven methods for developing effective community relations, and (3) to develop effective public speaking skills, especially in how to handle difficult situations and hostile audiences.

1.6.3 MODERN MANAGEMENT PRACTICES

This is an advanced management course and should cover a variety of managerial methods, techniques and practices. It may include modules on team-building quality circles, management by objectives motivation, risk taking, management of change and others.

1.6.4 PRINCIPLES OF URBAN TRANSIT

This course will cover the impact of transit on a metropolitan area and will focus on the variety of productivity measures used in the transit industry and the fundamentals of transit planning and scheduling.

1.6.5 FINANCIAL ADMINISTRATION

The objective of this course is to provide participants with an appreciation of how RTD receives operating and capital funds and how the funds are managed. This course will include an overview of the District's budgeting process a module on capital and operating expenses, a module on the grant process and funding sources, and an overview of accounting and financial administration.

1.6.6 LEADERSHIP

This will be a general course designed to cover a variety of leadership methods, styles and techniques.

We encourage you practical ideas in adapting and refining our proposed curriculum to help meet our need for a well trained and broadly educated management pool. Program I and II will be distinct, separate programs designed to prepare Transportation employees for different levels of management. Although the programs will be distinct they will complement each other, with Program II presenting courses at a more advanced level. Our intent is to have each course as RTD-specific as practicable. For some courses, a previously existing curriculum may only need revisions to make it relevant to RTD. For other courses, the curriculum will have to be developed based on the responses of appropriate District personnel.

It will be necessary for the organization to become thoroughly familiar with the Transportation Department's structure and current and projected functions. It is anticipated that the organization will review and discuss its proposed curriculum with appropriate District Personnel and make necessary modifications before the beginning of the courses.

INSTRUCTOR SELECTION & COURSE LOCATION

Because we desire each course to be as RTD-specific as practical, we will participate in the final selection of instructors and the final determination of course content.

Although we are aware that the majority of course instructors will come from your organization, we require the organization to have the capability of hiring instructors not necessarily on staff to insure the use of the most highly qualified and transit knowledgeable instructors certificate program I and II will be conducted at RTD Administration Building, 425 So. Main Street, Los Angeles, Ca. The courses will be held after regular working hours and will probably begin after 5:00 p.m.

QUALIFICATIONS APPRAISAL

The District will award a contract to that organization which, in its opinion, is most capable of performing the services described in this RFP. To be considered for the work, a proposer must demonstrate experience in or the capability of the development and conduct of a similar project.

The District has established the following qualifications for the selection of an organization to conduct the training programs:

- A. Previous experience working with public or private firms in developing & conducting agency-specific educational/hiring programs.
- B. Previous experience working with transit agencies or demonstrated knowledge of the general field of transit.
- C. Experience of proposed instructors and Project Manager.
- D. Quality of Technical Proposal.

Additionally, the firms must have:

- 1. Adequate financial resources; and
- 2. At least three references which can attest to the quality of the firm's past work and its record in meeting project timetables.

The District reserves the right to investigate the qualifications of all firms under consideration and to require additional information to confirm representations made in proposals, or to seek other evidence of managerial, financial or technical capabilities needed for performance of the work. Such

investigation shall include the right to check references not furnished by a firm in its response to this RFP. SUBMISSION OF A PROPOSAL SHALL CONSTITUTE AUTHORIZATION OF THE DISTRICT TO MAKE ALL REASONABLE AND LAWFUL INVESTIGATIONS NECESSARY TO EVALUATE THE PROPOSER'S QUALIFICATIONS.

3.0 TECHNICAL PROPOSAL EVALUATION PROCESS

The overall evaluation process will be performed by the proposal Review Committee (PRC). The evaluation criteria are set forth at the end of this Section, and will be the sole basis for determining the technical acceptability of proposals. The technical presentation of the proposal should be specific and complete in every detail.

Proposals will be evaluated according to the following criteria:

3.2 QUALIFICATIONS OF THE FIRM

Does the firm have a record of significant responsibility and accomplishment in previous or on-going work with clients having a comparable project?

2.2 QUALIFICATIONS OF PROPOSED STAFF

- A. Are Assigned personnel qualified in terms of education and experience in the technical fields, and do they have prior experience in working with similar projects?
- B. Do proposed personnel have a record of past accomplishments related to the execution of this project?
- C. Will named qualified key personnel perform substantial amounts of the work?

3.3 TECHNICAL PROPOSAL

- A. Does the overall approach and design of the project as proposed address the objectives of the training program and reflect clear and logical approach to the project?
- B. Is the proposal complete in content and does it meet all requirements of this RFP?
- C. Is the proposer willing to accept the terms and conditions of the sample contract?

3.4 PROJECT PLAN

- A. Does the proposer's project plan have a well defined line of authority, responsibility, coordination and communication?
- B. Does the proposer's project plan identify completion dates for all tasks within the project plan.

3.5 COST PROPOSAL

The District intends to enter into a firm fixed price contract. The firm's quoted prices will be evaluated as to their fairness and reasonableness.

3.5.1 PROPOSAL EVALUATION PROCESS

PROPOSAL REVIEW COMMITTEE AND PROPOSAL SCORING MODEL

Proposals will be evaluated by a Proposal Review Committee (PRC) composed of representatives of District Departments with an interest in this procurement. Members of the PRC will rate each proposal using the following scoring model:

Evaluation Criteria	Criterion Weight	Rating (1-10)	Weighted Rating (Col. 1 x Col 2)
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1. Qualifications of Org.	2.0	() =	_____
2. Qualifications of & Project Manager	2.0	() =	_____
3. Technical Proposal	3.0	() =	_____
4. Project Work Plan	2.0	() =	_____
5. Cost Proposal	1.0	() =	_____
<hr/>			
Total	10.0		

3.6 SELECTION AND CONTRACT NEGOTIATION

The proposers whose written proposals are rated the highest by the Proposal Review Committee may be asked to make oral presentations of approximately one-half hour to the Committee. The Committee will then make recommendations to the District General Manager.

The District reserves the right to:

1. Reject any or all of the proposals.
2. Issue subsequent requests for proposals.
3. Cancel the entire request for Proposal.
4. Appoint alternate members of the Proposal Review Committee.
5. Remedy technical errors in the request for proposal process.
6. Determine the applicability of Board interviews.
7. Approve or disapprove the use of particular subcontractors.
8. Establish a short list of proposers eligible for oral interviews after review of written proposals by the Proposal Review Committee and consideration of its recommendations.

9. Negotiate with any, all or none of the respondents to the RFP.
10. Solicit best and final offers from all or some of the Proposers.
11. Accept the writtten proposal with out negotiation and issue a notice-to-proceed.

This RFP does not commit the District to negotiate a contract, nor does it obligate the District to pay for any costs incurred in preparation and submission of proposals or in anticipation of a contract. The District reserves the right to contract with any one of the firms responding to this RFP based solely upon its judgement of the qualifications and capabilities of that firm.

No information relating to the results of the RFP process will be released until after the recommendation by the Proposal Review Committee.

3.7 TYPE OF CONTRACT TO BE AWARDED

The District intends to enter into a firm fixed price contract, for the services described in Section 4.0. The District reserves the right to expand the contract scope of work, as required. The contract shall be similar to, and shall contain the terms and conditions of the Draft Contract in Attachment B and the "Additional Terms and Conditions" of Attachment A. The above terms and conditions shall apply to all contracts between or among joint venture member, if applicable.

If a proposer considers any of the terms or conditions to be unacceptable or desires amendments, it should identify those terms, and state reasons therefor in a supplement to its cover letter. Any such exceptions or proposed revisions, and the reasons therefor, will be considered in evaluation of the proposal.

3.8 ROLE DEFINITIONS

3.8.1 FIRM'S RESPONSIBILITY

The selected firms shall furnish the necessary professional, technical and clerical personnel to provide services as required.

3.8.2 District's Responsibility

The District shall provide guidelines for all work. The District shall assign project managers to coordinate the project with the District requirements. All contacts with the District will be made through these individuals.

4.0 SCOPE OF WORK

Disk #1
Document #7

4.1 TYPE OF SERVICES REQUIRED BY DISTRICT

The District requires an organization with the expertise and experience to develop and conduct three certificated educational/training programs for Management personnel in the Transportation Department. Two of the programs will be identical and designed for entry level management. The third program will be for mid-managers and will complement the program for entry-level management.

4.2 FIRMS PRODUCT AND STANDARDS OF PRODUCTION

The organization shall develop and conduct two complete certificated training programs designed to prepare Transportation employees for managerial positions in the Transportation Department. Program I will be designed to prepare Transit Operations Supervisors for promotions into classification such as Assistant Division Transportation Manager Senior Instructor, Assistant Vehicle Operations Manager and Radio Dispatch Supervisor. Program II will be at a more advanced level and will be designed to prepare the latter four classifications for promotions into Division Transportation Manager, Assistant Superintendent of Instruction, Vehicle Operations Manager, Radio Dispatch Manager and similar levels.

Each class will have reference material prepared in addition to the

textbook for the course. Reference materials may be "handouts" describing major course topics and/or procedures that may be placed in a notebook binder. It is expected that each class will have significant teacher/student interaction and will have (as a minimum) mid term and final examinations. The emphasis of each course will be practical application of concepts with a minimum of theory. The organization shall award a Certificate of Completion to all participants who successfully complete each program.

Interviews must be conducted with District Staff to gather sufficient data to be used in making the course RTD specific. A project team comprised of staff from the Transportation and Employee Development Departments will work with the organization in determining whom to interview for each course.

4.2.1 DISTRICT'S INPUT (FROM PRECEDING PAGE)

4.3 CONTRACT DATA DELIVERABLES

Upon completion of the project development stages. The District expects delivery of the following or similar products:

- o Interview Guide for assessing District specific items.
- o Results of Interviews with District Staff.
- o Detailed lesson outline for each course, reflecting District

input.

- o Evaluation instruments for each course and for overall program.
- o Description of administrative/coordinative tasks that the firm will perform in support of the programs.

4.4 SCHEDULE AND DEADLINE

Actual course work must begin in September 1985 and be completed no later than June 1987. The proposal must include an estimate of the time required for the developmental stage and a schedule indicating when each course will be conducted.

4.5 OPTIONAL SERVICES

The District reserves the right to amend the scope of work of the contract for this project. Such an expansion shall be accomplished through an amendment to the contract. Proposers should not include optional services nor pricing for such services in their responses in their responses to this RFP.

5.0 PROPOSAL CONTENTS

All proposals submitted shall be in the format described below. In order to ensure that each proposal is reviewed and scored properly, it is important that each proposer follow the format with care.

Proposals should be as brief and concise as possible.

- (1) Cover Letter
- (2) Qualifications of Firm
- (3) Qualifications of Firm Staff
- (4) Project Work Plan
- (5) Cost Proposal

5.1 COVER LETTER

A cover letter, not exceeding two pages in length shall summarize key points in the proposal. The letter shall address the firm's approach to the project. It should also describe the full name of the firm, size and background of the firm.

5.2 QUALIFICATIONS OF FIRM

This component shall:

- o Provide a narrative description of the proposed organization and management of the work, to include the respective functions of all team members of a joint venture and their contractual responsibilities.
- o Provide a project organization chart, which includes key personnel and their functions and proposed work location.

- o Provide a copy of your firm's current financial statement.
- o Discuss your firm's complete capability to meet the District's requirements as outlined in Section 4.0.
- o Provide some of your firm's past and current assignments. The summary may go back as much as 10 years. Proposers shall give the name and address of the client, client's project manager, and proposer's key personnel on that assignment who are also named in the proposal. Proposers shall also identify which of the employees proposed for use in this project previously worked on similar efforts for other clients. Also included shall be an indication of the capacity in which the employee served on the previous jobs.

5.3 QUALIFICATIONS OF FIRM STAFF

The requirements in this section shall contain a staffing plan and shall include:

- o A letter from the Chief Executive Officer of the organization and each of the subcontractors, or joint venturer where appropriate, to guarantee that the key personnel indicated in the organizational chart will be assigned to this project, unless their employment is terminated. If substitutes or "back-up" personnel are planned on a contingency basis, they should be indicated on the organizational chart.

This component shall be a detailed description of how the organization proposes to accomplish each of the general and specific tasks contained in Section 4.0. In addition, the work plan should include, but not be limited to the following:

- o An outline and description of recommended courses. This section should include the rationale for course selection and development and the goals of the programs and objectives for each course.
- o Time line - This section should include length of overall program length of each course, amount of time between each course, etc.
- o Methodology for insuring RTD and transit specific training, including the methods for conducting research to determine specific of course content.
- o Methods of measuring class and program effectiveness - This section should describe any course and program evaluation material and may include how participants will be tested in the courses.
- o Manner of recognizing successful course completion and completion of overall Certificate Program.

- o A clear description of the administrative and coordinative support to be provided for the programs.

An organization may submit any substantive or innovative ideas it has used on similar projects that are applicable to or can be used in this project. List other information deemed pertinent to the District's consideration of your proposal.

5.5 COST PROPOSAL

The Cost Proposal must be submitted in accordance with the FAA Form 4400, the Cost Breakout by Task/Subtask form and the Audit Information form provided herewith as Attachment C of this RFP. The Cost Proposal is to be in such detail as to be audited through a pre-award survey. Please note--each proposer should estimate, by task and subtask, the amount of time (and projected costs) needed to complete both training programs.

6.0 PROPOSAL SUBMISSION INFORMATION

6.1 PROPOSAL SUBMISSION

A complete proposal will consist of five (5) copies containing a response to each of the components in Section four (4.0) of this RFP. To be determined eligible for review, each prospective proposer should provide a complete submission to:

Southern California Rapid Transit District

Director, Office of Contracts, Procurement & Materiel

Attention: RFP # _____

124 W. Fourth Street

Los Angeles, Ca. 90013

IMPORTANT

IMPORTANT

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If you do not wish to respond to this proposal, you should return the enclosed green envelope with the comment "NO SUBMISSION" written on it. Those firms that do not respond or do not submit a "NO SUBMISSION " will be removed from the District's Proposer's List.

6.2 PROPOSAL REQUIREMENTS

Each proposer in responding to this RFP should develop answers to all the elements contained in Section 4.0 as well as the required attachments.

6.3 FORMAT

Proposals shall be prepared on 8 1/2" X 11" paper bound on the long side. All text shall be clear of binding. Two-sided copying is encouraged, so as to reduce weight and thickness of the proposal documents. A limited number of 11" X 17" fold out sheets will be acceptable. All pages are to be sequentially numbered.

Unnecessarily elaborate proposals, elaborate art work, or expensive paper binding are not desired. Do not include brochures previously submitted.

A response should be concise in its presentation particularly with respect to past experience and resumes of key personnel.

6.4 FURTHER INFORMATION

All questions regarding this RFP are to be addressed to:

Mr. Donald J. Heida

Manager, Contract Administration

Office of Contracts, Procurement, and Materiel

Southern California Rapid Transit District

124 West Fourth Street

Los Angeles, Ca. 90013