

Addendum No. 1
Charlotte Douglas International Airport
RFP: AVIA 26-17
Succession Planning Framework & Related Consulting Services
Addendum #1 – 01/22/2026

This Addendum is hereby made a part of the contract documents and specifications of the above referenced project. All other requirements of the original plans and specification shall remain in effect in their respective order. Acknowledge receipt of this addendum by inserting its number and date on Form #1 of your proposal.

General Information:

- The Proposer Interviews (if applicable) have been rescheduled to February 17, 2026.

Questions:

1. For the Succession Planning Framework, do you want one enterprise-wide framework or separate frameworks by division/function?
 - a. We expect the awarded Proposer to provide a custom-designed succession planning model that fits the organization's needs by division and function.
2. For training materials and knowledge transfer, do you expect train-the-trainer, reusable templates/toolkits, facilitator guides, recorded content, or another format?
 - a. We expect a train-the-trainer, reusable templates/toolkits, facilitator guides, recorded content and any other supplemental materials and knowledge that will facilitate successful knowledge transfer.
3. The pricing structure references hourly rates and flat-rate services with estimated hours. Should Proposer's price the core deliverables as flat-fee and reserve hourly rates for additional services, or does CLT prefer another approach?
 - a. The Form 6 – Pricing Worksheet is organized into three sections. Section A – Hourly Rates require the Proposer to list the job titles of all personnel who will work on

the project along with their corresponding hourly rates. Section B – Service Flat Rates require the Proposer to outline the estimated hours and total cost for each core deliverable, based on the assigned personnel and their hourly rates. Section C – Additional Services provide space to list any additional services not included elsewhere, along with the associated rates.

4. What is the preferred frequency and format for the required recurring meetings and work-completed reports (weekly status, biweekly, monthly; dashboard vs memo)?
 - a. This will depend on the meeting and report content and urgency. We would like a dashboard that stores this information.
5. Who will be the internal day-to-day partners (HR/Talent/OD), and what level of time commitment is realistic from them during the engagement?
 - a. Organizational & Talent Development (OTD) Director – Natasha Jefferies, Learning and Organizational Development (LOD) Manager – Amy Ashburg, Workforce Development Manager – Alison Mitchell, Talent Acquisition Manager – Demetria Butler, HR Manager – Erin Hibbs, and Class & Comp Manager - TBD. The level of time commitment will depend on the requests during the engagement. Amy Ashburg will be the main partner and will have more capacity.
6. Do you have a preference for local vendors or can the vendor be located out of state and work remotely with options to travel to your location?
 - a. This competitive solicitation process is open to all qualified companies that can meet the requirements and can perform the scope of services.
7. Do you have a budget for this project you are willing to share?
 - a. This project is likely to spread over multiple fiscal years to which budgetary guidelines can change. Ultimately, we are selecting a proposal that best matches our needs as outlined in the RFP.

8. Is there a preference for small businesses?
 - a. For this project, the City will negotiate an MWSBE participation goal ("Contract Goal") with the Company. The Contract Goal will be made part of the Company's Contract.
9. Aside from registering in your e-bidder portal, is there any additional registration required with the State of SC or City of Charlotte required before proposal submission?
 - a. No.
10. Are there preferred or required leadership assessment tools currently in use, are we expected to recommend tools? Is the assessment intended to be developmental, evaluative, or both? Could coaching be included? How many leaders and potential successors are expected to participate in assessments?
 - a. CLT currently uses EQi, Emotional Intelligence (individual and 360), WorkPlace Big Five, DISC, CCL Benchmarks for Managers 360. We are open to using other leadership assessment tools. The assessment is intended to be developmental and evaluative. Coaching should be included. The number of leaders and potential successors have not been identified. We expect the awarded Proposer to partner with CLT stakeholders to develop leadership competencies, identify leaders and potential successors, and determine leader/successor competency gaps and areas of development for coaching, mentoring, and training opportunities.
11. Do you have a strategic plan? If so, when was the plan done? Can you share the strategic plan to include strategic objectives?
 - a. CLT does not have an overall strategic plan, while OTD maintains a three-year strategic plan. CLT does, however, have strategic principles along with a vision and mission that we can provide.

12. Do you have any metrics that you are using to assess a successful succession plan and leadership development plan?
 - a. No, we expect the awarded Proposer to partner with us to create a successful succession plan and leadership development plan.
13. Do you have specific leadership competencies that you can share for the various leadership levels?
 - a. No, we expect the awarded Proposer to partner with us to develop leadership competencies for our various CLT leadership levels.
14. Do you have a talent development department responsible for this effort? If so, what has their role been to support this effort to date?
 - a. CLT has dedicated teams in talent acquisition, workforce development, and learning and organizational development. These groups will collaborate with the awarded Proposer to identify and develop the leadership competencies needed across CLT leadership levels. At this time, formal leadership competencies have not been established. While job descriptions and responsibilities exist, detailed competencies necessary for effective succession planning have not yet been defined.
15. Has an organizational assessment associated with employee engagement/exit interview results been conducted? If so, would you be willing to share the results?
 - a. We do not use an organizational assessment with exit interviews. Instead, we use a third-party to create/roll out an employee climate survey every three years. We can share themes and strategic priorities from this climate survey report but not the entire climate survey report as the data is confidential.
16. What populations are in scope of the work (e.g., executives, managers, supervisors, emerging leaders)? How many people/leaders will be anticipated to participate from the organization?

a. Executives, managers, supervisors, and emerging leaders are expected to be the primary audience for this scope of work. The audience has not yet been formally identified and we do not have a confirmed total. The awarded Proposer will work with CLT stakeholders to determine how many individuals and leaders should participate in succession planning.

17. Approximately how many stakeholders are expected to be interviewed, and at what levels?

a. Please specify what the interviews will entail. We do not have this number and expect the awarded Proposer to partner with CLT stakeholders to determine the subject matter of the interviews, who should be interviewed, how many employees should be interviewed and the respective levels.

18. In the RFP you reference an Airport Credentialing program, do we have to go through at the airport credentialing program for this project? (Company shall ensure its employees comply with the Airport's Security Standards and AOA Standards, as amended from time to time, which can be found at www.cltairport.com/credentialing).

a. No.

19. Do you have any an ideal structure and topics in mind for the leadership development program? i.e. how many programs there will be? (Design targeted leadership development programs (e.g., mentoring, coaching, training) for high-potential employees.)

a. No, we expect the awarded Proposer to partner with CLT stakeholders to create the ideal structure and topics for any respective leadership development programs and the number of required programs. This includes working jointly to design focused development initiatives—such as mentoring, coaching, and training—for high-potential employees.

20. Are there preferred or required leadership assessment tools currently in use, are we expected to recommend tools? Is the assessment intended to be developmental,

evaluative, or both? Could coaching be included? How many leaders and potential successors are expected to participate in assessments?

- a. Please refer to question 10.
- 21. Who will own and maintain the succession planning process after implementation? How much implementation management support is expected from the service provider?
 - a. Learning and Organizational Development (LOD) will own and maintain the process after implementation. LOD will partner with respective CLT stakeholders to maintain succession planning after implementation. We require implementation management support during and after implementation.
- 22. Can you share job descriptions for the individuals targeted in the succession plan?
 - a. We have not yet identified individuals. We expect the awarded Proposer to collaborate with us in determining the appropriate individuals, at which point we will provide the relevant job descriptions.
- 23. Since it seems the program will be handed over to the airport after development, will you require a Train-The-Trainer program to be designed with instructor guides?
 - a. Yes.
- 24. What qualifications are you looking for in the consultants who will deliver the assessment, development and delivery?
 - a. If this is in regard to the Train-The-Trainer program, we expect the consultants to be certified/qualified trainers that have a minimum of 5 years experience assessing training needs, developing training and delivering training in-person and virtually. Trainers should exhibit a high level of proficiency in presentation skills and facilitation techniques.
- 25. How large is your organization? I.e., number of employees. How many Departments are included in the organizational structure (Operations, Safety, Administrative, Security, Firefighters, Police, Parking)? Is Charlotte governed by a Board of Directors?

a. The CLT Aviation Department is a department within the City of Charlotte and is governed by the City Council. There are approximately 1,000 employees across eight divisions: Business & Innovation, Finance & Administration, Infrastructure, Legal, Operations, Organizational & Talent Development, Strategy, and Technology.

26. Would you consider extending the deadline?

a. No.

27. A similar RFP was awarded two years ago, what contributed to the new RFP? Is there anything you can share about what made you dissatisfied with the work?

a. CLT priorities shifted, and ultimately, the organization decided to reissue the RFP once other initiatives had progressed further, enabling more comprehensive succession planning.

28. The RFP indicates that proposals shall consist of the required forms and notes that CLT prefers proposals to be identical in format to facilitate evaluation. For clarification, may the Proposer submit its response using an internal proposal template, provided the content strictly follows the same structure, order, and headings as the RFP forms, or does CLT require Proposers to complete and submit the RFP-provided forms exactly as issued, without modification (including no added headers, footers, or reformatting)?

a. Proposers should use the forms *as is*, without modification, including no added headers, footers, or reformatting.

Charlotte Douglas International Airport (CLT), a City of Charlotte department does not discriminate on the basis of disability. We will provide auxiliary aids and services, written materials in alternative formats, and reasonable modifications in policies and procedures to persons with disabilities upon request. To make a request, please email Monique.Goines@cltairport.com.

Proposer's List

| Company | Contact | Email |
|--|---------------------|---|
| 360 Degrees Group Inc | Carlos Gladden | contracts@360degreesgroup.com |
| Adapteon, Inc. | Leigh Payne | leighanne@go-adapteon.com |
| AIIR Consulting | Megan Marshall | mmarshall@aiirconsulting.com |
| Ascension Strategic | Yvonne Foster | yvonne.foster@ascensionhumancapitalmgmt.com |
| AVR Contractors Corp. | Alexandra Rodriguez | arodriguez@avrcontractors.com |
| Baker Tilly Advisory Group, LP | Pursuit Strategy | BTAGpursuitstrategy@bakertilly.com |
| Bees Housekeeping LLC | BRIDGET HALL | beeshousekeeping17@gmail.com |
| C7 Enterprises LLC DBA CLT & Associates | Courtney Teague | DrCourtney@CLTandAssociates.com |
| Innolect, Inc. | Kittie Watson | kittiew@innolectinc.com |
| JAMA Enterprises Inc., dba Strategic Consulting Partners | Jasmine Gould | jasmine@yourstrategicconsultant.com |
| Kwin Consulting | Kelley Eaves Boykin | kelley@kwinconsulting.com |
| Martin Larinas | Martin Larinas | martin.larinas@gmail.com |
| MGT Impact Solutions, LLC | Malony Allen | rcvrfp@mgt.us |
| Next Conversation Coaching, LLA | Kristy Busija | kristy@nextconversationconsulting.com |
| Paradigm 360 Coaching & Consulting, LLC | Yvette Hall | yvette@p360coach.com |

| | | |
|-----------------------------------|-------------------|--|
| Peoples Initiative Consulting | Richiely Estrella | richiely@nextmovealestateteam.com |
| The Learning Curve Partners | Destiny Jenkins | destiny.jenkins@thelearningcurvepartners.com |
| The Quality Coaching Company, LLC | Jarvis Gray | jarvis.gray@the-qcc.com |
| Unipart | Corey Ervin | corey.ervin@unipart.com |

Pre-Proposal Conference Attendance

| Company | Name | Email |
|--|------------------|-------------------------------------|
| AIIR Consulting, LLC | Megan Marshall | mmarshall@aiirconsulting.com |
| Global Core Strategies & Consulting | Linda Harvey | lharvey@gcs.consulting.com |
| Innolect, Inc. | Kittie Watson | kittiew@innolectinc.com |
| JAMA Enterprises dba Strategic Consulting Partners | Jasmine Gould | jasmine@yourstrategicconsultant.com |
| Paradigm 360 Enterprise Solutions, LLC | Yvette Hall | yvette@p360esolutions.com |
| The Hotchkiss Group LLC | Rick Hotchkiss | hotchgroup@aol.com |
| The Pathwayz Group | Amber Vanderburg | Unknown |
| Unknown | Annette Cremo | drcremo@gmail.com |

Pre-Proposal Conference Presentation



SUCCESSION PLANNING FRAMEWORK AND RELATED CONSULTING SERVICES

RFP AVIA 26-17

**Pre-Proposal Conference
January 13, 2026 at 2:00 PM ET**



CITY OF CHARLOTTE DEPARTMENT

AGENDA

- Housekeeping Items
- Introductions and Attendance
- Submission Requirements
- Bid Format (Required Forms)
- Selection Criteria
- Addenda and Proposer Questions
- eBuilder Bid Portal
- CBI Program Requirements
- Scope Summary
- Questions from Attendees
- Closing

HOUSEKEEPING ITEMS

- The purpose of this conference is to present information found in the Request for Proposal (RFP).
- RFP clarification questions will only be accepted and answered by submission through the e-Builder e-bidding portal's Q&A board. Answers to be provided via addendum.
- This presentation will be included in the first addendum, with an attendance list and bidders list.
- You may email Monique.Goines@cltairport.com with questions regarding the operation of e-Builder.
- Vendor registration and related information:
<https://www.charlottenc.gov/Growth-and-Development/Doing-Business/Vendor-Registration>

INTRODUCTIONS AND ATTENDANCE

- Presenters:
 - Monique Goines – RFP Manager
 - Amy Ashburg (Project Manager)
 - Eleeta Wesley – Business Diversity & Development Specialist
- Meeting Attendance:
 - Please be sure to capture your attendance (i.e. name, company name, and email address) in the chat.

SUBMISSION REQUIREMENTS

Submission Requirements:

- Submit ONE (1) original and complete proposal in searchable Adobe Acrobat .pdf format, signed in ink, or digitally signed.
- Standard text no smaller than twelve (12) points.
- Please combine all documents into one submission packet.
- Please name your file using twenty (20) characters or less.
- Please share username and password among co-workers.
- Proposals must be submitted through the eBuilder Bid Portal, using the link provided within the RFP document. CLT will not accept submissions through any other means (i.e. – mailed, faxed, emailed, hand delivered, etc.)

SUBMISSION REQUIREMENTS CONT.

Proposal Submission Deadline:

- Thursday, January 29, 2026 at 3:00 PM ET (per CLT's clock)
- The bid portal will close promptly at 3:00 PM ET. **Late submissions will not be accepted.**
- Please notify Monique Goines via email Monique.Goines@cltairport.com if you experience issues using the bid portal. All other questions must be submitted through the Q&A link in the bid portal.
- DO NOT wait until the last minute!

PROPOSAL FORMAT (REQUIRED FORMS)

Proposals shall consist of the following forms:

- Form 1, Proposal Form
- Form 2, Qualifications and Proposer Requirements
- Form 3, Nondiscrimination Certification
- Form 4, CBI Program Requirements
- Form 5, Confidential Information
- Form 6, Pricing Worksheet

All required forms must be completed, signed and uploaded

SELECTION CRITERIA

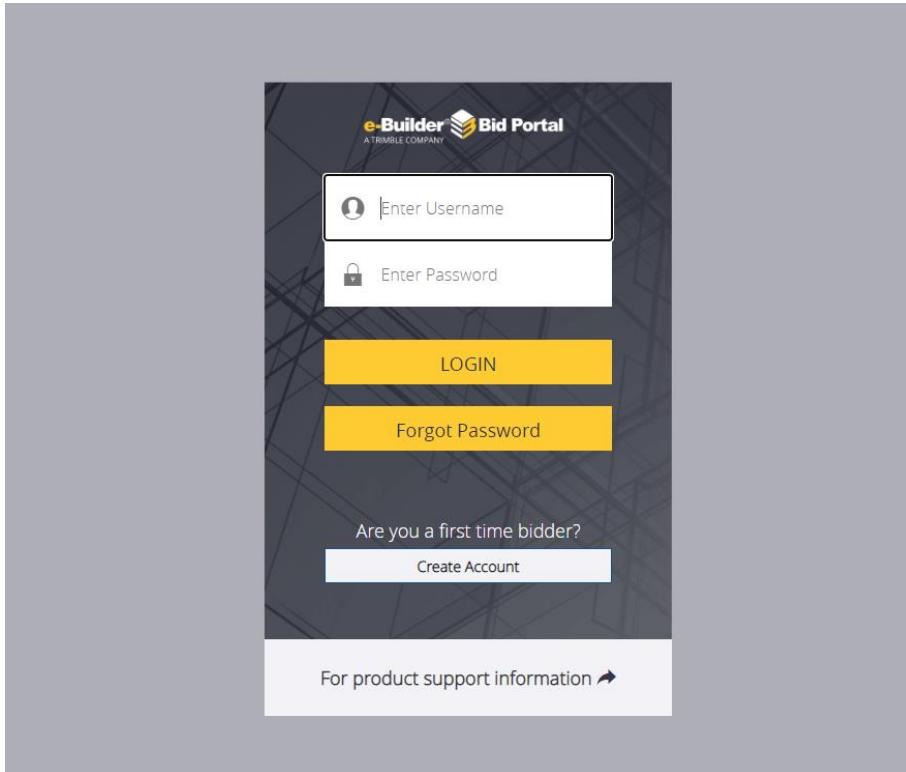
| | |
|------------------------|---|
| Experience | CLT will evaluate the plan against the requirements outlined in RFP, Paragraph 7 and Form 2. |
| Operations Plan | CLT will evaluate this plan against the requirements outlined in RFP, Paragraph 7 and Form 2, Section E. |
| Staffing Plan | CLT will evaluate the plan against the requirements outlined in RFP, Paragraph 7 and Form 2, Section F. |
| Compensation | CLT will evaluate the Proposer on the overall compensation proposed related to the provision of the Work. Compensation proposed related to the provision of the Work. |
| References | CLT will evaluate the plan provided as outlined in RFP, Paragraph 7 and Form 2, Section D. |

ADDENDA AND PROPOSER QUESTIONS

- All addenda will be posted to the e-Builder bid portal, the City of Charlotte website and broadcast through Public Input.
- Questions and Answers will be included in addenda for the benefit of all proposers.
- Questions must be submitted in written form through the eBuilder Bid Portal Q&A board.
- **Deadline for submitting written questions will be on Friday, January 16, 2026 at 4:00 PM ET.**



EBUILDER BID PORTAL



- Please use the link provided in the RFP to access the eBuilder Bid Portal.
- **PLEASE NOTE:** The eBuilder link is the “Invitation Key”.
- If this will be your first-time logging into the eBuilder bid portal, you will need to create login credentials.
- Use Chrome or Firefox as your browser when accessing the bid portal (do not use Internet Explorer).

EBUILDER BID PORTAL

Charlotte Douglas International Airport (CLT) / Solicitations 100 Administrative Services & HR

↳ RFP AVIA 26-17 Succession Planning Framework & Related Consulting Services

Status

Bid Package Open
Bidding Will Bid
Response Submitted No

16 Days 5 Hours 50 Minutes Left

Due on 01.29.2026 at 3:00 PM
(GMT-05:00) Eastern Time (US & Canada)

Package Invitation

Response Form

Q&A Board

Accepted

Decline

12.16.2025 1:17 PM (GMT-05:00) Eastern Time (US & Canada)

Bid Info

Invitation Documents (1)

Addenda

Hide All | Show All

Locate
proposal
documents
here

Click this icon  to download files. Clicking the icon next to a folder will download all files and subfolders within it.

File / Folder Name

Uploaded on

File Size

  Solicitation Documents (1)

12.15.2025
6:52 PM

 RFP AVIA 26-17 Succession Planning - final.pdf
Version 1

12.16.2025
1:12 PM

544.31 KB



EBUILDER BID PORTAL

Charlotte Douglas International Airport (CLT) / Solicitations 100 Administrative Services & HR

↳ RFP AVIA 26-17 Succession Planning Framework & Related Consulting Services

Status

| | |
|--------------------|----------|
| Bid Package | Open |
| Bidding | Will Bid |
| Response Submitted | No |

16 Days 5 Hours 50 Minutes Left

Due on 01.29.2026 at 3:00 PM
(GMT-05:00) Eastern Time (US & Canada)

Package Invitation

Response Form

Q&A Board

Submit Question

Export

[View List](#)

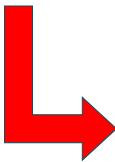
[View All](#)

Note: The date and time are shown in the bid time zone.

| View | Subject | Questionee | Date & Time |
|------|---------|------------|-------------|
| | | | |



Submit
Questions
here



EBUILDER BID PORTAL

Charlotte Douglas International Airport (CLT) / Solicitations 100 Administrative Services & HR

↳ RFP AVIA 26-17 Succession Planning Framework & Related Consulting Services

Status

| | |
|--------------------|----------|
| Bid Package | Open |
| Bidding | Will Bid |
| Response Submitted | No |

16 Days 5 Hours 50 Minutes Left

Due on 01.29.2026 at 3:00 PM
(GMT-05:00) Eastern Time (US & Canada)

Submit
Proposal
Click here

Package Invitation

Response Form

Q&A Board



► Submit Quote

⚠ Please note that only one file can be uploaded.

This box will
appear to
upload
submission
packet here

Upload Files

Drag and drop files here to upload, or browse.

Upload Cancel

Reminder:

- **Upload as one (1) file**
- **File name 20 characters or less**
- **Don't wait until the last minute!**



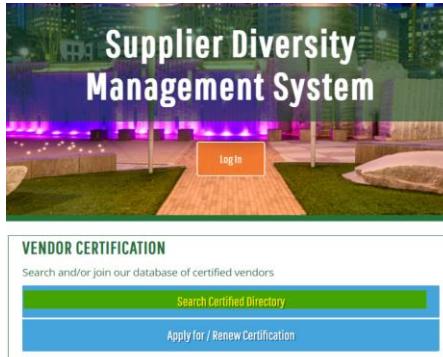
CHARLOTTE BUSINESS INCLUSION (CBI)

- The City will negotiate an MWSBE participation goal.
- Minority, Women and/or Small Business Enterprises (MBE) (WBE) &/or (SBE)
- Required – CBI Form 3 (Services) Subconsultant Utilization Form
 - Located at www.cltairport.com under "Business – Business Diversity Programs"
- This Contract may be subject to the terms and conditions of the City's CBI Program regarding subcontracting opportunities that may arise during the term of the Contract.
- The CBI Program can be found at: www.charlottebusinessinclusion.com



CHARLOTTE BUSINESS INCLUSION PROGRAM(CBI)

- **Project Goal:**
 - The City will negotiate CBI participation with the awarded firm(s)
- **CBI Form 3 must be completed and submitted with Bid Package**
 - Link to CBI Form 3: [CBI Form 3 \(Services\): Subcontractor/Subconsultant Utilization Form](#)
 - All subcontractor / subconsultants firms utilized should be included on Form 3
- Information on the CBI Program can be found at: www.charlottebusinessinclusion.com
- Search for MWSBE firms: <http://charlotte.diversitycompliance.com>:
 - Certified MBE, SBE, and WBE firms will count for participation on this project



Certified Directory

Search City of Charlotte Certified Directory by entering search terms and clicking **Search**. You must select at least one certification type.

Search by Certification Type

CERTIFICATIONS

Minority Business Enterprise (MBE)
 Small Business Enterprise (SBE)
 Women Business Enterprise (WBE)
 Airport Concessionaire Disadvantaged Business Enterprise (ACDBE)
 Disadvantaged Business Enterprise (DBE)
 Historically Underutilized Business (HUB)



CONTACT FOR CBI PROGRAM QUESTIONS

Eleeta Wesley

Business Diversity & Development Specialist

Charlotte Douglas International Airport

mobile 704-617-5964

Eleeta.Wesley@cltairport.com

cltairport.com



SCOPE SUMMARY

Summary: The scope of this contract shall be to provide Succession Planning Framework and Related Consulting Services to CLT for a term of three years with two optional one-year renewals.

Expectation: To seek a consultant who can deliver a practical and comprehensive succession plan that is realistic for our business and employee population and can be adapted as needed and maintained by CLT Staff.

Services scope of work: CLT is seeking proposals from qualified consulting companies with proven expertise in succession planning and related consulting services, capable of creating and implementing a practical, comprehensive plan that is realistic for our business and employee population, adaptable as needed, and owned and maintained by CLT staff. This initiative pertains to pivotal roles including executive, directorial, and other vital positions, where seamless and effective personnel transitions are paramount to sustain operational efficiency. Leveraging existing internal talent to bridge transitional gaps and preserving indispensable operational insights, knowledge and procedures stand as imperative objectives for CLT.

QUESTIONS FROM ATTENDEES

- Review submitted questions prior to conference
- Reminders:
 - All questions asked at the pre-proposal conference are unofficial. Please submit questions in writing via the Bid Portal Q&A board.
 - Deadline for submitting written questions will be on Friday, January 16, 2026 at 4:00 PM ET.

THANK YOU!

