ADDENDUM NO. 1

Consolidated Responses to Offeror Questions

Administrative and Logistical Support Services
Delta Leadership Institute Executive Academy/Fiscal Year 2027

Issuing Organization: Delta Regional Authority
Original RFP Issue Date: July 8, 2026
Proposal Submission Deadline: August 24, 2026, at 5:00 p.m. CST

Purpose of Addendum. This addendum provides the Delta Regional Authority's (DRA) consolidated responses to questions received regarding the Fiscal Year (FY) 2027 Delta Leadership Institute (DLI) Executive Academy Request for Proposals (RFP). Questions have been edited and combined for clarity and general applicability. Except as expressly clarified through this addendum, all requirements, terms, dates and conditions contained in the RFP remain unchanged. This addendum shall be considered part of the RFP.

1. What is the anticipated budget for the FY 2027 DLI Executive Academy?

In previous years, the total cost of administering and operating the DLI Executive Academy has generally ranged from approximately $550,000 to $600,000. This amount included administrative and logistical services as well as direct program expenses such as lodging, meals, venues, transportation, participant reimbursements, materials, supplies, staffing and other program-related costs.

Based on prior years, offerors may anticipate costs of approximately $7,500 to $8,000 per Fellow for the full Academy cycle, inclusive of lodging, meals and approved travel reimbursements. This estimate is based on approximately 35 Fellows and is provided to assist offerors with budget development.

These prior-year amounts are provided for planning purposes only. They do not represent a guaranteed FY 2027 contract value, cost per Fellow, minimum payment or commitment by DRA. Actual costs will depend on the selected offeror's proposal, approved scope, vendor pricing, participation levels, travel requirements, negotiations and availability of funds.

2. How should offerors structure their budgets, fees and staffing costs?

Offerors should submit an independent, detailed and transparent budget and clearly distinguish professional fees from estimated direct program expenses. DRA has not prescribed a required salary buyout, partial salary allocation or employee-contract structure. Offerors should propose the staffing and fee structure that best supports the required services and clearly explain all underlying assumptions.

At a minimum, the budget should separately identify:

- Contractor administrative and logistical fees;
- Personnel and on-site staffing costs;
- Contractor travel;

- Fellow lodging, meals and approved transportation reimbursements;
- Hotel, venue, catering and ground-transportation expenses;
- Materials, supplies and other direct program expenses;
- Registration or participant-management technology, if proposed; and
- Any other anticipated expenses.

DRA anticipates one agreement with the selected contractor covering the approved administrative and logistical services and the reimbursement of approved program expenses. The final agreement may include negotiated fixed or defined contractor fees together with reimbursement of actual, approved, allowable, reasonable, necessary and properly documented program expenses. DRA reserves the right to negotiate the proposed scope, fee structure and budget before award.

3. Will the selected contractor be required to pay program expenses before reimbursement by DRA?

Yes. The selected contractor will be responsible for paying approved vendor invoices, participant reimbursements and other approved program expenses before seeking reimbursement from DRA. Offerors must have sufficient financial capacity to pay and carry approved expenses until reimbursement is received.

4. Will DRA provide advances, working capital or direct payments to major vendors?

No. DRA does not provide advances or working capital. Offerors should not assume that DRA will pay hotels, venues, transportation providers, caterers or other major vendors directly. The selected contractor will pay approved expenses and submit invoices and supporting documentation to DRA for reimbursement.

5. How frequently may invoices be submitted, how quickly will DRA reimburse approved costs and what documentation is required?

Invoices and supporting documentation will be submitted to DRA for review and approval on a quarterly basis. DRA will work to issue reimbursement within 30 days of receiving a complete and accurate invoice with all required supporting documentation.

Depending on the expense, supporting documentation may include vendor invoices, receipts, executed contracts, proof of payment, participant reimbursement forms, travel documentation, vendor information, expense summaries, applicable DRA approvals and other records requested by DRA.

Payment may be delayed if an invoice:

- Is incomplete or inaccurate;
- Does not include required supporting documentation;
- Includes an expense that was not approved or is outside the approved scope or budget;
- Contains an unsupported or questioned cost; or
- Requires clarification or correction.

The selected contractor must maintain records that support transparency, fiscal accountability, audit readiness and compliance with applicable federal and DRA requirements.

6. Who will execute vendor contracts, and who bears responsibility for cancellation, attrition and related commitments?

The selected contractor is expected to identify vendors, negotiate terms, coordinate arrangements and, after DRA approval, execute the necessary hotel, venue, transportation, catering, and other vendor contracts in the contractor's name. DRA must approve major vendor selections, material contractual terms, and associated expenses before the contractor makes a binding commitment.

The contractor should carefully manage cancellation provisions, attrition requirements, minimum commitments, payment schedules, and change provisions. Costs incurred without required DRA approval, resulting from contractor error or negligence, or outside the approved scope or budget may be deemed ineligible for reimbursement. Reasonable and unavoidable costs resulting directly from a documented DRA-directed change may be considered for reimbursement when the underlying commitment and subsequent change were properly authorized and documented. The final contract may further define the parties' respective responsibilities.

7. Should the selected contractor use existing vendors or procure vendors for each Academy session?

The selected contractor should be prepared to identify, evaluate, negotiate with, and procure appropriate vendors for each session. DRA may provide information regarding previous vendors or existing relationships when relevant, but offerors should not assume that any prior vendor will be retained or that any existing arrangement is guaranteed.

Vendor recommendations should reflect cost reasonableness, service quality, accessibility, safety, capacity, location, and suitability for an executive-level leadership program. Final vendor selections and contractual commitments require DRA approval.

8. How many participants should offerors anticipate at each session?

The FY 2027 Executive Academy is expected to include approximately 35 Fellows. Additional participants may include DRA personnel, speakers, presenters, guests, and partners. The number of non-Fellow participants will vary by session based on the agenda, location, and planned activities; DRA is not establishing a guaranteed non-Fellow headcount through this addendum.

Offerors should state reasonable budgeting assumptions for non-Fellow participation and describe how variable attendance will be managed. DRA will provide updated participant and guest counts to the selected contractor during session planning.

9. How many speaker contracts should offerors anticipate, and what is the contractor's role regarding speakers?

The number of speakers, presenters, and related agreements will vary by session, and DRA is not establishing a guaranteed number through this addendum. DRA will retain responsibility for speaker selection, substantive content, curriculum, and program direction.

As directed and approved by DRA, the contractor may be responsible for administrative and logistical support associated with speakers, including agreements, approved fees or travel expenses, scheduling logistics, payment processing and documentation. Offerors should describe their approach and clearly identify any related pricing assumptions.

10. Whose travel may be reimbursed, and who is responsible for arranging participant travel?

Approved travel reimbursements under the contract are expected to relate primarily to Fellows and other participants specifically authorized by DRA. DRA personnel generally arrange and process their own travel in accordance with DRA procedures. Contractor personnel travel necessary to perform the required services should be separately identified in the offeror's budget and is subject to prior DRA approval.

Fellows and other authorized travelers will generally arrange their own transportation to and from Academy sessions and submit eligible expenses through the approved reimbursement process. The contractor will provide logistical instructions, administer approved reimbursements, maintain supporting documentation, and coordinate group ground transportation, shuttles, airport transfers, and similar arrangements when required by DRA.

11. Does DRA anticipate advance site visits to Academy locations?

DRA may authorize advance site visits when reasonably necessary for effective planning, vendor coordination, or session execution. DRA does not anticipate requiring an advance site visit for every Academy location.

Offerors should include estimated travel costs for planning meetings, anticipated site visits, and required on-site session support as separate and clearly identified components of their budget proposals. All travel must receive prior DRA approval and comply with applicable DRA requirements. Travel incurred without required approval or outside the approved scope and budget may be deemed ineligible for reimbursement.

12. Does DRA require a particular registration or participant-management platform?

DRA has not prescribed a specific registration or participant management platform in this RFP. DRA will retain responsibility for Fellow selection, official program communications, and official program records.

The selected contractor will be expected to maintain registration lists, attendance records, rooming lists, dietary information, reimbursement records, and logistical trackers required by the RFP. Offerors may propose a platform or other technology to support these responsibilities. Any proposed platform, licensing cost, implementation expense, data-collection process, or technology fee should be clearly described and separately identified. Use of any platform will be subject to DRA approval and to applicable privacy, accessibility, records management, and information security requirements.

13. What minimum level of on-site staffing does DRA require?

DRA has not established a fixed minimum number of on-site contractor personnel. Offerors should propose a staffing model sufficient to perform all responsibilities required by the RFP, including registration and participant assistance, vendor coordination, transportation monitoring, meal coordination, materials management, room and venue coordination, issue resolution, contingency management, and coordination with DRA staff.

DRA personnel will be present at each Academy session and assist with staffing and other on-site logistics. However, offerors should not rely on DRA personnel as a substitute for sufficient contractor staffing. The selected contractor will remain responsible for providing the personnel necessary to perform the contracted administrative and logistical services.

The proposal should identify anticipated staffing levels, individual roles, coverage periods, and circumstances that may require additional personnel. The adequacy of the proposed staffing model and on-site support plan will be considered during proposal evaluation.

14. Has another organization previously supported the Academy, and what operational priorities should proposals address?

Yes. DRA has previously worked with an external organization to support the administration and logistics of the DLI Executive Academy. DRA encourages offerors to address:

- Timely and accurate budget management;
- Sufficient financial capacity to operate under a reimbursement model;
- Complete invoice, payment, and reimbursement documentation;
- Early identification of potential cost overruns;
- Careful management of vendor contracts;
- Reliable transportation and contingency planning;
- Responsiveness to Fellows and DRA staff;
- Consistent service across multiple states and smaller-market communities;
- Clear assignment of responsibilities among contractor personnel; and
- Thorough post-session reporting and continuous operational improvement.

DRA is seeking a contractor that can provide consistent, proactive, accountable, accessible, and participant-centered logistical support across the full Academy cycle.

15. Will DRA provide prior-year budgets, vendor lists, room-block information, or logistical plans?

Prior-year budgets, expenditure summaries, vendor lists, room-block information, and logistical plans are not incorporated into the RFP and are not being provided as the basis for proposal pricing. Offerors should develop proposals using the requirements, anticipated schedule and locations, estimated number of Fellows, and other information provided in the RFP and this addendum.

Offerors should clearly identify pricing assumptions and distinguish fixed professional fees from estimated or pass-through program expenses. DRA may provide relevant historical and operational information to the selected contractor during contract negotiation and implementation.

16. How frequently will the selected contractor meet with DRA?

DRA anticipates regular planning and coordination meetings throughout the contract period. The precise cadence will be established with the selected contractor based on the master workplan and the needs of each session. Meetings may occur more frequently during initial planning and in the weeks immediately preceding a session.

Offerors should describe their proposed meeting cadence, project-management approach, communication protocols, and method for documenting approvals, decisions, deadlines, and outstanding action items.

17. May the selected contractor recommend operational improvements or participant-experience enhancements?

Yes. DRA welcomes recommendations that improve administrative efficiency, cost management, accessibility, logistical execution, communications and the overall participant experience.

Recommendations must remain consistent with the scope of the RFP. DRA will retain responsibility for curriculum, substantive content, speaker selection, Fellow selection, program direction, official approvals, and final decision-making. The contractor may not implement a recommendation that affects the approved scope, budget, program direction, or a contractual commitment without prior written approval from DRA.

18. How will material changes in locations, attendance, or program requirements be addressed?

Offerors should develop proposals using the dates, locations, estimated participation, and scope provided in the RFP and should clearly identify all material pricing, staffing, travel, and vendor assumptions.

Routine adjustments reasonably consistent with the approved scope will be managed through the regular planning and approval process. A DRA-directed change that materially affects staffing, travel, vendor commitments, costs, deliverables, or the required level of support may be addressed through a written contract modification or other written authorization, subject to available funding and applicable procurement requirements.

The selected contractor must notify DRA before incurring any additional costs when a proposed or directed change is expected to materially affect the approved scope or budget. The contractor may not perform additional services or incur expenses outside the approved scope and budget without prior written authorization from DRA.

19. Are there prescribed proposal formatting and submission requirements?

DRA has not established a page limit or prescribed font, margins, or page layout specifications. Proposals should be professional, clearly organized, legible, and sufficiently detailed to address all requirements in Section IX of the RFP.

Proposals should be submitted electronically as a single PDF file to dli@dra.gov by August 24, 2026, at 5:00 p.m. CST. One electronic submission is sufficient; printed copies are not required. Offerors are responsible for ensuring that submissions are complete and received by the deadline.

20. What is the anticipated contract term, and are renewal options guaranteed?

The base award is expected to cover planning, coordination, delivery, administration, reimbursement documentation and closeout activities for the FY 2027 Executive Academy cycle. No renewal or extension is guaranteed.

Any renewal or extension will be subject to DRA's needs, the contractor's performance, the availability of funding, and applicable procurement requirements. The number, duration, scope, and pricing of any future option or extension will be established through the final contract or a subsequent written agreement, as applicable.

21. Does DRA anticipate issuing a separate RFP for curriculum or other substantive program services?

DRA has not decided regarding a future RFP for curriculum development, speaker selection, program instruction, substantive facilitation, Fellow selection, or evaluation design.

The current RFP is intentionally limited to administrative operations and logistical support services. DRA will retain responsibility for program direction, substantive content, and final decision-making. Any future procurement for additional services would be issued separately based on DRA’s needs and applicable procurement requirements.