Department of Procurement Services

160 Glenn Rogers Sr. Street · Room 126 · Memphis, TN 38112 · (901) 416-5376

QUESTIONS AND ANSWERS

RFQ 111226SB Leadership Coaching and Capacity Building Services

1. Can the district share the approximate number of instructional leadership coaches, regional superintendents and executive staff to be served in year one?

A: There will be staff members 20

2. Is there an estimated budget or not-to-exceed amount for the initial term

A: This solicitation is a Request for Qualifications (RFQ) and respondents have been instructed not to include pricing in their submissions. Therefore, the District is not providing an estimated budget or not-to-exceed amount at this stage. Firms should submit their qualifications and demonstrate their ability to provide the requested services as outlined in the RFQ.

3. Should coaching be delivered fully on site in Memphis, or is a hybrid model with some virtual sessions acceptable?

A: A hybrid model is acceptable.

4. Does the district have a current coaching framework or rubric the vendor should align with, and can it be shared with respondents?

A: Yes. The district uses the See It, Name It, Do It coaching framework. Respondents should align their proposed approach with this framework, including identifying effective practice, naming a focused action step, and supporting implementation through practice and follow-up.

5. Will hard-copy submissions delivered by courier to Room 126 be accepted if they arrive before the deadline?

A: Yes, any submissions delivered by courier will be accepted if they arrive before the deadline.

6. Will MSCS share in advance any documentation detailing the established District approach to leadership coaching?

A: MSCS utilizes the See It, Name It, Do It framework as the foundation of its leadership coaching approach. Respondents are encouraged to review publicly available information regarding this framework online to inform their proposals. District-specific coaching protocols, tools, and supporting resources will be shared with the selected vendor during the onboarding and implementation planning process to ensure alignment with District expectations.

7. Is there a targeted number of leaders for which this training will be offered?

A: There will be staff members 20

8. How many leaders do you anticipate as participants in the initiative?

A: There will be staff members 20

9. What is the desired start date and timeline for this work?

A: November 2026

10. I wanted to clarify whether a newer consulting firm may use its founder's relevant professional experience and references from previous employment or organizational leadership roles to demonstrate qualifications under Tab C.

A: Yes, the new consulting firm may use its founder's relevant professional experience and references.

11. Is there an anticipated frequency or minimum number of on-site shadow coaching days for this engagement?

A: A minimum number of days has not been established.

12. The RFQ states that all work must use the District's established leadership coaching model, protocols, and tools, including those identified in the MSCS Academic Plan. Will MSCS make the coaching model, protocols, tools, and relevant sections of the Academic Plan available to respondents before the submission deadline? If not, can MSCS share a summary of the model's core components?

A: You can access the MSCS Academic Plan (2025–2030) **on the district's website: www.scsk12.org/academicplan.**

13. Approximately how many leaders are expected to participate in the engagement, broken out by role (Instructional Leadership Coaches, Regional Superintendents, Executive Staff, and other designated leaders)?

A: 8- Instructional Leadership coaches, 4- Regional Superintendents, 8- Executive Staff

14. What is the anticipated start date and overall duration of services within the initial one-year term? Is there an expected frequency of job-embedded or shadow coaching per participating leader?

A: A minimum number of days has not been established.

15. Is the District open to a blend of in-person and virtual support (for example, in-person shadow coaching combined with virtual coaching, debriefs, and progress-monitoring meetings)? If so, is there a preferred minimum proportion of in-person support?

A: A hybrid model is acceptable.

16. Does MSCS currently have baseline data on coaching effectiveness (for example, existing observation tools, rubrics, or survey results) that the selected respondent would build on or will establishing baseline measures be part of the respondent's initial work?

A: Baseline measures will be part of the respondent's initial work.

17. Is this a new initiative, or will the selected respondent be continuing or expanding work previously supported by another provider?

A: This engagement is not a new initiative but is intended to strengthen and expand the District's existing leadership coaching practices. Currently, leadership coaching is primarily facilitated by District supervisors using established coaching structures and protocols. The selected respondent will build upon these existing practices by providing additional coaching expertise, calibration, and capacity-building support to strengthen consistency, effectiveness, and sustainability across leadership levels.

18. Does MSCS anticipate awarding this contract to a single respondent or to multiple respondents?

A: A single respondent

19. Because this is a Request for Qualifications and pricing should not be submitted, how and when will pricing be requested and negotiated with the selected respondent(s)?

A. The District will evaluate and rank firms based on their qualifications, experience, and ability to provide the requested services. Pricing may be discussed and negotiated with the selected firm(s) during the contract development phase following the evaluation process.

20. Is there a page limit for the overall submission or for any individual tab (for example, Tab E, Technical Response)?

A. No, there is not a page limit for the overall submission for any individual tabs.

21. May respondents propose consultants who work with the firm as independent contractors, and if so, should their resumes be included under key personnel in Tab C?

A: Yes, please include the resumes of the independent contractors.

22. Of the coverages listed under "Other Insurance Coverage That May Be Required," which apply to this engagement, specifically Professional Liability (Errors & Omissions) and Cyber Risk Insurance?

A: For this engagement, Professional Liability (Errors & Omissions) Insurance is applicable and should be maintained at a minimum limit of $1,000,000 per occurrence and aggregate, as the selected firm will be providing professional consulting, leadership coaching, organizational development, and advisory services to Memphis-Shelby County Schools.
Cyber Risk Insurance The RFQ requires Cyber Risk Insurance at a minimum limit of $2,000,000 per claim when a third party will be "using, storing or accessing private, confidential or protected information."
Therefore, for planning purposes, respondents should anticipate that Professional Liability (Errors & Omissions) coverage will be required, and Cyber Risk Insurance will be required if the scope of work involves access to District confidential or protected information. Final insurance requirements will be determined in accordance with the District's Risk Management review and contract negotiations.

23. Approximately how many district leaders are expected to participate in individualized coaching, shadow coaching, and professional learning?

A: There will be staff members 20

24. Does the District have an anticipated number of onsite coaching days, school visits, or coaching interactions? Is there flexibility to provide some services virtually?

A: A hybrid model is acceptable.

25. Would MSCS be able to share its current leadership coaching model, protocols, observation tools, and related resources so we can better understand the District's established approach and ensure alignment?

A: You can access the MSCS Academic Plan (2025–2030) **on the district's website: www.scsk12.org/academicplan.**

26. Although pricing is not requested as part of this RFQ, is there an anticipated contract value, budget range, or approximate annual level of service that would help respondents understand the expected scope of the engagement?

A. This solicitation is a Request for Qualifications (RFQ) and respondents have been instructed not to include pricing in their submissions. Therefore, the District is not providing an estimated budget or not-to-exceed amount at this stage. Firms should submit their qualifications and demonstrate their ability to provide the requested services as outlined in the RFQ.

27. What is the anticipated contract start date? Are there specific implementation milestones, deliverable deadlines, or reporting intervals that respondents should plan for?

A: November 2026. Respondents should propose an implementation timeline that includes an initial planning and alignment meeting, a regular coaching schedule, monthly progress reports, a midpoint review, and a final report summarizing outcomes and recommendations for sustaining the work. Reports should identify coaching trends, evidence of implementation, and recommended adjustments to professional learning. Specific milestones and deliverable deadlines will be finalized with the selected vendor.

28. The scope indicates "All coaching, observation, feedback, calibration, and progress-monitoring activities conducted under this engagement shall use the District's established leadership coaching model, protocols, tools, and resources, including those identified in the MSCS Academic Plan, as their foundation." Are there resources outside the Academic Plan that you can share for our consideration?

A: Additional district coaching protocols, tools, and resources will be shared with the selected vendor during initial planning to ensure alignment with the district's established coaching framework and implementation expectations.

29. Does Memphis-Shelby County Schools have rubrics or other customized resources to augment the Tennessee Educator Acceleration Model (TEAM) framework used for evaluation that you can share for context?

A: No, the District does not have rubrics or other customized resources to augment the TEAM framework.

Thank you,

Procurement Services