



## Department of Procurement Services

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160 South Hollywood Street · Room 126 · Memphis, TN 38112 · (901) 416-5376

### QUESTIONS

#### RFP 122024SB Literacy Instructional Coach

1. In the RFP, the term "community partner" is only mentioned in this paragraph. Does this term refer specifically to the organizations responding to the RFP? **Yes**

2. Should our response include details on how we would ( Page 14 of the RFP):

- Support the development of a vision and strategic plan for literacy? **Yes**
- Assist with the recruitment, hiring, and development of 80 literacy instructional personnel? **Yes**  
**Remove the word 'assist'. This is the scope of service, to recruit, hire, and develop the coaches.**

3. Would you like the selected organization to directly fill the 80 instructional coach positions, or is the expectation that the organization will support the recruitment, training, coaching, and ongoing development of these 80 coaches? **The identified organization will directly fill the 80 positions.**

4. On the RFP cover sheet within the black box titled "REQUEST FOR PROPOSAL Literacy Instructional Coach" the 1st sentence in the 2nd paragraph states, "During the solicitation process Vendors are not permitted to contact the Board and project Owner regarding the posted solicitation."

*Question: Who is the "project Owner"?* **Dr. Janice Tankson**

5. On page 12 "PART IV: EVALUATION AND SELECTION PROCEDURE", within section 3.0 titled "EVALUATION CRITERIA" lists the general Criteria under items A., B., and C. before transitioning to the chart on page 13 titled "Evaluation Criteria" which lists the Weights associated with major criteria. Specifically, for the item titled Cost", the Weight is noted as "20%".

The TERM OF AGREEMENT listed on page 4 states "The anticipated term of this contract is an initial one (1) year with the option to renew for four (4) additional one (1) year terms, not to exceed five (5) years." Similarly, APPENDIX I – PRICING SCHEDULE on pages 42 and 43 list cost components for Years 1 – 5.

*Question: Which price will be evaluated for purposes of the Evaluation Criteria? The one-year price, the 5-year price, or some other price? Please specify which price will be evaluated.* **All costs will be considered.**

6. On page 14 “**PART V: SCOPE OF SERVICES (DETAILS)**”, within section 1.0 titled “**THE SERVICES**” and between the bolded paragraph titled “SCOPE OF SERVICES” and the portion of the section titled “Key Responsibilities/RFP Requirements” are two narrative paragraphs generally describing the overall services sought and the requirements of the Respondent.

Questions related to these narrative paragraphs include the following:

Line 3 in the 1st narrative paragraph starts a sentence that states “Over the next four years, Memphis-Shelby County Schools aims to increase coherence across the literacy program by working with a community partner to develop a vision for excellent literacy instruction and a strategic plan, while supporting recruitment, hiring, and development of 80 literacy instructional personnel.”

6a. *Question:* The specification of “four years” in this section conflicts with the Term of Agreement noted on page 4, as well as the APPENDIX I PRICING SCHEDULE, both of which refer to a 5-year term. Please clarify that the “four years” noted in this section should say “five years”. **Yes, this should say 5 years.**

6b. *Question:* Does the phrase “develop a vision for excellent literacy instruction and a strategic plan” refer to “strategic plan” as in the general usage manner of Respondent informally collaborating with MSCS on an overall plan to provide services which will deliver strategic benefits to the District (such as anticipated in “Key Responsibilities/RFP Requirements” section 3. Collaboration & Coaching item a. which states “Work collaboratively with school administrators, teachers, and district leadership to align literacy instruction and coaching with district goals”), or in the more formal manner of a Strategic Plan, requiring the Respondent to organize, facilitate, and create a formal Strategic Plan as a specific deliverable? If as a specific deliverable, where in the “Key Responsibilities/RFP Requirements” should the Strategic Plan be included? **This refers to informal collaboration on the overall plan to deliver services related to literacy instruction.**

6c. *Question:* As this RFP seeks proposals to provide “Literacy Based Instructional Coaching, Professional Development and Consulting services” please clarify and confirm that the phrase “while supporting recruitment, hiring, and development of 80 literacy instructional personnel” refers to the Respondent providing 80 of its fully trained literacy coach employees to provide the desired coaching, professional development, and consulting within MSCS, and does not refer to nor seek Respondent to provide MSCS with employee recruitment services. **Yes, the Respondent will recruit, hire, and develop the literacy coaches.**

6d. *Question:* Please clarify that the RFP anticipates building up to 80 literacy instructional personnel over the 5-year term of the full agreement and does not require 80 literacy instructional personnel for the initial year of the project. **The goal is to have 80 coaches in place for year 1, while continuing to develop and maintain the hired coaches.**

6e. *Question:* Please specify if Respondent should propose the literacy instructional ramp up that Respondent believes will deliver the smoothest implementation, or if any desired minimum rate of literacy instructional ramp up over the 5-year term is specified by the District. **Planning related to the delivery of services will be a collaborative effort between the District and the Respondent.**

6f. *Question:* The above text on page 14 refers to 80 literacy instructional personnel while the BACKGROUND on page 3 notes that MSCS has “more than 207 schools”. Has the District determined a specific distribution of coaches for these schools, or does the Respondent have the opportunity to collaboratively work with the District to plan and structure the distribution of coaches based on the Respondent’s view of the greatest effectiveness and efficiency in delivering the best possible literacy and student outcomes? **The respondent has the opportunity to work in collaboration with the district to plan and structure the distribution of coaches.**

Line 7 in the 1st narrative paragraph starts a sentence that states “The organization selected will be required to demonstrate a 5% improvement in literacy and student outcomes and provide literacy personnel to support and build the capacity of instructional coaches for K-12 English Language Arts (ELA) teachers and provide expertise on balanced-comprehensive literacy derived from deep experience.” **The 5% improvement refers to net gains in student achievement on standardized state assessments in ELA among the schools and teachers receiving coaching support.**

6g. *Question:* Please clarify that the calculation of the “5% improvement in literacy and student outcomes” will be calculated based solely upon the grade levels, classrooms, and schools in which the Respondent has provided “Literacy Based Instructional Coaching, Professional Development and Consulting services” as anticipated by this RFP. **Net gains on standardized state assessment aligned with the schools and teachers receiving coaching support.**

6h. *Question:* Please clarify exactly how the “5% improvement in literacy and student outcomes” will be calculated (iReady universal screener data, 3rd Grade TN TCAP ELA proficiency, or otherwise). **The 5% improvement refers to net gains in student achievement on standardized state assessments in ELA among the schools and teachers receiving coaching support.**

6i. *Question:* Please clarify the timeframe for calculating the “5% improvement in literacy and student outcomes”. **Annual standardized state assessment results.**

Line 10 in the 1st narrative paragraph starts a sentence that states “The selected organization will begin with a landscape analysis in February of 2025 of the District’s current literacy practices and begin support for the 2025 – 2026 school year.”

6j. *Question:* Does the RFP require a new landscape analysis as a specific deliverable, or may the Respondent use and rely upon existing analyses such as done by Boston Consulting Group (BCG) via the Strategic Partners for Literacy (SPL), and/or the analysis conducted by the Executive Director of Literacy as noted in the applicable 100-day plan? Costs to the District will be lower if Respondent may use/rely upon existing studies and/or collaborate with the District to pinpoint areas for further study and emphasis. **The landscape analysis can include historical data and other sources of information.**

7. This community partner will play a key role in aligning a vision for excellent literacy instruction and a strategic plan, while supporting recruitment, hiring, and development of 80 literacy instructional personnel. Are vendors going to be serving as an almost staffing function for the district for the 80

literacy instructional personnel? To put another way, will the 80 personnel become district employees?  
**The 80 coaches are not district employees.**

8. The organization selected will be required to demonstrate a 5% improvement in literacy and student outcomes and provide literacy personnel to support and build the capacity of instructional coaches for K-12 English Language Arts (ELA) teachers and provide expertise on balanced comprehensive literacy derived from deep experience. Can you provide more information about this 5% requirement? What if a 5% improvement is not found? How does the district foresee vendors controlling for contributing factors to student outcomes that are outside of their control? **The 5% improvement refers to net gains in student achievement on standardized state assessments in ELA among the schools and teachers receiving coaching support. The district evaluates all contract outcomes on an ongoing basis.**

9. Are you expecting literacy coaches to be employees of the district or hired and employed by the vendor? **The 80 coaches are not district employees.**

10. If coaches are district employees, are you wanting capacity from the vendor to actually do the recruitment and selection of coaches (i.e. advertise the role, interview, etc.) or just to advise your team on the recruitment and selection model? **Yes, the Respondent will recruit, hire, and develop the literacy coaches.**

11. Are you amenable to scaling up the number of coaches over 2-3 years? (i.e. 20-40 coaches added per year?)

12. Has the district established literacy and student outcomes to be measured? **The 5% improvement refers to net gains in student achievement on standardized state assessments in ELA among the schools and teachers receiving coaching support. The district evaluates all contract outcomes on an ongoing basis.**

13. What are they needing from a recruitment/hiring standpoint? **The Respondent will recruit, hire, and develop the literacy coaches.**

14. What is the estimated budget? **2025 budget is being developed**

15. How many teachers do they anticipate including in the coaching process? **Each literacy coach will support approximately 2 schools.**

16. Please confirm that the vendor will be providing coaching to literacy coaches, and not all teachers. **The hired literacy coaches will provide direct support to teachers.**

17. How many campuses will be included? **Each literacy coach will support approximately 2 schools.**

Thank you,

Procurement Services