

Questions and Answers

RFQ No. 2026MMCD06 — Leadership Development and Change Management

Questions and Answers

all other RFQ terms remain unchanged

1. Could you please share the budget for this opportunity? Additionally, could you clarify whether this will be a single or multiple award?

Answer: MMCD anticipates a not-to-exceed budget of \$60,000 for the initial phase involving the Senior Leadership Team and People Leaders. Respondents should provide an itemized approach that can be delivered within that amount, including all anticipated costs. MMCD has not established a budget for the potential future FOS phase; that phase should be separately priced and would be subject to future authorization and funding. MMCD anticipates making a single award for the initial phase, subject to its reservation of rights under the RFQ and successful negotiation of a final agreement.

2. Delivery format

Does MMCD have a preference or expectation regarding the balance of in-person and virtual delivery? In particular, would MMCD be receptive to a blended approach combining in-person facilitated sessions with virtual reinforcement, coaching and peer-learning activities between sessions?

Answer: MMCD is receptive to a blended approach. Respondents should recommend the delivery format they believe will best support sustained learning, workplace application, and participation across MMCD's leadership groups. MMCD anticipates that key facilitated sessions may occur in person, with virtual reinforcement, coaching, peer learning, and follow-up activities used where appropriate.

3. Program cadence and duration

The RFQ indicates that MMCD prefers development over several months or longer. Does MMCD have an anticipated cadence or overall duration in mind for the initial phase, or is MMCD intentionally asking respondents to recommend the cadence and duration they believe will best achieve the desired behavioral and organizational outcomes?

Answer: MMCD is intentionally asking respondents to recommend the cadence, sequence, and duration that will best achieve the RFQ's desired behavioral and organizational outcomes. The recommended approach should occur over several months or longer and should explain how facilitated learning, reinforcement, and workplace application will be integrated over time.

4. Change-management experience

MMCD identifies organizational change management as an important evaluation consideration. Is MMCD seeking respondents with experience applying a particular formal

change-management methodology or certification, or is demonstrated experience helping leaders successfully guide people through organizational change sufficient?

Answer: MMCD is not requiring a particular change-management methodology or certification. Demonstrated experience helping leaders understand, communicate about, and guide employees through organizational change is sufficient. Respondents may describe any formal methodology, certification, or framework that informs their approach, but should emphasize practical application to MMCD's organizational context.

5. Are there operational or seasonal periods that should be noted as unavailable or undesirable for facilitated sessions, coaching, or other participant activities?

Answer: MMCD has not established formal blackout dates for this RFQ. However, respondents should recognize that MMCD's peak operating season is April 15 through October 15, when the organization has a substantial seasonal workforce and intensive field operations.

Respondents should propose a schedule in which the majority of work occurs during MMCD's off-season, while reasonably accommodating operational demands during the peak operating season. MMCD will work with the selected firm to finalize specific dates and participant availability.

6. Does MMCD have standard contract terms/provisions concerning ownership and use of pre-existing consultant intellectual property, methodologies, and materials? If so, can those terms be provided with FAQs?

Answer: MMCD is not issuing standard intellectual-property terms with this FAQ. Respondents should clearly identify any assumptions or proposed terms concerning pre-existing materials, methodologies, licenses, and customized deliverables in their pricing detail. Final contract terms, including any applicable intellectual-property provisions, will be negotiated with the selected respondent.

7. At which MMCD location or locations would onsite sessions be conducted?

Answer: MMCD anticipates that onsite sessions, if proposed, would occur at an MMCD location in the Twin Cities metropolitan area. Specific locations and room availability will be coordinated with the selected firm after award. Respondents should state any location, facility, travel, or technology assumptions in their pricing.

8. Does MMCD have a preferred number, length, or frequency of facilitated sessions during the initial phase?

Answer: MMCD has not prescribed a number, length, or frequency of facilitated sessions. Respondents should recommend a practical cadence within the \$60,000 initial-phase budget and explain how the sessions and between-session reinforcement will produce sustained leadership development.

9. Has MMCD previously used any leadership, behavioral, team, or organizational assessments that respondents should consider?

Answer: MMCD is not requiring respondents to rely on a particular existing assessment. Respondents may recommend appropriate assessments as part of their proposed approach and should identify their purpose, cost, participant time commitment, and how results would be used. Any existing relevant information available to MMCD may be discussed with the selected firm during discovery.

10. Will MMCD make its strategic plan and any relevant employee-engagement, organizational-climate, or leadership-assessment results available to the selected firm?

Answer: MMCD anticipates making its strategic plan available to the selected firm. MMCD will also consider sharing relevant existing employee-engagement, organizational-climate, leadership, or operational information that is available and appropriate to share. Availability and use of any such information will be addressed during discovery and consistent with applicable requirements. Strategic Plan one-pager can be found here:

https://mmcd.org/docs/commission/2025/25_4_23%20Full%20Commission%20Packet%20with%20Slides.pdf

11. Does MMCD anticipate beginning the Field Operations Supervisor phase during the initial engagement period, or would that phase occur under a later authorization?

Answer: MMCD anticipates that the FOS phase would occur under a later authorization. The RFQ requests a recommended approach and separate pricing for FOS so MMCD may consider a future expansion after the initial phase; it does not commit MMCD to begin FOS work during the initial engagement.

12. May respondents provide a recommended comprehensive approach along with phased or reduced-scope alternatives?

Answer: Yes. Respondents may provide a recommended comprehensive approach and clearly identified phased or reduced-scope alternatives, provided that the initial-phase recommended option is responsive to the RFQ and remains within the anticipated \$60,000 not-to-exceed budget. Each option should identify assumptions, inclusions, exclusions, and separate FOS pricing.

13. Are there anticipated contract requirements related to insurance, data security, intellectual property, or ownership of customized materials that respondents should consider when developing their pricing?

Answer: Respondents should identify any assumptions, costs, or exceptions relating to insurance, data security, intellectual property, and customized materials. MMCD is not issuing final contract requirements through this FAQ. Applicable requirements and final terms will be addressed during negotiation with the selected respondent.

14. Current foundation: Has MMCD already defined leadership competencies, values, or expected leadership behaviors that the selected firm should build upon, or should respondents include development of a customized MMCD leadership framework in their proposed approach?

Answer: The RFQ does not prescribe an existing leadership-competency framework. Respondents should describe how discovery would identify and build upon MMCD's mission, strategic direction, current strengths, and leadership needs. Respondents may include development or refinement of a customized MMCD leadership framework if they believe it is warranted, provided the scope and cost are clearly identified.

15. Priority changes: What major organizational changes associated with MMCD's strategic plan are currently underway or anticipated during the engagement? Are there particular changes that MMCD would want participants to address through applied exercises or action learning?

Answer: MMCD is implementing its strategic plan and investing in facilities, technology, workforce, and operations. The RFQ is intended to build leadership capability for continued organizational change rather than to support one specified change initiative. The selected firm will receive additional context during discovery, and respondents should describe how actual MMCD challenges can be incorporated into applied exercises or action learning.

16. Measurement and existing data: What existing employee, leadership, or organizational data could be made available to establish a baseline—for example, an employee-engagement survey, climate assessment, performance data, turnover data, or previous leadership assessments? Is MMCD open to collecting new baseline and follow-up data as part of the engagement?

Answer: MMCD will consider making relevant existing information available to the selected firm to the extent it exists and is appropriate to share. Respondents may recommend new baseline and follow-up measures, but should clearly identify the purpose, participant burden, data-handling approach, cost, and whether the measure can be delivered within the \$60,000 initial-phase budget.

17. How much work time can MMCD reasonably allocate per participant for facilitated sessions, coaching, peer learning, assessments, and workplace application between sessions?

Answer: MMCD has not established a fixed participant-time allocation. Respondents should propose a realistic time commitment for each leadership group, identify the expected time associated with each component, and design the program to respect participants' operational responsibilities.

18. What specific leadership behaviors, communication issues, cross-functional challenges, or change-management difficulties prompted this RFQ?

Answer: The RFQ identifies priority areas including communication, collaboration and alignment across leadership levels, coaching, employee development, delegation, feedback, accountability, difficult conversations, performance management, and leading employees through organizational change. The engagement is intended to build on the experience and

strengths of MMCD's current leaders and create greater consistency in leadership across the organization. The selected firm will receive additional context during discovery.

19. Change management scope: Section 5 asks respondents to describe their approach to change management. Is MMCD seeking leadership capability-building around change (e.g., frameworks, simulations, and practice scenarios that build leaders' skills for leading change) or ongoing implementation support for a specific organizational change initiative tied to the strategic plan? We want to ensure our proposed approach matches MMCD's expectations.

Answer: MMCD is primarily seeking leadership capability-building around change. Respondents should describe how they would help leaders understand how people experience change and develop practical skills in communication, employee involvement, responding to concerns, and leading through change. The selected firm may use current MMCD priorities and challenges in practical exercises, but the RFQ does not require ongoing implementation support for a specified change initiative unless separately negotiated.

20. Existing resources: Beyond the LinkedIn Learning license mentioned in Section 6, does MMCD have any existing leadership competency framework, prior training investments, or internal L&D capacity we should be aware of in shaping our recommendation?

Answer: The RFQ identifies LinkedIn Learning as one available resource but does not prescribe an existing leadership framework or require respondents to build on particular prior training investments. Respondents should explain how they would identify and use relevant existing resources during discovery. MMCD will provide additional available context to the selected firm as appropriate.

21. Can you share any additional information about what types of prior or existing leadership development initiatives (e.g, assessments, coaching) your senior leaders have experienced to date?

Answer: MMCD is not providing additional detail on prior initiatives through this FAQ. Respondents should propose a discovery process that identifies prior experiences, existing strengths, and development needs, and explains how the program would be adapted accordingly.

22. Are you open to a design that would include all 15 senior and people leaders completing a learning journey together? This proposer believes there would be many organizational benefits and reduced investment if this full group can experience a learning journey together.

Answer: MMCD is open to joint learning experiences for the six Senior Leadership Team members and nine People Leaders where the respondent believes that shared work will improve alignment, communication, and consistency in leadership. Respondents should also explain how the approach will address the different responsibilities and development needs of the two groups.

23. Evaluation weighting: Section 8 lists cost as one of several evaluation factors under a qualifications-based, best-value approach. Can MMCD indicate how heavily price is weighted relative to the other factors?

Answer: MMCD is not assigning or publishing a numerical weighting for the listed evaluation factors. MMCD will use a qualifications-based, best-value assessment that considers proposed cost and overall value together with the other factors identified in the RFQ.

24. Success Metrics: Beyond program completion, how will MMCD define success for the initial phase? Are there specific behaviors, metrics, or organizational outcomes you will evaluate?

Answer: MMCD seeks evidence of changes in leadership behavior and organizational practice, rather than participation alone. Respondents should recommend practical measures aligned with the RFQ goals, including communication, collaboration, coaching, accountability, difficult conversations, and the ability to lead change. The selected firm will work with MMCD to refine appropriate baseline measures and success indicators during discovery.

25. Previous Experience: Has MMCD previously engaged an outside firm for leadership development or change management? If so, what worked well and what would you like to do differently this time?

Answer: MMCD is not providing additional information about prior outside-provider engagements through this FAQ. Respondents should explain how their discovery process will identify MMCD's past experiences, current strengths, and priorities and use that information to tailor the proposed program.

26. Will the anticipated interviews on October 19 through 21 be conducted virtually or in person?

Answer: If interviews are conducted, MMCD will notify shortlisted respondents of the format, date, and logistical details. Respondents should hold the anticipated interview dates identified in the RFQ; MMCD reserves the right to conduct interviews virtually or in person.

27. Is MMCD open to a customized 360-degree assessment for all 15 leaders in the initial phase, including feedback from managers, peers, and direct reports?

Answer: MMCD is open to respondents recommending a customized 360-degree assessment if they believe it is appropriate. The proposal should describe the assessment's purpose, confidentiality and data-handling approach, participant time commitment, cost, and how it would be integrated into the program. Any proposed assessment must fit within the \$60,000 initial-phase not-to-exceed budget unless clearly presented as an optional alternative.

28. The RFQ notes that MMCD plans to make a significant investment in leadership development and prefers a sustained program delivered over several months or longer. What budget or budget range has MMCD approved or anticipated for the

initial phase involving the six Senior Leadership Team members and nine People Leaders?

Answer: MMCD anticipates a not-to-exceed budget of \$60,000 for the initial phase involving the six Senior Leadership Team members and nine People Leaders. Respondents should provide an itemized approach that can be delivered within that amount, including all anticipated costs.

29. Has MMCD identified funding for the future Field Operations Supervisor phase? Should respondents treat this as an optional phase under the contract resulting from this RFQ or as work requiring separate authorization or procurement?

Approximately how long after the initial phase does MMCD anticipate beginning the FOS work?

Answer: MMCD has not established funding for the potential future Field Operations Supervisor (FOS) phase. Respondents should provide a recommended approach and separate pricing for FOS. Any FOS work would be subject to future authorization and funding and is not committed as part of the initial engagement. MMCD has not established a projected start date for the FOS phase.

30. The RFQ describes a best-value, qualifications-based evaluation but does not identify relative weighting. Does MMCD intend to assign relative weights to proposed cost, qualifications, approach, and team experience? For purposes of evaluating cost, will MMCD consider the initial phase, the combined initial and FOS phases, or the full package of base and optional services?

Answer: MMCD is not assigning or publishing numerical weights for the listed evaluation factors. MMCD will use a qualifications-based, best-value assessment that considers proposed cost and overall value together with the other factors identified in the RFQ. Respondents should clearly identify the pricing for the initial phase, separately price the potential FOS phase, and identify any optional services or alternatives. The initial-phase recommended option must remain within the anticipated \$60,000 not-to-exceed budget.

31. The RFQ references continued change associated with MMCD's strategic plan and investments in facilities, technology, workforce, and operations. Could MMCD provide additional context on the specific initiatives leaders are expected to navigate? Does MMCD expect the selected partner to provide direct change-management support for those initiatives or primarily develop leaders' capability to lead them?

Answer: MMCD is implementing its strategic plan and investing in facilities, technology, workforce, and operations. The RFQ is intended to build leaders' capability to lead through continued organizational change, rather than to support one specified change initiative. MMCD is primarily seeking leadership capability-building around change; the selected firm may use current MMCD priorities and challenges in practical exercises or action learning. Ongoing implementation support for a specified change initiative is not required unless separately negotiated.

32. MMCD describes an experienced workforce with significant institutional knowledge and leaders who have developed strong technical and operational expertise. Where does MMCD see the greatest gaps between leaders' current strengths and the common leadership approach it wants to establish, including any differences between the Senior Leadership Team and People Leaders?

Answer: The engagement is intended to build on the experience and strengths of MMCD's current leaders while creating greater consistency in leadership across the organization. Priority areas identified in the RFQ include communication, collaboration and alignment across leadership levels, coaching, employee development, delegation, feedback, accountability, difficult conversations, performance management, and leading employees through organizational change. Respondents should describe a discovery process that identifies the respective strengths and development needs of the Senior Leadership Team and People Leaders and adapts the program accordingly.

33. Does MMCD have a preferred delivery model, such as in-person, virtual, or hybrid, and an anticipated level of onsite presence? Where would onsite activities occur, and should travel costs be included within the proposed price or identified as separately reimbursable expenses?

Answer: MMCD is receptive to a blended approach. Respondents should recommend the delivery format and level of onsite presence they believe will best support sustained learning, workplace application, and participation across MMCD's leadership groups. MMCD anticipates that key facilitated sessions may occur in person, with virtual reinforcement, coaching, peer learning, and follow-up activities used where appropriate. If onsite sessions are proposed, they are anticipated to occur at an MMCD location in the Twin Cities metropolitan area. Respondents should state all location, facility, travel, and technology assumptions in their pricing.

34. In addition to the anticipated November 9, 2026 start date, does MMCD have a desired completion timeframe for the initial phase? Given the addition of approximately 200 seasonal employees during peak operations, what seasonal periods, scheduling limitations, or participant-availability constraints should respondents consider?

Answer: MMCD is intentionally asking respondents to recommend the cadence, sequence, and duration that will best achieve the RFQ's desired behavioral and organizational outcomes. The recommended approach should occur over several months or longer and should explain how facilitated learning, reinforcement, and workplace application will be integrated over time. MMCD has not established formal blackout dates; however, its peak operating season is April 15 through October 15. Respondents should propose a schedule in which the majority of work occurs during MMCD's off-season, while reasonably accommodating operational demands during the peak operating season. MMCD will work with the selected firm to finalize specific dates and participant availability.

35. The RFQ identifies assessments and coaching as potential program components and asks respondents to identify their associated costs separately. For pricing consistency, should respondents include these components within the base proposal or present them as optional services? If coaching is included, should pricing assume access for all 15 initial participants or a targeted subset?

Answer: Respondents may recommend assessments and coaching as part of their proposed approach. Each proposed component should identify its purpose, participant time commitment, confidentiality or data-handling approach, and cost. Any assessment or coaching included in the recommended initial-phase option must fit within the \$60,000 initial-phase not-to-exceed budget. Respondents may also present clearly identified optional alternatives. Respondents should state whether coaching is proposed for all 15 initial participants or a targeted subset and explain the basis for that recommendation.

36. The RFQ calls for reinforcement beyond formal training and measurement of changes in leadership behavior and organizational practice. For pricing purposes, does MMCD have an expected period or minimum level of consultant-led reinforcement and evaluation that respondents should include in the base scope? What participant follow-up and data-collection support can MMCD provide internally?

Answer: MMCD has not prescribed a minimum period or level of consultant-led reinforcement and evaluation. Respondents should recommend a practical approach that explains how facilitated learning, reinforcement, workplace application, and measurement will be integrated over time and delivered within the \$60,000 initial-phase not-to-exceed budget. MMCD will consider making relevant existing information available to the selected firm to the extent it exists and is appropriate to share. Respondents may recommend baseline and follow-up measures, but should clearly identify the purpose, participant burden, data-handling approach, cost, and internal support assumptions.

37. For pricing purposes, should respondents assume that all 32 FOS positions will participate? Are FOS participants distributed across multiple locations, schedules, or shifts that may require separate cohorts, repeated sessions, or delivery during specific periods of the operating year?

Answer: For purposes of providing separate FOS pricing, respondents may assume participation by approximately 32 Field Operations Supervisor positions. Respondents should identify their assumptions concerning cohort size, scheduling, locations, shifts, repeated sessions, and delivery periods. Final FOS scope, scheduling, and participant details would be addressed only if MMCD separately authorizes and funds that phase.

38. What outcomes would MMCD consider indicative of a successful leadership-development and coaching engagement, and what observable changes in leadership behavior, team effectiveness, or organizational practice would MMCD expect to see?

Are there existing baseline measures or target metrics that the selected firm should incorporate into its evaluation approach?

Answer: MMCD seeks evidence of changes in leadership behavior and organizational practice, rather than participation alone. Respondents should recommend practical measures aligned with the RFQ goals, including communication, collaboration, coaching, accountability, difficult conversations, and the ability to lead change. MMCD will consider making relevant existing information available to the selected firm to the extent it exists and is appropriate to share. The selected firm will work with MMCD to refine appropriate baseline measures and success indicators during discovery.