

**Addendum 2**  
**To RFP 25-1049 for Executive Coaching Services**  
**Questions and Answers**  
*Issued on September 25, 2024*

RFI #	Question/RFI	Answer/Clarification
1.	It appears from page 1 of the RFP that this coaching would involve three San Diego Convention Center Corporation (“Corporation”) executives (CEO, COO, CFO). Is there a preference either for having a different coach working with each of the three executives, or for having a single coach working with all three executives? We believe a case can be made for each approach, and if there’s no clear preference at this time, we would be happy to work through the pros and cons of each with you.	We are open to considering both approaches and have not established a clear preference at this time. We welcome your input on the pros and cons of having either.
2.	A practice we often use is to identify two prospective coaches for each executive, and to arrange for each coach to have a “chemistry meeting” with the executive so that the executive can have a say in who his/her/their coach is, thus ensuring a good fit between coach and executive. Is this an approach Corporation is planning on (or at least comfortable with or open to) using?	We intend to provide a recommendation for an interactive shortlist process that includes introductions between the executives and the proposed coach(es) for this engagement. This process could be structured to allow for 'chemistry meetings' similar to what you’ve described, ensuring a good fit between the executive and the coach. All shortlisted candidates will be provided with a recommended agenda for the presentation/interview, which will serve as the basis for an interactive opportunity, but can be tailored to the approaches the shortlisted candidate finds most beneficial to the process.
3.	One of the evaluation criteria listed on page 3 of the RFP is “Coach Qualifications.” Numerous coaches of ours have an ICF (International Coaching Federation) certification, and those who don’t generally have advanced degrees and decades of successful experience coaching executives. Is an ICF certification: a) required, b) preferred, c) merely one consideration, or d) not important? We can provide a very qualified pool of executive coaches regardless of the answer to this question, but knowing the answer will help us determine which of our coaches to include as potential team members for any engagement with Corporation.	We are not seeking any one specific certification for this engagement. Instead, we are focused on a blend of relevant qualifications and experience, including advanced degrees, coaching certifications (such as ICF), and demonstrated success in executive coaching. Please propose coaches based on their overall fit for our needs and past involvement with executives in similar roles to those part of this engagement.

4.	<p>On page 7 of the RFP, there is a reference to 360-degree feedback and other assessments. Does Corporation currently utilize any particular 360-degree feedback assessment and/or any other types of assessments? If so, is there an expectation that assessments already in use within Corporation will be used for this executive coaching, or at least a preference for doing so?</p>	<p>Corporation does not currently utilize any particular 360-degree feedback assessment or other formal assessments. The mention of 360-degree feedback in the RFP was simply to suggest potential assessment methods that may be effective for this engagement. However, there is no requirement to use any specific type of assessment. We prefer to defer to the expertise of the selected firm and welcome your recommendations on the most appropriate assessment methodologies based on your experience and work plan.</p>
5.	<p>On page 7 of the RFP, there is a reference to creating personalized development plans. Do Corporation leaders already have development plans, or is the creation of a personalized development plan for each of these three leaders going to be a practice that is specific to these three coaching engagements?</p>	<p>The Corporation does not currently have development plans in place for our leaders. The creation of personalized development plans for each of these three leaders will be an important outcome of this coaching engagement.</p>
6.	<p>On page 7 of the RFP, there is a reference to key leadership competencies that the coach(es) should focus on developing in his/her/their work with these executives. Does Corporation have a leadership competency model or any other framework regarding expectations of its leaders (leadership standards, etc.) that would help the coach(es) better understand what exceptional leadership in Corporation looks like, in order to provide coaching that will help the executives develop in relation to those competencies / standards / etc.?</p>	<p>The Corporation does not currently have a formal leadership competency model or framework. The specific competencies listed in the RFP are not intended to be an exhaustive list but rather a starting point. We are not looking to dictate the means and methods of the coaching process and prefer to lean on the expertise of the selected coaching firm to identify the most relevant competencies and approaches. We welcome your recommendations on how to best tailor the coaching to meet our executives' needs and develop the leadership capabilities necessary for success.</p>

7.	<p>On pages 7 and 8 of the RFP, there are references to “feedback and progress reports to the chair of the Board of Directors or their designee,” as well as “regular updates on the coaching program’s progress, including achievements and areas requiring further attention,” as well as a statement that “copies will be provided to staff.” We wholeheartedly agree that any client organization needs to be provided with information regarding the status of any coaching engagements in which our firm is involved, along with evidence of progress made, etc. At the same time, we have found that it’s important for certain aspects of any coaching engagement (for example, feedback gathered, the substance of coaching sessions, etc.) to be confidential, so that feedback providers can be candid, coaches can discuss challenges openly, etc. This means that one or more approaches for providing the organization with status reports while maintaining the confidentiality aspect of the typical coaching engagement must be worked out between the coaching firm and the client. Is this consistent with Corporation’s expectations?</p>	<p>Yes, this is consistent with the Corporation’s expectations. We did not intend for the feedback mechanisms to be applied categorically across all of the mentioned avenues. The references in the RFP were meant to be representative of feedback being shared at appropriate times with different stakeholders. We understand the importance of maintaining confidentiality for certain aspects of the coaching engagement, such as feedback gathered and the substance of coaching sessions and are open to working with the selected firm to ensure the right balance between confidentiality and progress reporting.</p>
8.	<p>On page 8 of the RFP, it says that success will be measured in part using “pre- and post-coaching assessments.” One approach that we commonly use to accomplish this is to administer a baseline 360-degree feedback assessment at the outset of a coaching engagement, and then a follow-up 360-degree feedback assessment (often involving only a few survey items that are directly related to the executive’s development plan) toward the conclusion of the engagement so that progress can be measured. Is this approach consistent with what Corporation has in mind?</p>	<p>We intentionally left flexibility in the RFP regarding the initial assessment and measures of success because we prefer to lean on the expertise and recommendations of the selected firm. We are open to any approach the firm deems most effective.</p>
9.	<p>On page 8 of the RFP, there is a reference to “employee satisfaction and engagement scores” as a part of the measure of success. Does this mean that Corporation has an existing employee satisfaction / engagement survey process? If so, how often is that survey conducted?</p>	<p>Corporation does not currently have an existing employee satisfaction or engagement survey process. The reference in the RFP was intended to suggest that this could be a potential measure of success, but we are open to recommendations from the selected firm regarding the best ways to assess employee satisfaction and engagement, if appropriate.</p>

10.	On page 8 of the RFP, there is a reference to “feedback from stakeholders” as another way of measuring success. In addition to pre-coaching and post-coaching 360-degree feedback assessments, we also frequently conduct interviews with key stakeholders both on the front-end of a coaching engagement and as we are wrapping up the engagement. Is that approach, in conjunction with pre-coaching and post-coaching 360-degree feedback assessments, consistent with what Corporation has in mind?	Yes, conducting interviews with key stakeholders at both the beginning and conclusion of the coaching engagement, in conjunction with pre- and post-coaching 360-degree feedback assessments, is consistent with what Corporation has in mind. We are open to this or similar approaches to ensure comprehensive feedback and measurement of success.
11.	On page 9 of the RFP there is a reference to both “in person” and “virtual” coaching sessions. We have numerous highly qualified executive coaches in the San Diego area. However, given how much coaching occurs virtually these days, we find that for some clients, having coaches based in the city where the executives work is less important than it may have been years ago. And, of course, coaches can always travel to where the executives work. With all this in mind — how important is it, if at all, for our coaches serving Corporation to be based in the San Diego area?	While having coaches based in the San Diego area is not a requirement, we recognize that some sessions may benefit from being conducted in person. We are open to virtual coaching and would leave the balance between in-person and virtual sessions to the recommendation and work plan of the selected firm. It is not an expectation that all sessions be conducted in one particular format and we welcome your approach based on what you believe will be most effective.
12.	The RFP mentions that alignment between Consultant's coaching philosophy and Corporation's culture and goals will be considered in the proposal evaluation. What are some of the most important values or features of Corporation's culture?	Our culture is driven by core values of Integrity (doing what we say), Service (focusing on client support), Collaboration (working together through open communication), Courage (pursuing goals despite risks), and Accountability (transparency and willingness to adjust decisions). We are seeking alignment between your coaching philosophy and these values.
13.	How does Corporation envision the coaching engagement contributing to broader strategic goals, such as improved leadership alignment, decision-making, or organizational success?	Corporation envisions the coaching engagement contributing to broader strategic goals by fostering improved leadership alignment across the executive team, enhancing decision-making capabilities, and driving clearer communication. These improvements are expected to strengthen collaboration and efficiency within the leadership group, ultimately contributing to organizational success through better execution of strategic initiatives, more effective stakeholder engagement, and increased performance.

14.	Are there specific leadership challenges or behaviors that Corporation expects the coaching to address for each executive (President & CEO, Deputy CEO & CFO, and COO)?	The primary drivers for this coaching engagement are outlined in the background section of the scope of services in the RFP. There are no specific leadership challenges we are targeting beyond the broader dynamics discussed in that section, including leadership alignment and the transitions currently underway within the executive team.
15.	How will the success of the coaching engagement be measured? Are there specific metrics or milestones that will be used to evaluate progress, both during and after the coaching?	We expect the measurements and metrics outlined in the RFP Section 2 – Scope of Work, Subsection 6 – Measurements and Metrics to form the foundation of your work plan, ensuring measurable progress throughout the engagement. These measurements and metrics are not intended to limit valid measures of success. We welcome your feedback and suggestions for additional or alternative metrics that could enhance the effectiveness of the engagement and better align with our goals.
16.	It looks like you are looking for a very white glove hands on executive coaching firm for your three top executives and are willing to pay a decent amount for those services. Is that an accurate summary of what you are looking for?	Yes, we are seeking a personalized and hands-on executive coaching experience for our top three executives during this important period of leadership transition and organizational growth. Our goal is to engage a firm that can provide tailored coaching services aligned with our strategic objectives and the specific development needs of our executives.
17.	<p>We have very high-level executive coaches, but we would not be able to agree to the \$1M liability terms as the total cost for three Executive users with our company would only be around \$35K-\$40K.</p> <p>We also wouldn't be able to show you the executive coaches they would be matched with ahead of time or provide the names and references of three customers ahead of time either. Would Corporation still want us to participate in this bid?</p>	<p>While the \$1M liability coverage is a standard requirement for engagements with the Corporation, we do have an 'Exclusions and Clarifications' section in the Bid Form. We may consider a waiver of this requirement if the competitiveness of your proposal warrants it. Please feel free to submit your proposal with any exclusions and clarifications and we will evaluate it accordingly.</p> <p>We have outlined specific evaluation criteria in the RFP, including the ability to meet the proposed coaches and review relevant references, to ensure we can thoroughly assess the qualifications of each firm. Without this information, it would be difficult for us to properly evaluate your proposal's competitiveness. If these elements cannot be provided, we would understand if you decide not to participate in the bid.</p>

18.	<p>Organizational Needs and Goals:</p> <ol style="list-style-type: none"> <li>1. What are the main leadership challenges your organization is currently facing?</li> <li>2. What specific objectives or outcomes do you hope to achieve through executive coaching?</li> </ol>	<p>The objectives, challenges, and opportunities for this engagement are outlined in the RFP in Section 2 – Scope of Work, Subsection 2 – Background, and Subsection 3 – Objectives.</p>
19.	<p>Culture and Expectations:</p> <ol style="list-style-type: none"> <li>1. How would you describe your organizational culture, and what impact does it have on leadership?</li> <li>2. What are your preferences for the frequency and duration of coaching sessions?</li> </ol>	<ol style="list-style-type: none"> <li>1. Our organizational culture is built on collaboration, transparency, accountability, and continuous improvement, with a strong emphasis on exceptional customer service. Leadership within the organization is expected to embody these values and to lead in a way that supports trust, collaboration, exceptional service, and collective success.</li> <li>2. We do not have a fixed preference for the frequency and duration of coaching sessions. We are open to recommendations based on what the selected firm believes would be most effective in achieving our goals. The executives understand the importance of the engagement and are committed to making the necessary time available. We anticipate that this will be a highly involved process and expect that the coaching firm will guide us in determining the appropriate schedule for success.</li> </ol>
20.	<p>Measurement of Success:</p> <ol style="list-style-type: none"> <li>1. How will you evaluate the success of the coaching program?</li> <li>2. What key performance indicators (KPIs) or metrics will you use to assess the effectiveness of the coaching?</li> </ol>	<ol style="list-style-type: none"> <li>1. Success will be evaluated based on several key factors, including improvement in leadership alignment, enhanced decision-making, and progress toward individual and collective goals. As mentioned in the RFP, regular progress reports and post-engagement evaluations will be used to track achievements and areas requiring further growth. Feedback from key stakeholders and the executives themselves will also play a crucial role in measuring the impact.</li> <li>2. Section 2 of the RFP – Scope of Work, Subsection 6 – Measurements and Metrics outlines general measures of success. These metrics are not intended to be limiting and we welcome your recommendations for additional or alternative KPIs that could further support the program’s objectives.</li> </ol>

21.	<p>Timeline and Resources:</p> <ol style="list-style-type: none"> <li>1. What is the expected timeline for starting and completing the coaching process?</li> <li>2. Are there any internal resources or tools that the coaches should be aware of?</li> </ol>	<ol style="list-style-type: none"> <li>1. We anticipate the coaching process to begin shortly after the selection process is completed, ideally within the next few months. Contract commencement as defined and anticipated in the RFP is set for December 2, 2024, however, this may be adjusted as necessary to accommodate schedules. The engagement is expected to last approximately 9 months, though we may seek ongoing or ad-hoc support beyond that period depending on the needs of the executives and the progress made during the initial engagement.</li> <li>2. At present, there are no specific internal resources or tools that the coaches need to be aware of. We are open to using any tools or resources recommended by the selected firm to enhance the coaching process. If any internal tools become relevant during the engagement, we will ensure the coaches have access to them.</li> </ol>
22.	<p>Stakeholder Involvement:</p> <ol style="list-style-type: none"> <li>1. Who are the key stakeholders involved in the coaching process (e.g., HR, Board members)?</li> </ol>	<p>The key stakeholders involved in the coaching process will include the executives being coached, Executive Director of HR, and the Chair of the Board of Directors (or their designee). It is anticipated that most of the feedback mechanisms will take place directly with the individual executives being coached. As appropriate, certain feedback may be shared with these additional stakeholders to ensure alignment with organizational goals and expectations.</p>
23.	<p>Can you confirm whether or not the individuals who will be receiving coaching support are prepared to dedicate a particular amount of time/hours to such services per week or month? Ultimately, do you have a sense of the time capacity each individual receiving coaching will have in order to receive consultant coaching/support in this work?</p>	<p>While we have not set a specific number of hours per week or month for each executive to dedicate to coaching services, the executives understand the importance of this engagement and are committed to making the necessary time available. We understand and expect the engagement to be considerably involved and are dedicated to allotting the necessary time. The exact time commitment will be determined in collaboration with the selected coaching firm based on their recommendations and the needs of the engagement.</p>

24.	<p>Are you OK with one coach for all three executives? If not, do all three coaches need to come from the same organization (or it's subcontractors) or do you anticipate possible multiple awards? Multiple coaches may help promote trust and confidentiality in the eyes of the coaches, while one coach (or one coaching organization) can aid in fostering collaboration, transparency and cross functional alignment while also building trust and honoring confidentiality. This could affect the design of the coaching arrangements.</p>	<p>We are open to the composition of coach(es) and will primarily defer to the recommendations and work plan presented by the firm. To ensure proper coordination and alignment, we do expect one entity to take the lead on the engagement. Any additional resources brought into the engagement should be subordinate to the lead firm in both the contractual relationship and direction. We welcome your input on what would best serve the needs of the engagement.</p>
25.	<p>Measurements and Metrics - Will the five items under Section 2 – Scope of Work, Subsection 6 – Measurements and Metrics be administered by the Corporation or is that expected of the Consultant? If administered / evaluated by the Corporation, can you confirm the Consultant will be provided copies of all relevant assessments and reports for each coachee?</p>	<p>The expectation is that the measurements and metrics will largely be administered and evaluated by the Consultant. The Corporation does not intend to conduct any assessments internally. That said, as mentioned in previous responses, this approach is not intended to be limiting and we welcome any additional recommendations or methodologies the Consultant believes would best support the engagement and its objectives.</p>
26.	<p>Under Section 2 – Scope of Work, Subsection 5 – Deliverables, Items c and d refer to copies of reports being provided to 'staff.' Can you clarify whether you mean each individual coachee or possibly others. My concern is confidentiality.</p>	<p>The reference to 'staff' refers to the individual coachees (the executives being coached). We fully understand and respect the importance of confidentiality and reports will only be shared with the executives themselves and any other designated recipients, such as the chair of the board, as appropriate. Confidentiality of the coaching process is a priority for the Corporation.</p>
27.	<p>Can you provide more details on the Selection Committee and Selection Process? Specifically:  Are any or all of the executives to be coached part of the Selection Committee?  If the Selection Committee does not include these individuals, how will the Committee assess the 'Fit with C-Suite' mentioned under Section 1, Subsection 11?</p>	<p>It is generally the Corporation's policy not to disclose the specific members of the Selection Committee. However, in this instance we will confirm that the committee will include all the executives being coached, in addition to other relevant stakeholders. This approach will ensure that the 'Fit with C-Suite' is assessed appropriately through direct engagement with those involved in the coaching process.</p>



28.	How does Corporation define "executive team alignment" beyond individual leadership development, and are there specific team dynamics or challenges that the executive team has faced during the recent reorganization?	Our organization structure has undergone some significant changes over the last few years with the recent creation of the combined Deputy CEO & CFO role and selection of our COO being a couple years ago. We want to ensure our C-Suite is aligned to be effective for the organization. These dynamics are outlined in Section 2 of the RFP – Scope of Work, Subsection 2 – Background.
29.	Are there any particular leadership competencies or behaviors that have been identified as high-priority areas for development in the CEO, COO, and Deputy CEO & CFO?	The leadership competencies outlined in the scope are not intended to be limiting. We want the firm to create a tailored plan for the respective needs of each executive that would likely be revealed during the initial assessment phase.
30.	What are the key performance indicators (KPIs) or success metrics Corporation’s Board of Directors will use to evaluate the impact of this coaching engagement on both individual executives and the broader organization?	Section 2 of the RFP – Scope of Work, Subsection 6 – Measurements and Metrics outlines general measures of success. These metrics are not intended to be limiting and we welcome your recommendations for additional or alternative KPIs that could further support the program’s objectives.

This Addendum and all RFP documents are available for download at: [Procurement - San Diego Convention Center \(visitsandiego.com\)](https://visitsandiego.com)