



STATE OF TENNESSEE  
TENNESSEE DEPARTMENT OF TOURIST DEVELOPMENT

REQUEST FOR INFORMATION  
FOR  
CONSULTING SERVICES FOR THE TNSHOF

RFI # 32601-4001  
April 2, 2026

**1. STATEMENT OF PURPOSE:**

The State of Tennessee, Department of Tourist Development, issues this Request for Information ("RFI") for the purpose of consulting services for the Tennessee Sports Hall of Fame. We appreciate your input and participation in this process.

**2. BACKGROUND:**

The Tennessee Sports Hall of Fame ("TNSHOF" or "Hall") serves as a key statewide institution dedicated to honoring, preserving and perpetuating the accomplishments of outstanding athletes, athletic teams, and other sports personalities who are natives to Tennessee along with establishing a permanent archive to display those artifacts. The Hall plays an important role in preserving artifacts, producing educational and promotional media, and engaging both residents and visitors through exhibits, special events, and community outreach.

As part of its ongoing evolution, the Hall is undertaking efforts to modernize its business operations, enhance visitor engagement strategies, strengthen long-term organizational sustainability and expanding its public reach. These efforts reflect the Hall's broader goal of strengthening its brand identity, deepening audience engagement, and improving the overall visitor experience.

In preparation for its next phase of growth, including its planned relocation within the new Titans Stadium development, the Department seeks input from qualified consulting firms with expertise in museum planning, sports-related institutions, interpretive programming, operational strategy, and public-sector project environments.

Respondents are encouraged to indicate their interest in participating in a future procurement process once formally issued. Respondents are also invited to review and provide suggested edits to the current scope of services, and to share industry-standard cost ranges, pricing structures, and typical payment milestones for projects of similar size and complexity. Insights gained through this RFI will assist in shaping a clear, informed, and actionable scope of services for future procurement efforts.

**3. COMMUNICATIONS:**

3.1. Please submit your response to this RFI to:

Kelly Johns| Procurement Director  
Tennessee Tower, 13th Floor  
312 Rosa L. Parks Ave., Nashville, TN 37243  
(615) 306-3313 | Kelly.Johns@tn.gov

3.2. Please feel free to contact the Tennessee Department of Tourist Development with any questions regarding this RFI. The main point of contact will be:

Kelly Johns| Procurement Director  
Tennessee Tower, 13th Floor  
312 Rosa L. Parks Ave., Nashville, TN 37243  
(615) 306-3313 | Kelly.Johns@tn.gov

3.3. Please reference RFI # 32601-4001 with all communications to this RFI.

**4. RFI SCHEDULE OF EVENTS:**

EVENT		TIME (Central Time Zone)	DATE (all dates are State business days)
1.	RFI Issued		April 2, 2026
2.	RFI Response Deadline		April 17, 2026

**5. GENERAL INFORMATION:**

5.1. Please note that responding to this RFI is not a prerequisite for responding to any future solicitations related to this project and a response to this RFI will not create any contract rights. Responses to this RFI will become property of the State.

5.2. The information gathered during this RFI is part of an ongoing procurement. In order to prevent an unfair advantage among potential respondents, the RFI responses will not be available until after the completion of evaluation of any responses, proposals, or bids resulting from a Request for Qualifications, Request for Proposals, Invitation to Bid or other procurement method. In the event that the state chooses not to go further in the procurement process and responses are never evaluated, the responses to the procurement including the responses to the RFI, will be considered confidential by the State.

5.3. The State will not pay for any costs associated with responding to this RFI.

**6. INFORMATIONAL FORMS:**

The State is requesting the following information from all interested parties. Please fill out the following forms:

<b>RFI #32601-4001</b>	
<b>TECHNICAL INFORMATIONAL FORM</b>	
1. RESPONDENT LEGAL ENTITY NAME:	
2. RESPONDENT CONTACT PERSON: Name, Title: Address: Phone Number: Email:	
3. Firm Overview & Qualifications. Provide a brief overview of your firm, including size, structure, and areas of specialization. Describe your experience with: (Museum planning and operations, Hall of Fame or sports-related institutions, Public-sector or state-affiliated projects).  Include relevant project examples, scope, timeline, and outcomes.	
4. Scope. Based on the scope included below, identify any critical components which are missing or should be strengthened.  Please provide specific comments on the current Scope of Services, including: a. Gaps, redundancies, or areas needing clarification b. Recommended additions or modifications based on industry best practices c. Any risks or challenges inherent in the current scope d. Are the listed deliverables appropriate and sufficient for a project of this type? If not, what would you adjust? e. What KPIs and performance metrics are most commonly used for this scope?	
5. What outreach strategies would you recommend to identify and attract highly qualified vendors for a project of this scope to ensure a competitive and high-quality respondent pool?	
6. Indicate your interest in participating in a future procurement process once posted to the public.	

<b>COST INFORMATIONAL FORM</b>	
1. What are the key cost drivers that influence pricing?	
2. The State would like to understand payment milestones that should apply to the current scope draft. What payment milestones are industry-standard cost ranges, pricing structures, and typical payment milestones for projects of similar size and complexity.	

3. What would the current scope as drafted cost the State annually?

#### ADDITIONAL CONSIDERATIONS

1. Please provide input on alternative approaches or additional things to consider that might benefit the State, include how the approach would impact cost:

#### DRAFT SCOPE

##### A. SCOPE:

- A.1. The Contractor shall provide all goods or services and deliverables as required, described, and detailed below and shall meet all service and delivery timelines as specified by this Contract.
- A.2. Definitions. For purposes of this Contract, definitions shall be as follows and as set forth in the Contract:
- a. TSHOF “The Hall” means the Tennessee Sports Hall of Fame non-profit organization created by the State legislature in 1994.
  - b. Business Plan Management means the on-going provision of advocacy and resources to remove barriers that arise or may be anticipated to arise.
- A.3. The Contractor will provide professional consulting services to support the Tennessee Sports Hall of Fame in developing a comprehensive business plan and operational framework for the new Sports Hall of Fame Museum. The Contractor shall work in close collaboration with the Executive Director to ensure the long-term sustainability, educational value, and statewide impact of the museum. The Contractor’s experience shall include:
- a. Demonstrated experience in museum operations, cultural institutions, or heritage/education organizations.
  - b. Experience in business planning, strategic development, and operational modeling for public or nonprofit entities.
  - c. Familiarity with state commissions, public-sector reporting, and Tennessee-based cultural or historical organizations.
- A.4. Contractor Responsibilities.
- a. Museum Business Plan Development. The Contractor shall:
    - i. Develop a detailed five-year business plan for the Hall, including mission alignment, operational structure, staffing, governance, and resource needs.

- ii. Create financial models covering operating budget, revenue projections, visitor services, retail models, membership, sponsorships, and earned income opportunities.
    - iii. Recommend key performance indicators (“KPIs”) for museum operations and organizational health.
  - b. Artifact Stewardship & Exhibit Planning Support. The Contractor shall advise on necessary support structure, including staff or contractors, for collection preservation, rotation and community engagement.
  - c. Operational & Administrative Framework. The Contractor shall recommend an operational structure for the new museum, including:
    - i. Staffing requirements and job descriptions
    - ii. Volunteer or docent programs
    - iii. Facilities maintenance considerations
    - iv. Visitor services workflow.
    - v. Provide a review of policies and procedures needed for compliance with state guidelines for procurement, risk management, collections management, etc.
  - d. Market, Audience, and Stakeholder Analysis. The Contractor shall:
    - i. Conduct a market analysis for projected attendance, audience demographics, and regional tourism patterns.
    - ii. Identify potential partners, sponsors, sports organizations, institutions, and community groups.
    - iii. Provide strategies for outreach, accessibility, educational integration, and public engagement.
  - e. Strategic Support necessary to the Executive Director. The Contractor shall:
    - i. Work directly with the Executive Director to ensure alignment with Commission goals, legislative expectations, and statewide visibility.
    - ii. Provide project management assistance, milestone tracking, and presentation materials for Commission briefings.
    - iii. Participate in scheduled progress reviews and provide written status reports.
  - f. Deliverables. The Contractor shall deliver:
    - i. Comprehensive Business Plan (final electronic version + editable working files).

- ii. Artifact/Collections Management Assessment.
- iii. Exhibit & Education Planning Recommendations.
- iv. Operations & Staffing Model.
- v. Market & Audience Analysis Report.
- vi. Final Presentation for the Hall.